

**RESOURCE MOBILIZATION STRATEGIES AND ORGANIZATIONAL
PERFORMANCE OF DEVELOPMENT FINANCE INSTITUTIONS IN KENYA**

BY

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MASTER OF BUSINESS ADMINISTRATION (CORPORATE MANAGEMENT)

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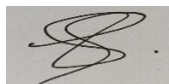
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DECLARATION

This dissertation is my original work and has not been published or submitted elsewhere for a degree award. I can also confirm that it contains no material written or published by others except for areas in which their work has been duly referenced and the authors acknowledged.



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ABSTRACT

The study aimed to evaluate the influence of resource mobilization strategies on the organizational performance of development finance institutions (DFIs) in Kenya. These institutions are pivotal to the country's economic development, making it essential to understand how different approaches to resource mobilization impact their performance. The general objective of this research was to assess the effects of various resource mobilization strategies on the performance of DFIs. Specifically, the study sought to: determine the influence of donations fundraising strategy, establish the influence of self-funding strategy, evaluate the influence of institutional partnerships strategy, and examine the influence of community collaboration strategy on organizational performance. The theoretical framework was grounded in four theories: Human Capital Theory, Resource Dependency Theory, Strategic Management Theory, and Social Capital Theory. A descriptive correlational research design was adopted, and a census approach targeting all six government-led DFIs was used. Primary data was collected from 59 targeted respondents through structured questionnaires, with 48 valid responses obtained, representing a response rate of 81.4%. Data was analyzed using descriptive statistics, correlation, and multiple regression analysis. The findings revealed that all four resource mobilization strategies had a positive and statistically significant effect on organizational performance. The regression model was statistically significant indicating that variation in organizational performance was explained by the four strategies. Community collaboration strategy had the strongest effect, followed by institutional partnerships strategy, donations fundraising strategy, and self-funding strategy. The study concludes that resource mobilization strategies are critical drivers of performance in government-led DFIs, with community collaboration and institutional partnerships yielding the highest impact. It further concludes that effective donor relationship management, diversification of internal revenue streams, strengthening of strategic alliances, and deepening of community engagement significantly enhance operational efficiency, customer satisfaction, and project completion rates. The study recommends that DFIs diversify fundraising approaches, expand internal revenue-generating ventures, negotiate for partnerships that provide both financial and technical value, and create structured platforms for community participation in project design, implementation, and monitoring. It further recommends embedding continuous performance evaluation in all resource mobilization activities to ensure sustainability, responsiveness to stakeholder needs, and alignment with strategic goals.

Key words: Resource mobilization strategies, organizational performance, donations fundraising strategy, self-funding strategy, institutional partnerships strategy, community collaboration strategy.

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ABBREVIATIONS AND ACRONYMS

AFC	-	Agricultural Finance Corporation
AfDB	-	African Development Bank
CLRM	-	Classical Linear Regression Model
DFI	-	Development Finance Institutions
ICDC	-	Industrial and Commercial Development Corporation
IT	-	Information Technology
MFI	-	Microfinance Institutions
NACOSTI	-	National Commission of Science, Technology and Innovation
NGO	-	Non-Governmental Organization
RDT	-	Resource Dependence Theory
SME	-	Small and Medium Enterprises
SPSS	-	Statistical Package for Social Sciences

DEFINITION OF TERMS

Community Collaboration Strategy	A method of engaging local communities as active stakeholders in resource-sharing, decision-making, and project implementation to enhance organizational outcomes (Smith & Lee, 2021).
Donations Fundraising Strategy	A deliberate plan to solicit and secure voluntary financial contributions from individuals, organizations, or governments to support institutional operations (Johnson & Patel, 2023).
Institutional Partnerships Strategy	A strategy involving formal collaborations with other organizations (e.g., government, private sector) to share resources, expertise, and risks for mutual benefit (Brown & Garcia, 2022).
Organizational Performance	The extent to which an organization achieves its goals, measured through indicators such as operational efficiency, customer satisfaction, and project success (Taylor & Wong, 2020).
Resource Mobilization Strategies	The systematic approaches and processes organizations use to acquire and manage financial, human, and material resources to achieve their objectives (Miller & Zhang, 2022).

Self-Funding Strategy

An approach where an organization generates its own revenue through internal activities, such as service fees or investments, to sustain its operations (Davis & Kumar, 2021).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Development Finance Institutions (DFIs) have become central to debates on how nations mobilize and allocate long-term capital to drive inclusive growth and structural transformation (Erforth, 2020). The central academic argument advanced in this study is that the effectiveness and sustainability of DFIs is fundamentally determined by the resource mobilization strategies they adopt, since these strategies shape their ability to finance high-risk, socially oriented, and capital-intensive projects ((Yindenaba, 2023). This argument has been widely acknowledged in global policy and scholarly discourse, where DFIs are seen not only as financiers of last resort but also as catalysts for crowding-in private investment and addressing market failures in development finance (Olayele & Samy, 2022). Contemporary debates highlight that DFIs face increasing scrutiny over how resource mobilization approaches such as bond issuance, blended finance, or partnerships contribute to measurable organizational performance, particularly operational efficiency, client satisfaction, and timely project completion (Hujo & Bangura, 2020).

At the regional level, African DFIs like the African Development Bank (AfDB) and the Development Bank of Southern Africa (DBSA) have been at the forefront of experimenting with new mobilization practices (Moussavi, 2024). Scholars and practitioners emphasize that while these DFIs have adopted self-funding mechanisms, partnerships with sovereign wealth funds, and community collaboration to enhance project outcomes, persistent undercapitalization and governance gaps continue to undermine their performance (Azom & Shaibu, 2023). The academic debate within Africa has therefore shifted to whether context-specific strategies tailored to fragile fiscal environments and

underdeveloped capital markets can meaningfully enhance performance beyond financial sustainability alone. Evidence from recent studies suggests that while African DFIs are innovating, empirical research remains limited on the comparative effectiveness of donations, partnerships, and community-led models in shaping institutional outcomes (Çakmak, 2023).

In Kenya, the debate on DFI sustainability has become particularly salient given the institutions' role in implementing Vision 2030 and the country's growing fiscal constraints. Local DFIs such as the Kenya Development Corporation (KDC) and Agricultural Finance Corporation (AFC) are increasingly pressured to diversify from traditional reliance on exchequer funding and donor allocations, which have proven volatile in the face of shifting aid dynamics and public debt pressures (Kinyua, 2023; Njoroge, 2024). Practitioners argue that strategies like donations fundraising, self-funding, institutional partnerships, and community collaboration are not only necessary alternatives but critical levers for enhancing institutional performance (Munguti et al., 2023; Chumba, 2023). Yet, the Kenyan scholarly debate highlights a persistent gap: while resource mobilization is acknowledged as essential, limited empirical evidence exists on how specific strategies contribute to concrete performance outcomes such as efficiency, satisfaction, and project delivery. Addressing this gap is both an academic and policy priority, as it informs strategic decision-making and strengthens DFIs' contribution to Kenya's development agenda.

1.1.1 Resource Mobilization Strategies

Resource mobilization strategies denote systematic approaches and methods firms use to identify, secure, and manage the possessions necessary to attain goals and aims. These resources can include financial assets, human capital, materials, and information (Ngiri & Njagi, 2022). Effective resource mobilization involves a combination of planning,

sourcing, and managing resources to ensure sustainability and alignment with the organization's strategic vision (Henry et al., 2021). For development finance institutions, this can mean employing donations fundraising strategies, self-funding strategies, institutional partnerships strategies, and community collaboration strategies to enhance their resource base and operational capabilities (Yindenaba, 2023).

Donations fundraising strategy refers to the deliberate effort to solicit and secure voluntary financial contributions from individuals, organizations, or governments to support an organization's mission and activities (Johnson & Patel, 2023). This process involves identifying potential donors, crafting compelling fundraising campaigns, and managing relationships with contributors to ensure sustained support. For DFIs, donations fundraising can include grants, donor pledges, or bond issuance, providing a critical external resource stream to finance development projects and enhance financial stability (Pratiwi et al., 2021). This strategy aims to build a diverse and reliable funding base to address resource gaps and support long-term goals (Taylor & Wong, 2020).

Self-funding strategy involves generating internal revenue through an organization's own activities, such as service fees, investments, or income-generating projects, to sustain its operations (Davis & Kumar, 2021). For DFIs, this could mean offering financial products, charging for advisory services, or leveraging returns from previous investments. This approach reduces dependency on external funding, enhances financial autonomy, and supports operational continuity (Morrison & Misener, 2021). Effective self-funding requires strategic planning and resource management to ensure revenue aligns with organizational priorities (Henry et al., 2021).

Institutional partnerships strategy entails forming formal collaborations with other organizations such as governments, private companies, or international bodies to share

resources, expertise, and risks for mutual benefit (Brown & Garcia, 2022). This strategy involves negotiating agreements, aligning objectives, and managing partnerships to maximize value. For DFIs, institutional partnerships can unlock additional funding, technical know-how, and market access, enhancing their capacity to deliver large-scale projects (Gonçalves, 2022). This approach fosters synergy and resilience, critical for sustainable development outcomes (Rossi et al., 2021).

Community collaboration strategy focuses on engaging local communities as active stakeholders in resource-sharing, decision-making, and project implementation to improve organizational effectiveness (Smith & Lee, 2021). This involves building trust, co-designing initiatives, and leveraging community assets like local knowledge or labor. For DFIs, this strategy can enhance project relevance, secure grassroots support, and improve resource utilization, particularly in rural or underserved areas (Miller & Zhang, 2022). It strengthens social capital and aligns development efforts with community needs (Horan, 2022).

1.1.2 Organizational Performance of Development Finance Institutions

Organizational performance denotes how well a firm attains its objectives and goals, often encompassing a range of financial and non-financial metrics (Adhikara & Nur Diana, 2022). It includes the efficiency and effectiveness of an organization's operations, its financial health, and its ability to meet the needs and expectations of its stakeholders (Rahmatullah et al., 2022). In development finance institutions context, performance is critical as it directly impacts their ability to support economic development through funding and managing various projects. High organizational performance indicates that an institution can efficiently utilize resources, achieve its developmental objectives, and maintain sustainability (Sinha & Ghosh, 2022).

The importance of organizational performance cannot be overstated. It serves as a key indicator of an organization's health and success, providing valuable insights for management, stakeholders, and investors (Muzammil, 2022). For DFIs, strong organizational performance ensures that they can continue to fulfill their mandate of financing development projects, thereby contributing to national and regional economic growth. It also helps in building trust with stakeholders, including government bodies, donors, and the communities they serve (Awdeh & Jomaa, 2024). Moreover, understanding performance metrics can guide strategic decisions, identify areas for improvement, and enhance overall operational efficiency (Kuzenkova, 2021).

Organizational performance is often measured using a diversity of indicators, reliant on the specific goals and organization context. Common measures include financial performance metrics such as profitability, return on investment, and revenue growth (Adhikara & Nur Diana, 2022). Non-financial metrics are equally important and can include operational efficiency, customer satisfaction, employee engagement, and the successful completion of projects (Rahmatullah et al., 2022). In the current study, organizational performance of DFIs in Kenya was measured using three specific indicators: operational efficiency, customer satisfaction, and project completion rates. These metrics provide a comprehensive view of performance, capturing both the efficiency of internal processes and the effectiveness in delivering services and achieving project outcomes (Muzammil, 2022).

1.1.3 Development Finance Institutions in Kenya

Kenya currently has six government-led Development Finance Institutions (DFIs), namely: Kenya Development Corporation (KDC), Development Bank of Kenya Ltd, Development Finance Company of Kenya (DFCK), Kenya Industrial Estates (KIE), Agricultural Finance Corporation (AFC), and Kenya Tourism Development Corporation (KTDC) (National

Treasury, 2024). These institutions operate under the Ministry of Investments, Trade and Industry and the National Treasury, with regional offices located across various counties. Their core mandate is to finance high-impact projects in sectors traditionally underserved by commercial banks, including agriculture, manufacturing, tourism, and SME development (Wandiri et al., 2020; Kinyua, 2023).

Most of Kenya's DFIs were established in the post-independence era, with ICDC founded in 1954, AFC in 1969, and KIE in 1971, primarily to catalyze development and industrialization through targeted long-term financing (Okinda, 2020). Over the decades, these institutions have supported critical development initiatives, including agricultural mechanization, industrial parks, and SME incubators. For example, AFC has disbursed credit to over 100,000 farmers, while KIE has facilitated enterprise incubation in more than 30 counties (Chumba, 2023). Recent policy reforms have led to the merger of several DFIs into the Kenya Development Corporation to enhance synergy and improve resource efficiency (Odhiambo, 2024).

Despite their important role, DFIs in Kenya face numerous institutional and environmental challenges, including undercapitalization, overreliance on government funding, and limited innovation in financial product development (Kinyua, 2023). Additionally, structural inefficiencies such as bureaucratic delays, poor loan recovery rates, and limited risk-sharing mechanisms have constrained their impact on national development (Keter et al., 2023). Moreover, the high-risk profile of development projects—often with long gestation periods—discourages private co-financing and places added pressure on DFIs to find alternative funding streams.

In this context, diversified resource mobilization strategies are increasingly critical for sustaining the operations and performance of DFIs in Kenya. Strategies such as donations

fundraising, self-funding, institutional partnerships, and community collaboration offer viable alternatives for bridging financing gaps and improving operational outcomes (Azom & Shaibu, 2023; Erforth, 2020). Donations fundraising can secure grants or concessional funding from multilateral institutions and development partners. Self-funding strategies—such as investing in profit-generating subsidiaries or leasing assets—can enhance financial independence (Moussavi, 2024; Hujo & Bangura, 2020). Institutional partnerships bring co-financing, technical assistance, and risk mitigation, while community collaboration fosters grassroots support and local resource contributions (Olayele & Samy, 2022; Çakmak, 2023).

While these strategies are deployed globally, their relevance in Kenya is amplified by fiscal constraints, fluctuating donor flows, and persistent development challenges like youth unemployment and regional inequality (Odhiambo, 2024). In comparison to more established DFIs in Europe and Asia, Kenyan DFIs operate in a resource-constrained environment, which makes strategic mobilization not just useful but essential for survival and impact (Erforth, 2020). Therefore, evaluating the effectiveness of these strategies within the Kenyan context offers important insights not only for local policy and institutional reform but also for broader learning across emerging economies facing similar constraints.

1.2 Statement of the Problem

Development finance institutions in Kenya are mandated to provide long-term financing for critical sectors such as agriculture, manufacturing, infrastructure, and SMEs, which are underserved by commercial banks (Odhiambo, 2024). However, despite their strategic role, these institutions are increasingly unable to deliver on their mandates due to persistent challenges in mobilizing sustainable resources. Evidence shows that weak and

uncoordinated adoption of donations fundraising, self-funding, institutional partnerships, and community collaboration has constrained their capacity to finance high-impact projects, thereby undermining operational efficiency, customer satisfaction, and project completion rates (Chumba, 2023).

Concrete examples highlight the magnitude of this challenge. The Industrial and Commercial Development Corporation (ICDC) recorded a 20% revenue decline between 2018 and 2021, largely due to weak internal revenue generation and donor withdrawal, exposing the fragility of current self-funding and fundraising practices (ICDC Annual Report, 2021). Similarly, the Agricultural Finance Corporation (AFC) has consistently failed to meet its lending targets for smallholder farmers, citing delayed donor disbursements and weak community engagement (Business Daily, 2023; AFC Strategic Plan, 2022–2026). A 2023 National Treasury report further revealed that institutional partnerships among Kenyan DFIs remain underdeveloped, with most collaborations failing to secure significant co-financing or technical support. These shortcomings have translated into project delays, underutilized funds, dissatisfied stakeholders, and growing public criticism of DFIs' effectiveness (Munguti et al., 2023; Njoroge, 2024).

While studies in West Africa and Asia demonstrate that effective resource mobilization strategies improve institutional performance (Aldieri et al., 2020; Amahalu et al., 2023), limited empirical evidence exists in the Kenyan context. This represents a critical knowledge and practice gap given the unique fiscal pressures, donor volatility, and development priorities facing Kenya's DFIs. The central problem, therefore, is that DFIs in Kenya are underperforming because of ineffective and fragmented resource mobilization strategies, which directly undermine their financial sustainability and developmental impact. If unaddressed, this situation threatens their ability to deliver on Vision 2030,

erodes stakeholder trust, and perpetuates unsustainable reliance on limited exchequer allocations (National Treasury, 2023; Odhiambo, 2024). This study seeks to address this gap by empirically examining how donations fundraising, self-funding, institutional partnerships, and community collaboration influence the organizational performance of Kenyan DFIs.

1.3 Objectives of the Study

The general of this research was to determine the influence of resource mobilization strategies on the organizational performance of development finance institutions in Kenya.

The specific objectives were:

- i. To determine the influence of donations fundraising strategy on the organizational performance of development finance institutions in Kenya.
- ii. To establish the influence of self-funding strategy on the organizational performance of development finance institutions in Kenya.
- iii. To establish the influence of institutional partnerships strategy on the organizational performance of development finance institutions in Kenya.
- iv. To examine the influence of community collaboration strategy on the organizational performance of development finance institutions in Kenya.

1.4 Research Hypothesis

The study addressed the following research questions:

- i. H₀₁: There is no significant influence of donations fundraising strategy on the organizational performance of development finance institutions in Kenya
- ii. H₀₂: Self-funding strategy has no significant influence on the organizational performance of development finance institutions in Kenya

- iii. H0₃: There is no significant influence of institutional partnerships strategy on the organizational performance of development finance institutions in Kenya
- iv. H0₄: Community collaboration strategy has no significant influence on the organizational performance of development finance institutions in Kenya

1.5 Justification of the Study

DFIs in Kenya serve a vital mandate in promoting economic growth via offering long-term financing for key sectors such as infrastructure, agriculture, and manufacturing. However, these institutions frequently encounter resource constraints that limit their capacity to fulfil their development mandates effectively. With the growing demand for sustainable financing models, it is essential to understand how different resource mobilization strategies influence organizational performance. While existing literature on DFIs in Kenya has primarily explored financial sustainability and governance, there is limited research on how specific resource mobilization strategies such as donations fundraising strategy, self-funding strategy, institutional partnerships strategy, and community collaboration strategy affect performance. This study was therefore justified as it provides empirical evidence on the effectiveness of these strategies, offering valuable insights to policymakers and DFI managers. By identifying optimal resource mobilization approaches, the findings supports efforts to enhance institutional performance and contribute to Kenya's broader economic development goals.

1.6 Significance of the Study

The research will be of significance to the following:

1.6.1 Policy Makers

This research possesses substantial implications for policymakers engaged in Kenya's economic and financial planning. By providing empirical evidence on several resource mobilization strategies efficacy, the findings can inform the development of robust policies

aimed at enhancing the sustainability and performance of DFIs. Policymakers can use these insights to design frameworks that promote donations fundraising strategies, self-funding strategies, institutional partnerships strategies, and community collaboration strategies. Additionally, the study can guide the creation of policies that strengthen collaborations between DFIs and other stakeholders, thereby improving the financial ecosystem and supporting Kenya's Vision 2030 development agenda.

1.6.2 Development Finance Institutions

For practitioners, particularly managers and leaders within DFIs, this research offers practical insights into best practices for resource mobilization and management. By identifying the specific strategies such as donations fundraising, self-funding, institutional partnerships, and community collaboration that positively impact organizational performance, DFI managers can adopt more effective approaches to secure and utilize resources. The study's findings on operational efficiency, customer satisfaction, and project completion rates will enable managers to benchmark their performance and address areas needing improvement. Furthermore, understanding the role of institutional partnerships and community collaboration can encourage DFIs to forge strategic alliances, thereby enhancing their resource base and operational capabilities.

1.6.3 Researchers and Academicians

From an academic perspective, this study adds to the existing body of knowledge on development finance and resource mobilization strategies. By focusing on the Kenyan context and drawing on theories such as Human Capital Theory, RDT, Strategic Management Theory, and Social Capital Theory, the research addresses several gaps in the literature. It provides a detailed analysis of how these theories apply to Kenyan DFIs, delivering fresh insights and empirical data that can shape future research. Moreover, by exploring the role of donations fundraising, self-funding, institutional partnerships, and

community collaboration strategies, the study bridges conceptual, contextual, and empirical gaps identified in prior literature, opening avenues for more targeted and relevant academic investigations.

1.7 Scope of the Study

This research scope centered on examining the influence of resource mobilization strategies on Kenyan DFIs organizational performance. Specifically, the research focused on four key resource mobilization strategies: donations fundraising strategy, self-funding strategy, institutional partnerships strategy, and community collaboration strategy. Organizational performance was measured through operational efficiency, customer satisfaction, and project completion rates. Geographically, the study was limited to Kenya and targeted the six DFIs operating within the country. Methodologically, the research employed a descriptive correlational research design. Data was collected via structured questionnaire distributed to all 59 senior management employees within these DFIs. The primary data was analyzed using descriptive statistics, correlation analysis, and regression analysis to investigate the relationships between resource mobilization strategies and organizational performance. The study was conducted between May 2025 and August 2025.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter delves into the research theoretical and empirical foundations, providing a comprehensive review of existing literature on resource mobilization strategies and organizational performance within DFIs. This chapter is structured to first explore the relevant theories that underpin the study, including Resource Dependency Theory, Human Capital Theory, Strategic Management Theory, and Social Capital Theory, highlighting their applicability to DFIs. Following the theoretical overview, the chapter presents an empirical review of previous studies, examining how different resource mobilization strategies have impacted organizational performance in various contexts. The chapter concludes by identifying critical research gaps in the current literature, including conceptual, empirical, contextual, and geographical gaps, thereby setting the stage for the current study to address these gaps and contribute new insights to the field.

2.2 Theoretical Framework

The segment is a review of theories describing the link between resource mobilization strategies and organizational performance. The thesis is anchored on Resource Dependency Theory, Human Capital Theory, Strategic Management Theory, and Social Capital Theory.

2.2.1 Resource Dependency Theory

RDT, attributed to Pfeffer and Salancik (1978), posits that firms lack self-sufficiency and must acquire resources externally for survival and thriving. The theory emphasizes the ability of an organization to secure critical resources from the external environment is essential for its stability and performance (Ozturk, 2021). It highlights the power dynamics

between organizations and their external resource providers, suggesting that organizations must strategically manage their dependencies to mitigate risks and ensure a stable flow of resources. This often involves diversifying resource sources, forming strategic alliances, and negotiating favorable terms with suppliers and partners (Gao et al., 2023).

Resource Dependency Theory has faced criticism for its deterministic view of organizational behavior and its emphasis on external control. Critics argue that the theory downplays the internal capabilities and strategic choices of organizations in managing their resources and responding to environmental pressures (McLeod et al., 2021). It has also been noted that the theory assumes a relatively static view of organizational environments, whereas in reality, these environments can be highly dynamic and complex (Lakshmi & Vallabhaneni, 2022). Furthermore, the focus on dependency can overlook the potential for organizations to actively shape their environments and create new opportunities through innovation and strategic initiatives (Wang & Wang, 2024).

Resource Dependency Theory was particularly relevant to the current study's objective of examining the influence of donations fundraising strategy on performance of DFIs in Kenya. Through RDT, the research can pursue how these institutions manage their dependencies on various donation sources and the strategies they employ to diversify their resource base. This includes soliciting funds from multiple donors, tapping into new donor networks, and creating innovative fundraising campaigns to reduce reliance on a single funding stream. Understanding these dynamics is crucial for improving the financial stability and performance of DFIs. The theory provides a framework for analyzing how effective donations fundraising strategies can mitigate risks and enhance the capacity of DFIs to meet their developmental objectives, thereby contributing to their overall operational efficiency and success.

2.2.2 Human Capital Theory

Human Capital Theory, as posited by Becker (1961), asserts that investments in human capital such as education, training, and health enhance the productivity and economic value of individuals and organizations. Becker argues that just as physical capital (like machinery and buildings) increases productivity, so does investing in human capital. These investments lead to improved skills, knowledge, and competencies, which in turn drive better performance and economic outcomes (Aslam et al., 2023). Within organizations, enhancing employees' skills and capabilities is seen as crucial for achieving operational efficiency and overall organizational success (Ray et al., 2023).

Over time, Human Capital Theory has been criticized despite being widely accepted. Critics argue that the theory overly emphasizes the economic returns of education and training, neglecting other important factors such as social, cultural, and psychological aspects of human development (Nadezhina & Avduevskaja, 2021). Additionally, it has been pointed out that the theory assumes a linear relationship between investment in human capital and productivity gains, which may not always hold true in complex, real-world scenarios (Deming, 2022). Factors such as organizational culture, management practices, and external economic conditions can significantly influence the outcomes of human capital investments, leading to varying results that the theory does not fully account for (Aslam et al., 2023).

Human Capital Theory was appropriate to this research as it emphasizes the role of individuals' skills, knowledge, and expertise in enhancing organizational performance. In the context of DFIs, the successful implementation of resource mobilization strategies such as donations fundraising strategy, self-funding strategy, institutional partnerships strategy, and community collaboration strategy relies heavily on the expertise and capabilities of the

personnel involved. By investing in the development of human capital through training, capacity building, and continuous professional development, DFIs can improve their ability to effectively mobilize resources whether by crafting compelling fundraising appeals, generating internal revenue, negotiating partnerships, or engaging communities leading to better organizational outcomes such as higher productivity, meeting customer needs, and successful project completion.

2.2.3 Strategic Management Theory

Strategic Management Theory founded by Haberberg and Rieple (2008), entails the development and execution of the main objectives and projects undertaken by the top management of an organization on behalf of its owners, taking into account available resources and evaluating the internal and external settings in which the company functions. The theory posits that organizations achieve competitive advantage and superior performance by effectively aligning their resources and capabilities with their strategic objectives. This involves a continuous process of strategic planning, decision-making, and execution, where strategies are developed to achieve long-term goals and respond to changing market conditions (Yin, 2023). Environmental scanning, strategy creation, strategy implementation, and strategy evaluation and control are important components of strategic management theory (Raza & Khalid, 2023).

While Strategic Management Theory offers a comprehensive framework for achieving organizational success, it has been criticized for being overly prescriptive and rigid (Hitt et al., 2021). Critics argue that the theory often assumes a level of predictability and control that may not exist in dynamic and uncertain environments. The emphasis on formal planning processes can sometimes lead to inflexibility, where organizations may fail to adapt quickly to unexpected changes (Xiaoyang & Hashim, 2023). Additionally, the

theory's focus on top-down decision-making can overlook the valuable insights and contributions of lower-level employees and stakeholders, potentially leading to a disconnect between strategy and execution (Wan et al., 2022).

Strategic Management Theory was relevant to this study as it focuses on the formulation and implementation of strategies that align an organization's resources with its objectives to achieve optimal performance. In the case of DFIs, the effective mobilization of resources through donations fundraising strategy, self-funding strategy, institutional partnerships strategy, and community collaboration strategy requires strategic planning and execution. Strategic Management Theory helps explain how DFIs can leverage internal and external resources such as donor networks, revenue-generating initiatives, institutional alliances, and community engagement to gain competitive advantages and improve operational efficiency. By applying strategic management principles, DFIs can better align their resource mobilization efforts with their long-term goals, thereby enhancing their overall organizational performance in terms of productivity, customer satisfaction, and successful project outcomes.

2.2.4 Social Capital Theory

According to social capital theory, a community or organization's performance and success are greatly influenced by its social networks, relationships, and reciprocity standards. The theory, which has been extensively developed by scholars such as Pierre et al. (2000), suggests that social capital facilitates coordination and cooperation for mutual benefit. According to Thomas and Gupta (2021), it emphasizes the value of trust, shared values, and connectedness among individuals and groups, which can lead to enhanced information flow, resource sharing, and collective action. In organizational contexts, social capital can

improve communication, foster innovation, and support the achievement of common goals through collaborative efforts (Filipovic & Arslanagic-Kalajdzic, 2023).

Despite its widespread acceptance, Social Capital Theory has faced criticism for its sometimes vague and broad definitions, making it difficult to measure and apply consistently (Alfano, 2022). Critics argue that the theory can be overly optimistic, overlooking potential downsides of social networks such as exclusion, groupthink, and the maintenance of power imbalances (Gannon & Roberts, 2020). Additionally, the emphasis on social ties can obscure the importance of formal structures and individual agency in organizational performance. Some also contend that the benefits of social capital may not be equally accessible to all members of a network, leading to unequal distribution of resources and opportunities (Thomas & Gupta, 2021).

Social Capital Theory was particularly relevant to the study's objective of examining the influence of institutional partnerships strategy on Kenyan DFIs performance in Kenya. Using this theory, the research can pursue how building and maintaining strong institutional partnerships and networks with other organizations enhance resource mobilization and operational efficiency. The theory provides a framework for understanding how trust, shared goals, and collaborative efforts contribute to the success of DFIs in achieving their developmental objectives. Institutional partnerships can lead to better resource sharing, knowledge transfer, and innovative solutions, thereby improving project completion rates and customer satisfaction. Social Capital Theory underscores the importance of leveraging social networks to build strategic alliances through institutional partnerships that enhance the overall performance and impact of DFIs.

2.3 Empirical Review

The empirical review section of this study examines previous research and findings related to the impact of resource mobilization strategies on the organizational performance of DFIs. This section systematically reviews existing empirical studies to identify trends, insights, and gaps in the literature, focusing on how consultancy services, funding mobilization, asset mobilization, and community collaboration strategy influence operational efficiency, customer satisfaction, and project completion rates. By analyzing these studies, the review aims to contextualize the current research within the broader academic discourse and highlight areas where further investigation is needed.

2.3.1 Donations Funding Strategy and Organizational Performance

Donations fundraising strategies have consistently emerged as critical mechanisms for improving institutional performance across different organizational types. Studies show that structured donation efforts such as grant applications, donor campaigns, and crowdfunding often enhance resource availability, operational stability, and project scalability (Taylor & Nguyen, 2024; Garcia & Patel, 2023; Davis & Singh, 2021). For instance, Taylor and Nguyen (2024) and Miller and Khan (2023) found that institutions targeting international donors and local communities through tailored appeals reported more stable funding streams and improved client outcomes. These findings converge on the idea that well-structured donation initiatives enhance both financial and stakeholder performance.

A recurring theme in the literature is the positive effect of donor retention and engagement. Garcia and Patel (2023) observed that European institutions leveraging corporate donor partnerships achieved greater service delivery efficiency, a finding echoed by Brown and Lee (2022), who noted that annual giving campaigns and peer-to-peer

fundraising significantly contributed to financial resilience in North American organizations. Similarly, Davis and Singh (2021) highlighted how cultivating relationships with major donors improved long-term project funding and strategic flexibility. Collectively, these studies suggest that performance benefits arise not just from securing donations, but also from deliberate donor relationship management.

However, contextual and methodological differences persist. Studies in developed regions emphasize digital fundraising platforms and donor analytics (Davis & Singh, 2021; Brown & Lee, 2022), whereas those in developing regions focus on community-driven appeals and face-to-face engagement (Taylor & Nguyen, 2024; Miller & Khan, 2023). Moreover, while inferential studies (e.g., Miller & Khan, 2023) provide stronger empirical claims, many others adopt descriptive designs that limit causality. Additionally, most fail to adopt multidimensional performance measures, focusing narrowly on financial sustainability while overlooking operational efficiency or project completion.

In Kenya, recent evidence underscores the urgency of strengthening donation-based fundraising strategies for DFIs. Kinyua (2024) observed that over-reliance on government subventions and volatile donor flows has left institutions such as the Agricultural Finance Corporation (AFC) unable to meet lending targets, highlighting weak donor alignment and inadequate diversification of funding sources. Similarly, Munguti et al. (2024) found that Kenyan DFIs often struggle to retain donor commitments beyond short project cycles, leading to underfunded programs and delays in project execution. A 2025 report by the National Treasury further emphasized that DFIs' fundraising strategies remain fragmented, with limited adoption of innovative approaches such as digital donor platforms, philanthropic endowments, or diaspora fundraising channels (National Treasury, 2025).

These challenges have translated into missed opportunities for expanding credit lines, sustaining operational efficiency, and meeting stakeholder expectations.

In light of these realities, the current study makes a distinct contribution by empirically examining how donations fundraising strategies influence organizational performance across three dimensions: operational efficiency, customer satisfaction, and project completion within the Kenyan DFI context. By applying a structured quantitative analysis to all six government-led DFIs in Kenya, the study addresses the gap in context-specific evidence and provides timely insights into how donations fundraising can be optimized to align with national development financing needs.

2.3.2 Self-Funding Strategy and Organizational Performance

Self-funding strategies are widely recognized as vital mechanisms for enhancing organizational performance, particularly in contexts characterized by fiscal uncertainty and donor dependency. Global evidence suggests that institutions generating internal revenue through service fees, investment returns, or commercial activities achieve greater financial stability and operational autonomy (Lee & Patel, 2024; Nguyen & Carter, 2023). For example, Lee and Patel (2024) in Southeast Asia found that development-oriented institutions employing self-funding mechanisms withstood fluctuations in donor support more effectively, while Wilson and Gupta (2022) in North America noted that institutions relying on diversified internal revenue achieved higher project success rates. Collectively, these findings underscore the strategic value of internal revenue generation as a buffer against financial volatility and a foundation for long-term sustainability.

Scholars further agree that self-funding improves performance by reducing operational disruptions linked to delayed or unpredictable donor flows. Nguyen and Carter (2023) reported that microfinance institutions in South America relying on fee-based

services demonstrated improved efficiency, while Davis and Singh (2021) observed that Australian non-profits adopting investment-linked income achieved greater project continuity. However, differences emerge in implementation. Institutions in developed countries often leverage well-developed financial markets and regulatory environments, while those in developing economies face constraints such as small client bases, weak financial infrastructure, and regulatory limitations, which limit the scalability of self-funding strategies (Wilson & Gupta, 2022; Lee & Patel, 2024).

In Kenya, recent evidence highlights both opportunities and challenges for DFIs adopting self-funding approaches. Kiptoo and Mwangi (2023) found that advisory fees and interest income from loans improved the financial stability of select Kenyan DFIs, though the study covered only a subset of institutions. More recent studies underscore growing urgency: Kinyua (2024) noted that Kenyan DFIs continue to rely heavily on exchequer allocations, with internally generated income contributing less than 20% of their annual budgets, a proportion considered unsustainable under current fiscal pressures. Munguti et al. (2024) further observed that weak self-funding mechanisms—such as limited commercial ventures and underutilized investment assets—have constrained DFIs’ ability to finance large-scale projects and achieve efficiency targets. The 2025 National Treasury report on state corporations explicitly identified self-funding capacity as a performance risk area for DFIs, urging them to expand income-generating activities and adopt innovative models such as asset leasing, profit-making subsidiaries, and consultancy services (National Treasury, 2025).

These findings illustrate that while the global literature establishes the theoretical benefits of self-funding, the Kenyan case demonstrates a pressing empirical gap in understanding how specific self-funding approaches such as investment returns, service

fees, or income-generating subsidiaries translate into performance outcomes. The present study addresses this gap by empirically analyzing how different self-funding strategies influence operational efficiency, customer satisfaction, and project completion across all six government-led DFIs in Kenya. By situating the analysis within Kenya's unique fiscal and institutional realities, the study provides timely insights for strengthening the financial autonomy and long-term sustainability of DFIs.

2.3.3 Institutional Partnerships Strategy and Organizational Performance

Institutional partnerships are widely regarded as essential for enhancing organizational performance through pooled resources, technical support, and shared risk. Across multiple studies, partnerships with governments, private sector actors, and international donors have been shown to facilitate access to funding, improve project implementation, and boost institutional learning (Brown & Garcia, 2024; Taylor & Nguyen, 2023; Davis & Singh, 2021). For instance, Brown and Garcia (2024) and Kiptoo and Njoroge (2023) both found that DFIs collaborating with commercial banks and regional financial institutions demonstrated higher project delivery rates and better financial performance due to shared financing and technical capabilities.

A recurring theme in the literature is that institutional partnerships improve performance by promoting resource complementarity and operational synergy. Taylor and Nguyen (2023), in a longitudinal study of Southeast Asian MFIs, reported that strategic alliances with government bodies and international donors led to enhanced funding diversity and long-term sustainability. Similarly, Davis and Singh (2021) observed that partnerships in the Australian non-profit sector contributed to improved operational efficiency and service scalability. These findings align with those of Miller and Khan (2022), who emphasized that partnerships provide access to specialized expertise,

networks, and innovation—factors that contribute to increased institutional effectiveness across sectors.

Despite broad consensus on the benefits, differences arise concerning the types of partnerships and their effectiveness in diverse contexts. Studies in developed economies, such as Davis and Singh (2021) and Miller and Khan (2022), often highlight partnerships with well-resourced government agencies and corporate sponsors, which may not mirror the realities of DFIs in developing countries. In contrast, Taylor and Nguyen (2023) and Brown and Garcia (2024) focus on partnerships in more resource-constrained environments, where the emphasis is on strategic alignment, local ownership, and adaptive implementation. Moreover, most existing studies do not systematically compare the impact of different partnership types such as public-public, public-private, or donor-institutional on specific performance outcomes.

In Kenya, Kiptoo and Njoroge (2023) provide one of the few studies focused on institutional partnerships among DFIs. Their findings suggest that DFIs engaging in partnerships with regional banks and private companies experienced better project execution and improved customer satisfaction. However, the study's limited sample (15 DFIs) and lack of inferential analysis constrain its generalizability. It also did not account for the dynamic regulatory and political environment in which Kenyan DFIs operate, where bureaucratic hurdles and overlapping mandates often complicate partnership effectiveness (Odhiambo, 2024; Kinyua, 2023). More recent evidence also reveals that weak governance frameworks and fragmented coordination continue to undermine partnership outcomes. For instance, Njoroge (2024) found that several public-private initiatives within Kenyan DFIs stalled due to overlapping mandates and unclear accountability structures, while Munguti

et al. (2024) highlighted that the absence of structured partnership evaluation mechanisms has contributed to underutilized funds and stalled projects.

The present study therefore sought to fill these gaps by conducting a comprehensive, Kenya-specific analysis of how institutional partnerships strategies influence the performance of DFIs. It examined partnerships in their various forms and assessed their effects on multiple performance metrics, including operational efficiency, customer satisfaction, and project completion. By employing a census of all government-led DFIs and focusing on sectoral realities in Kenya, the study aimed to generate actionable insights to guide policy and improve institutional collaboration models in the public development finance sector.

2.3.4 Community Collaboration Strategy and Organizational Performance

Community collaboration has increasingly been recognized as a key strategy for improving organizational performance, particularly among institutions working in development finance and public service delivery. Multiple studies agree that engaging communities through participatory project design, local resource mobilization, and shared decision-making enhances project relevance, stakeholder satisfaction, and long-term sustainability (Smith & Lee, 2024; Johnson & Patel, 2023; Kamau & Njoroge, 2023). For example, Smith and Lee (2024) and Taylor and Nguyen (2022) both found that institutions that involved local stakeholders in planning and implementation experienced improved project outcomes, as community buy-in reduced resistance and enhanced accountability.

There is strong convergence across empirical studies on the positive relationship between community collaboration and institutional performance. Johnson and Patel (2023), studying MFIs in West Africa, observed that integrating community-led savings groups and co-designed financial products led to improved client organizational performance and

trust. Similarly, Miller and Khan (2021) reported that community-based resource mobilization and project co-creation strategies in European social enterprises resulted in higher productivity and customer satisfaction. These studies support the broader theory that community engagement fosters social capital, enhances information flows, and ensures local relevance, factors that collectively improve project success and institutional efficiency.

However, important variations in findings emerge depending on organizational type and geographical context. For instance, studies in developed regions (Miller & Khan, 2021; Taylor & Nguyen, 2022) often highlight the role of digital platforms, structured volunteer programs, and civic institutions in facilitating collaboration. In contrast, studies in developing regions (Smith & Lee, 2024; Johnson & Patel, 2023) emphasize the need for more direct engagement methods such as community forums and local leadership integration due to weaker institutional infrastructure. Moreover, most of the reviewed studies focus on non-profits, microfinance institutions, or social enterprises, which unlike DFIs do not typically operate under government mandates or face the same scale of capital-intensive development programming.

In the Kenyan context, Kamau and Njoroge (2023) found that DFIs engaging communities in project design and implementation reported higher operational efficiency and better alignment with local needs. Their mixed-methods study highlighted how community engagement improved resource utilization and enhanced program impact. More recent evidence reinforces these findings. Chumba (2024) observed that DFIs that integrated community-based monitoring mechanisms in agricultural and SME projects experienced higher project completion rates and stronger stakeholder satisfaction. Similarly, Odhiambo (2025) reported that DFIs working with grassroots organizations in

rural counties recorded significant improvements in operational efficiency, as community co-financing reduced implementation delays and promoted accountability in project delivery. These emerging studies show that beyond participation, structured and continuous community collaboration can be a powerful mechanism for improving institutional outcomes in Kenya.

Given these insights and limitations, the present study sought to examine how community collaboration strategies influence performance outcomes, specifically operational efficiency, customer satisfaction, and project completion within government-led DFIs in Kenya. By employing a structured quantitative approach across all six DFIs, this study addressed the limited scope of past research and offers policy-relevant evidence on how DFIs can leverage community engagement not merely as a participatory tool, but as a strategic resource mobilization mechanism to improve institutional effectiveness.

2.4 Summary of Review of Literature and Research Gaps

Despite extensive research on the influence of resource mobilization strategies on organizational performance, several gaps persist in the literature. Firstly, many studies have focused on specific sectors such as healthcare, manufacturing, non-governmental organizations, and education, with limited research on DFIs, particularly within the Kenyan context. This represents a significant contextual gap, as the unique challenges and opportunities faced by Kenyan DFIs have not been comprehensively explored. Existing studies, such as those by Taylor and Nguyen (2024) on donations fundraising strategies and Davis and Singh (2021) on self-funding strategies, have provided valuable insights but often within different industries or regions, limiting their applicability to Kenyan DFIs.

Moreover, there are empirical and conceptual gaps in understanding the integrated impact of various resource mobilization strategies on organizational performance. While

individual strategies such as institutional partnerships (Brown & Garcia, 2024) and community collaboration (Smith & Lee, 2024) have been studied, there is a lack of comprehensive studies that analyze how these strategies, donations fundraising, self-funding, institutional partnerships, and community collaboration collectively influence performance indicators like operational efficiency, customer satisfaction, and project completion rates. Addressing these gaps, the current study aimed to fill the contextual, empirical, and conceptual voids by focusing specifically on the impact of donations fundraising strategy, self-funding strategy, institutional partnerships strategy, and community collaboration strategy on the performance of DFIs in Kenya.

2.5 Conceptual Framework

The conceptual framework for this study outlines the relationship between resource mobilization strategies and organizational performance in Kenyan DFIs. It posits that effective implementation of specific resource mobilization strategies namely, donations fundraising, self-funding, institutional partnerships, and community collaboration directly influences the performance of these institutions measured using productivity, customer satisfaction and project completion rate.

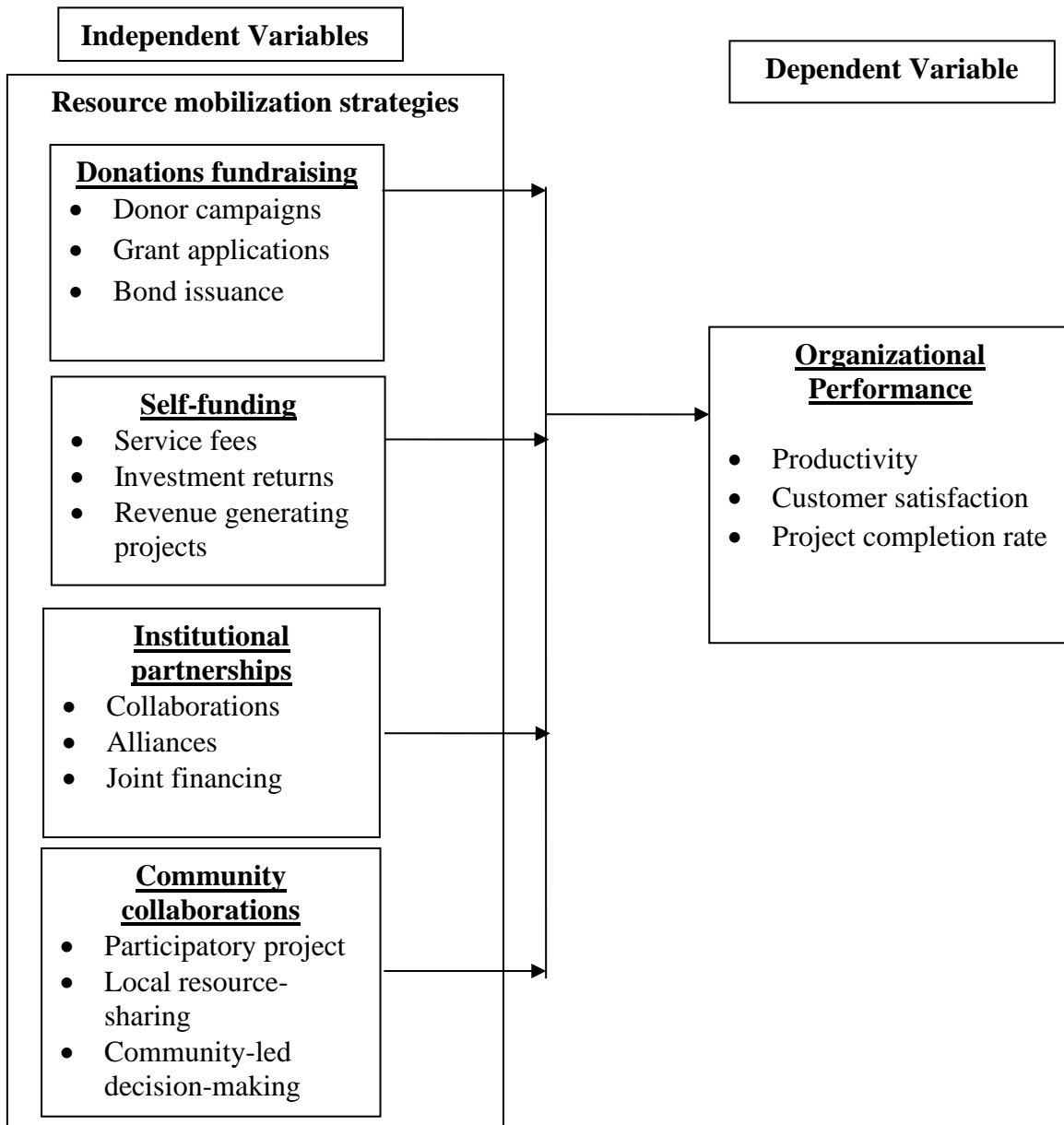


FIGURE 2.1
Conceptual Framework

2.6 Operationalization of Variables

TABLE 2.1
Operationalization of Variables

Variable type	Variable	Indicators	Measurement scales
Dependent	Organizational performance	<ul style="list-style-type: none"> • Productivity • Customer satisfaction • Project completion rate 	Likert/ordinal
Independent	Donations fundraising strategy	<ul style="list-style-type: none"> • Donor campaigns • Grant applications • Bond issuance 	Likert/ordinal
Independent	Self-funding strategy	<ul style="list-style-type: none"> • Service fees • Investment returns • Revenue generating projects 	Likert/ordinal
Independent	Institutional partnerships strategy	<ul style="list-style-type: none"> • Collaborations • Alliances • Joint financing 	Likert/ordinal
Independent	Community collaboration strategy	<ul style="list-style-type: none"> • Participatory project • Local resource-sharing • Community-led decision-making 	Likert/ordinal

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this segment, the focus was on the research methodology that guided the study. The chapter outlines the research design that was adopted, the target population for the study, the sampling method that was used, and the instruments and procedures for data collection. Additionally, it details the approach for data collection, the methods of data analysis, the presentation of findings, and the diagnostic tests that were performed to ensure the reliability and validity of the results, concluding with ethical considerations.

3.2 Research Design

A research design refers to the structured framework that guides how a study is conducted to ensure systematic data collection and analysis aligned with the research objectives (Leavy, 2022). This study adopted a descriptive correlational research design, which combines the strengths of descriptive analysis, used to outline the characteristics and distribution of resource mobilization strategies across DFIs, with correlational analysis, which examines the direction and strength of relationships between these strategies and organizational performance indicators. This approach was suitable as the study not only aimed to describe how donations fundraising, self-funding, institutional partnerships, and community collaboration strategies were implemented, but also sought to statistically test hypothesized associations between these independent variables and the dependent variable, organizational performance, using correlation and multiple regression techniques. The inclusion of inferential statistical procedures such as Pearson correlation coefficients and

hypothesis testing ensured that the research captured not just descriptive patterns, but also meaningful relational insights that support evidence-based conclusions.

3.3 Target Population

The target population refers to the entire group of individuals who possess the characteristics relevant to a particular research inquiry (Nayak & Singh, 2021). It encompasses those individuals who can provide information necessary to meet the study's objectives (Pandey & Pandey, 2021). In this study, the target population comprised senior-level managers involved in strategic decision-making and resource mobilization within the six government-led DFIs in Kenya. Specifically, the study focused on senior-level managers as they were directly responsible for formulating and implementing resource mobilization strategies within their respective institutions. These managers were engaged in activities such as budget planning, partnership development, internal revenue generation, and community stakeholder engagement all of which were central to the study variables.

The total population consisted of 59 senior managers across the six DFIs, as presented in Table 3.1. The variation in the number of managers across institutions was determined by the organizational size and governance structure of each DFI. For instance, Kenya Development Corporation (KDC), being a merger of three institutions (ICDC, TIB, and IDB Capital), has a larger managerial pool compared to relatively smaller institutions such as the Kenya Tourist Development Corporation (KTDC). Similarly, entities like the Agricultural Finance Corporation (AFC) and the Development Finance Company of Kenya (DFCK) maintain wider branch and departmental structures, which account for their relatively higher number of senior managers. The study did not arbitrarily assign numbers but instead relied on actual staff complements as verified through institutional records and the 2024 National Treasury report.

To minimize bias, the study adopted a census approach, thereby including all senior managers across the six DFIs rather than selecting a subset. This ensured that each institution was represented proportionally to its organizational structure and management size. Furthermore, the use of official institutional channels and directories to identify respondents guaranteed that all individuals meeting the criteria were included, eliminating selection bias. By adopting this approach, the study ensured comprehensive coverage of the target population, yielding reliable and representative findings. Population was as presented in Table 3.1

TABLE 3.1
Population Distribution

DFI	No. of managers
Kenya Development Corporation	14
Agricultural Finance Corporation	10
Development Bank of Kenya	9
Development Finance Company of Kenya	10
Kenya Industrial Estates	9
Kenya Tourist Development Corporation	7
TOTAL	59

Source: National Treasury (2024)

3.4 Sample Size and Sampling Procedure

Sample size refers to the number of participants or elements being selected from a population for inclusion in a research study, ensuring that the results are representative of the entire population (Nayak & Singh, 2021). Sampling procedure refers to the method being used to select individuals or elements from the population to form the sample, aiming to achieve accuracy and minimize bias in the research findings (Pandey & Pandey, 2021). This study adopted a census technique, where all the 59 senior managers in the government-led DFIs in Kenya were included. A census approach was selected because the population size was manageable, ensuring comprehensive data collection without the need for sampling. To account for potential non-response risk, the study implemented several

mitigation strategies: follow-up reminders via email and phone calls, institutional endorsement to encourage participation, and provision of both digital and print questionnaire options to increase convenience.

3.5 Instrumentation

Instrumentation refers to the development and application of data collection tools that ensure systematic and accurate measurement of study variables (Cooper & Schindler, 2021). In this study, a structured, self-administered questionnaire served as the primary data collection instrument. The questionnaire consisted of closed-ended items measured on a 5-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree, to enable quantification of perceptions and facilitate statistical analysis. The items were adapted from validated instruments used in prior empirical studies on resource mobilization and organizational performance (Taylor & Nguyen, 2024; Kiptoo & Mwangi, 2023; Davis & Singh, 2021). The questionnaire was structured into six sections: demographic information and five construct-based sections covering the study variables. Specifically, donations fundraising strategy were measured using 6 items, self-funding strategy using 6 items, institutional partnerships strategy using 6 items, and community collaboration strategy using 6 items. The dependent variable organizational performance was assessed using 6 items, capturing the dimensions of operational efficiency, customer satisfaction, and project completion rates. The questionnaire underwent a pilot study to assess reliability and content validity before full deployment.

3.6 Pilot Study

A pilot study was conducted to evaluate the clarity, validity, and reliability of the research instrument before the main data collection. In line with recommendations for methodological rigor, the pilot was carried out among respondents drawn directly from the

target population to ensure homogeneity and accurate assessment of the instrument's suitability (Saunders et al., 2019). Specifically, 6 senior managers representing approximately 10% of the total target population of 59 were purposively selected from the six government-led DFIs in Kenya. The managers chosen for the pilot were not included in the final data collection to avoid contamination of responses. Feedback from the pilot exercise was used to refine the questionnaire by addressing ambiguous wording, rephrasing complex items, and ensuring that the questions were relevant to the study objectives. The pilot also enabled the researcher to assess the time required to complete the questionnaire and to evaluate the internal consistency of the items.

3.6.1 Validity of Instrument

Validity refers to the extent to which an instrument accurately measures the constructs it is intended to assess (Cooper & Schindler, 2021). To ensure construct validity, the questionnaire for this study was adapted and refined from validated instruments used in prior empirical studies on resource mobilization strategies and organizational performance. Specifically, items for donations fundraising and institutional partnerships were adapted from Taylor and Nguyen (2024) and Brown and Garcia (2022), while measures for self-funding strategies were drawn from Nguyen and Carter (2023) and Davis and Singh (2021). Community collaboration items were derived from Smith and Lee (2024) and Kamau and Njoroge (2023), while organizational performance was measured based on constructs validated by Kiptoo and Mwangi (2023), capturing operational efficiency, customer satisfaction, and project completion.

To establish content validity, the draft questionnaire was reviewed by subject matter experts, including the academic supervisor and two senior researchers in development finance. Their feedback helped verify that the questionnaire items comprehensively

reflected the study’s conceptual framework and covered all relevant dimensions. The review process also ensured that consistency with the theoretical constructs underlying the study was maintained in the questionnaire.

3.6.2 Reliability of Instrument

Reliability refers to the degree to which an instrument consistently produces stable and similar results under the same conditions (Cooper & Schindler, 2021). In this study, Cronbach's Alpha analysis was employed to assess the dependability of the research tools, ensuring the precision and consistency of the internal data collection instrument. Cronbach's Alpha is a widely accepted metric for evaluating the reliability of a questionnaire, providing a "true" base score even when some items are modified or replaced (Khan, 2018). A reliability coefficient between 0.7 and 0.8 is generally considered acceptable, while a coefficient above 0.8 is deemed excellent. The reliability of the questionnaire in this study was evaluated against this threshold to ensure its suitability for collecting consistent and dependable data. The reliability test results are as shown in Table 3.2

TABLE 3.2
Reliability Results

Variables	Items	Cronbach Alpha	Remark
Donations fundraising strategy	6	.783	Reliable
Self-funding strategy	6	.754	Reliable
Institutional partnerships strategy	6	.836	Reliable
Community collaboration strategy	6	.729	Reliable
Organizational performance	6	.928	Reliable

3.7 Data Collection Method

Data collection is the systematic process of gathering and analyzing information related to specific variables to answer research questions, test hypotheses, and evaluate outcomes

(Burns & Burns, 2021). This study used a structured questionnaire as the primary data collection instrument, as it is cost-effective, reliable, and efficient for gathering data within a short timeframe. The questionnaire was designed with closed-ended questions to allow for specific and concise responses, facilitating consistency and ease of analysis. It was divided into three sections: background information, resource mobilization strategies, and organizational performance, ensuring that all variables of interest were adequately addressed and enabling a comprehensive analysis of their relationships.

3.8 Data Analysis

Data analysis involved the systematic organization, interpretation, and transformation of raw data into meaningful insights that respond to the research objectives (Burns & Burns, 2021). In this study, the completed questionnaires were first reviewed for completeness and accuracy. Each response was coded and scored using the Statistical Package for the Social Sciences (SPSS), which facilitated both descriptive and inferential analysis. Descriptive statistics, including means and standard deviations, were used to summarize the characteristics of the variables. Inferential analysis was then conducted using Pearson correlation and multiple linear regression to examine the strength, direction, and predictive relationships between the independent variables: donations fundraising, self-funding, institutional partnerships, and community collaboration strategies and the dependent variable, organizational performance.

All study variables were measured using Likert-scale items, treated as interval data consistent with established practice in social sciences research (Carifio & Perla, 2008), making them suitable for regression analysis. Regression was appropriate for this study as it allowed for the estimation of how variations in each resource mobilization strategy predict changes in organizational performance while controlling for the influence of other

strategies. Prior to running the regression model, the study tested key assumptions, including normality of residuals, multicollinearity, and independence of errors, to ensure the validity of the results. The final results were presented using tables and graphs to enhance clarity, interpretation, and policy relevance.

The regression model below was used:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: Y = Organizational performance

α = y regression intercept.

$\beta_1, \beta_2, \beta_3, \beta_4$ = Model coefficients

X_1 = Donations Fundraising Strategy

X_2 = Self-Funding Strategy

X_3 = Institutional Partnerships Strategy

X_4 = Community Collaboration Strategy

ε = error term

3.8.1 Diagnostic Tests

Before proceeding with regression analysis, diagnostic tests were performed to ensure that the classical linear regression model assumptions were not violated. The assumptions violations can result in biased, inconsistent, and inefficient model estimates. Therefore, diagnostic tests were performed to validate the suitability of the regression model and confirm that it adhered to the underlying principles, ensuring the reliability and accuracy of the results. These tests helped maintain the integrity of statistical analysis and prevented misleading conclusions.

3.8.1.1 Normality Test

A normality test was conducted to determine whether the data is normally distributed. This was important because many statistical tests, such as t-tests, ANOVA, and regression, are based on the assumption that data is normally distributed. If the data is not normally distributed, the results of these tests may be inaccurate. The study utilized statistical tests like the Shapiro-Wilk test or the Kolmogorov-Smirnov test to test for normality.

3.8.1.2 Multicollinearity Test

Multicollinearity in the analysis was assessed via a correlation matrix, with a threshold of 0.8 considered optimal (Cooper & Schindler, 2021). Ignoring multicollinearity can lead to inflated standard errors and undetermined regression coefficients, affecting the reliability of statistical estimates. This, in turn, impacts the accuracy of decisions regarding the rejection or acceptance of the null hypothesis. The extent of multicollinearity impacts the estimation process, where a correlation coefficient exceeding 0.8 signals severe multicollinearity, requiring corrective measures to ensure the validity of the regression model. Variance Inflation Factor (VIF) and Tolerance values were also used in this study to check for multicollinearity.

3.8.1.3 Heteroskedasticity

Heteroskedasticity must be identified and addressed in the Classical Linear Regression Model (CLRM) to ensure its assumptions are upheld. The CLRM assumes that the error term has a constant variance; when this condition is met, the data is described as homoscedastic. However, if the error variance is inconsistent, it leads to heteroskedasticity. Running regression analysis deprived of checking for heteroskedasticity results in unbiased coefficient estimates but incorrect standard errors, affecting the reliability of hypothesis testing. In this study, heteroskedasticity was assessed using the Breusch-Pagan / Cook-

Weisberg test. The null hypothesis for this test was the presence of homoscedastic error variance.

3.9 Ethical Considerations

Ethical considerations were central to this study to ensure the protection of participants' rights and compliance with recognized research standards. Prior to data collection, the researcher obtained ethical clearance from KCA University and a research permit from the National Commission for Science, Technology and Innovation (NACOSTI), which authorizes research within Kenya. Informed consent was documented in writing through a signed consent form accompanying the questionnaire. This form explained the purpose of the study, the voluntary nature of participation, the right to withdraw at any time, and how the information will be used. Participants, specifically Heads of Operations or their equivalents within the DFIs, were informed that their responses will be treated with strict confidentiality and that their identities will not be disclosed.

To safeguard data privacy, all completed questionnaires were securely stored in a password-protected database, and any physical copies were kept in a locked cabinet accessible only to the principal researcher. The data was then anonymized using unique codes instead of names or institutional identifiers to protect respondent identity. No identifying details appeared in the final report or any subsequent publications. These ethical safeguards ensured that participants' dignity, privacy, and trust were upheld throughout the research process.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the empirical results and discussion arising from the analyzed data. It first outlines response rate and then reports descriptive statistics for the study constructs. Next, it presents diagnostic tests (normality, multicollinearity, and heteroskedasticity) and proceeds to inferential analyses to examine how donations fundraising, self-funding, institutional partnerships, and community collaboration strategies influence organizational performance. The findings are interpreted against the study objectives, hypotheses, and anchoring theories, and are compared with prior literature to highlight areas of convergence and divergence, with tables and figures provided to aid interpretation.

4.2 Response Rate

The study achieved a high response rate of 81.4%, with 48 out of the 59 targeted respondents returning the completed questionnaires, while only 11 questionnaires (18.6%) were unreturned. This rate is well above the 70% threshold generally recommended by scholars such as Leavy (2022) for surveys, indicating that the data collected is both reliable and representative of the target population. The high return rate suggests that the respondents were engaged and willing to participate in the study, which may be attributed to the relevance of the research topic to their work and the effectiveness of the follow-up process during data collection.

The implication of this high response rate is that the findings of the study can be generalized with greater confidence to the entire population under investigation. A robust response rate reduces the risk of non-response bias, thereby enhancing the validity of the results and strengthening the study's conclusions. Furthermore, it ensures that the

perspectives captured in the analysis reflect a broad spectrum of the target group, thus supporting more informed recommendations for practice and policy based on the observed relationships among the study variables.

TABLE 4.1
Response Rate

Response Rate	Frequency	Percent
Returned	48	81.4
Unreturned	11	18.6
Total	59	100

4.3 Demographic Characteristics

This section presents the demographic characteristics of the respondents, which provide important contextual information for interpreting the study findings. The analysis covers aspects such as gender, age, education level, and years of experience in current position, offering insights into the diversity and representativeness of the sample. Understanding these characteristics helps in assessing the potential influence of respondent profiles on the study variables and enhances the credibility of the conclusions drawn.

4.3.1 Gender of the Respondents

The results in Table 4.2 indicate that the gender distribution among the respondents was relatively balanced, with males constituting 52.1% (25 respondents) and females making up 47.9% (23 respondents). This near-equal representation suggests that both male and female perspectives were adequately captured in the study, thereby minimizing the risk of gender bias in the responses. Such balance also reflects a commendable level of inclusivity in the organizational or sectoral context under study, where both genders appear to have significant involvement in activities relevant to the research.

The implication of this gender distribution is that the study’s findings can be considered reflective of the experiences and opinions of both male and female participants. This enhances the generalizability of the results, particularly in policy and practice recommendations that aim to address the needs of a gender-diverse workforce. Additionally, the balanced representation provides an opportunity to identify any gender-related similarities or differences in the influence of the study variables, which could be useful for designing inclusive strategies and interventions.

TABLE 4.2
Gender Distribution

Gender	Frequency	Percentage
Male	25	52.1
Female	23	47.9
Total	48	100

4.3.2 Age of the Respondents

The results in Table 4.3 show that the majority of respondents were aged between 31 and 40 years, representing 37.5% of the sample, followed closely by those aged 41 to 50 years at 35.4%. Respondents below 30 years accounted for 18.8%, while the smallest group was those above 50 years, constituting 8.3% of the total. This distribution suggests that most participants were in their prime working years, likely possessing substantial professional experience and active involvement in decision-making processes relevant to the study context. The presence of respondents across all age brackets also indicates that the study benefited from a diversity of generational perspectives.

The implication of this age composition is that the study’s findings are enriched by contributions from individuals at different stages of their careers, combining fresh insights from younger participants with the seasoned perspectives of more experienced respondents.

This diversity enhances the depth of analysis and the applicability of recommendations to a broader workforce. Moreover, the dominance of respondents in the 31–50-year range may suggest that strategies, policies, or interventions proposed from the study could be particularly well-suited to the needs and capacities of a mid-career demographic, while still being adaptable to younger and older age groups.

TABLE 4.3
Respondents' Age Composition

Age	Frequency	Percentage
Below 30 years	9	18.8
31-40 years	18	37.5
41-50 years	17	35.4
Above 50 years	4	8.3
Total	48	100

4.3.3 Highest Level of Education

The results in Table 4.4 indicate that half of the respondents (50.0%) held a bachelor's degree, making it the most common academic qualification among the participants. This was followed by those with a master's degree at 35.4%, diploma holders at 12.5%, and only one respondent (2.1%) possessing a PhD. The predominance of respondents with degree and postgraduate qualifications suggests that the sample comprised individuals with substantial formal education, which is likely to enhance their understanding of organizational processes and the study's subject matter.

The implication of this education profile is that the findings are informed by participants with a strong academic foundation, which can contribute to well-informed and reliable responses. This also means that recommendations derived from the study are likely to resonate with and be applicable to a highly educated workforce, potentially increasing the feasibility of implementing proposed strategies. Additionally, the representation of

different education levels ensures that the study captures perspectives from both professional practitioners with advanced academic training and those with practical, skills-based experience.

TABLE 4.4
Highest Level of Education

Education	Frequency	Percentage
Diploma	6	12.5
Degree	24	50.0
Masters	17	35.4
PhD	1	2.1
Total	48	100%

4.3.4 Years of Experience in Current Position

The results in Table 4.5 reveal that the majority of respondents, 52.1% (25 participants), had served in their current positions for more than five years. This was followed by those with 2–3 years of experience at 29.2%, while 10.4% had been in their roles for 4–5 years, and the smallest group, 8.3%, had less than one year of experience. This distribution suggests that the sample was largely composed of individuals with long-standing experience in their positions, which may indicate stability, deep institutional knowledge, and familiarity with the operational and strategic aspects of their organizations.

The implication of this experience profile is that the study’s findings are grounded in insights from respondents who have substantial practical exposure to their roles, enhancing the reliability and depth of the data. The dominance of long-serving employees means that the recommendations from this study are likely to be well-informed by practical realities and historical organizational trends. At the same time, the inclusion of respondents with fewer years of experience ensures that the study also incorporates fresh perspectives,

potentially capturing emerging challenges and innovative approaches within the organizational context.

TABLE 4.5
Years of Experience in Current Position

Number of years	Frequency	Percentage
0-1 years	4	8.3
2-3 years	14	29.2
4-5 years	5	10.4
Above 5 years	25	52.1
Total	48	100%

4.4 Descriptive Statistics

This section presents descriptive statistics for the study variables, providing a summary of respondents' perceptions and experiences in relation to donations fundraising, self-funding, institutional partnerships, and community collaboration strategies, as well as organizational performance. The analysis includes measures such as means and standard deviations, which offer insights into the central tendencies and variability of responses. These results form the basis for understanding patterns in the data and set the stage for subsequent inferential analysis.

4.4.1 Donations Fundraising Strategy

The results in Table 4.6 show that respondents generally agreed with most statements on donations fundraising strategy, as reflected by the overall mean score of 3.69 (SD = 0.78). The highest-rated statement was that the institution effectively reports on the use of donated funds to enhance credibility, with a mean of 4.17 (SD = 0.99). This suggests that transparency and accountability are well-practiced within the organization, which is likely to strengthen donor trust and increase the likelihood of sustained support. The relatively

low standard deviation indicates that there is a high level of agreement among respondents on this point.

The second-highest rated statement was maintaining strong relationships with key donors, which had a mean of 3.98 (SD = 0.92). This finding highlights the importance the organization places on cultivating donor relations as part of its fundraising strategy. Strong donor relationships are often linked to consistent funding inflows and can also facilitate referrals to new funding opportunities. The standard deviation shows moderate variability, indicating that while most respondents perceive this positively, there may be variations in how consistently these relationships are nurtured across different projects or departments.

Interestingly, the lowest-rated statement was that the organization regularly holds fundraising events or campaigns targeting donors, with a mean of 3.04 (SD = 1.35). This suggests that while donor engagement is strong, active fundraising events may not be as frequent or as prioritized compared to other strategies such as proposal writing and relationship management. The higher standard deviation indicates mixed perceptions among respondents, possibly reflecting differences in involvement or awareness of such activities. This gap could represent an opportunity for the institution to diversify its fundraising approach and engage donors more directly through events and campaigns.

The mean score of 3.73 (SD = 0.76) for having a clear strategy for attracting donor funding, combined with 3.48 (SD = 0.87) for successful proposals, and 3.75 (SD = 1.05) for integrating donor feedback, indicates that the institution has a structured and responsive approach to fundraising. However, there is room for improvement in enhancing proposal success rates and systematically incorporating donor feedback into strategic planning. Strengthening these areas could further improve the efficiency and sustainability of donor-funded initiatives, thereby contributing positively to overall organizational performance.

TABLE 4.6
Descriptive Statistics for Donations Fundraising Strategy

Statements	N	Mean	Std. Dev
Our institution has a clear strategy for attracting donor funding.	48	3.73	0.76
We maintain strong relationships with key donors.	48	3.98	0.92
The organization regularly holds fundraising events or campaigns targeting donors.	48	3.04	1.35
Our proposals to donors are often successful in securing funding.	48	3.48	0.87
Donor feedback is integrated into future fundraising strategies.	48	3.75	1.05
The institution effectively reports on the use of donated funds to enhance credibility.	48	4.17	0.99
Overall mean Score	48	3.69	0.78

4.4.2 Self-Funding Strategy

The results in Table 4.7 indicate that respondents generally agreed that self-funding is a key element of the institution’s financial strategy, as reflected by the high overall mean score of 3.96 (SD = 0.76). The highest-rated statement was that leadership supports innovation in developing new income-generating ventures, with a mean of 4.19 (SD = 0.63). This suggests that the organization’s leadership plays an active role in encouraging creative approaches to revenue generation, which is essential for diversifying income streams and ensuring long-term sustainability. The low standard deviation shows strong consensus among respondents on this point, underscoring the importance of leadership commitment in driving self-funding initiatives.

The statement on generating income through internally managed projects or services also scored highly, with a mean of 4.04 (SD = 0.91). This reflects the institution’s capacity to leverage internal resources, skills, and opportunities to generate income, thereby reducing reliance on external funding sources. Such initiatives not only strengthen financial

independence but also offer flexibility in meeting operational needs without the constraints that often come with donor funding. The moderate standard deviation suggests that while the practice is generally well-established, the scale or success of internally managed projects may vary across departments or units.

The establishment of viable revenue-generating units received a mean score of 3.98 (SD = 0.95), indicating that the institution has put in place formal structures for self-funding. Similarly, the mean score of 3.88 (SD = 0.88) for monitoring self-funding initiatives for profitability and sustainability suggests that the organization takes a strategic approach to ensuring these initiatives are not only operational but also financially viable. These findings highlight the institution's commitment to building a solid internal financial base, though the standard deviations indicate some room for consistency in implementation and oversight across different units.

The lowest-rated statement, though still relatively high, was that a portion of the operational budget is financed through self-generated income, with a mean of 3.79 (SD = 0.91). While this shows that self-generated income contributes to operational funding, there is potential to increase this proportion for greater financial autonomy. Strengthening existing income streams and exploring new ventures could enhance the institution's resilience against fluctuations in external funding. Overall, these results underscore that the organization has a strong foundation in self-funding but could achieve even greater independence with targeted growth and optimization of internal revenue sources.

TABLE 4.7
Descriptive Statistics for Self-Funding Strategy

Statements	N	Mean	Std. Dev
Our institution generates income through internally managed projects or services.	48	4.04	0.91
We prioritize financial independence through self-funding initiatives.	48	3.88	1.01
The institution has established viable revenue-generating units.	48	3.98	0.95
A portion of our operational budget is financed through self-generated income.	48	3.79	0.91
Self-funding initiatives are well-monitored for profitability and sustainability.	48	3.88	0.88
Our leadership supports innovation in developing new income-generating ventures.	48	4.19	0.63
Overall Mean Score	48	3.96	0.76

4.4.3 Institutional Partnerships Strategy

The results in Table 4.8 show that respondents generally agreed that institutional partnerships are an important aspect of the organization's strategy, with an overall mean score of 3.68 (SD = 0.98). The highest-rated statement was that strategic alliances have enhanced the institution's ability to deliver on organizational goals, with a mean of 3.96 (SD = 0.93). This suggests that collaborations with other institutions contribute positively to achieving the organization's mission by expanding capabilities, sharing expertise, and improving access to resources. The relatively low standard deviation indicates a strong level of agreement among respondents, showing that the value of partnerships is widely recognized across the organization.

The existence of formal partnerships with local or international organizations was also rated highly, with a mean of 3.81 (SD = 1.13), suggesting that the institution maintains

structured collaborations that provide a framework for joint activities. However, the slightly higher standard deviation points to some variability in respondents' awareness or direct engagement with these partnerships. This could imply that while partnerships exist, their visibility or active involvement across all levels of the organization might vary. Similarly, the mean score of 3.67 (SD = 1.18) for mobilizing resources through partnerships indicates moderate success in translating collaborations into tangible project funding or support.

Statements related to seeking strategic partners that align with the organization's mission (mean = 3.58, SD = 1.08) and regularly evaluating partnerships for effectiveness (mean = 3.63, SD = 1.13) received slightly lower ratings. While these scores are still above the midpoint, they suggest that there may be room to strengthen the processes for identifying suitable partners and systematically reviewing the value derived from these collaborations. Improving alignment and evaluation practices could help ensure that partnerships remain relevant, productive, and mutually beneficial.

The lowest-rated statement was that partner institutions contribute both financial and technical support, with a mean of 3.44 (SD = 1.29). The relatively high standard deviation here reflects notable differences in experiences among respondents, possibly indicating that some partnerships are more resource-intensive and impactful than others. This points to an opportunity for the organization to be more selective in forming alliances or to negotiate more comprehensive support from partners. Overall, the results highlight that while institutional partnerships play a meaningful role in supporting the organization's objectives, there is potential to maximize their impact through targeted improvement in partner selection, resource mobilization, and evaluation processes.

TABLE 4.8
Descriptive Statistics for Institutional Partnerships Strategy

Statements	N	Mean	Std. Dev
Our institution has formal partnerships with local or international organizations.	48	3.81	1.13
Institutional partnerships have helped us mobilize resources for key projects.	48	3.67	1.18
We actively seek strategic partners that align with our mission.	48	3.58	1.08
Partner institutions contribute both financial and technical support.	48	3.44	1.29
Our institution evaluates partnerships regularly for effectiveness.	48	3.63	1.13
Strategic alliances have enhanced our ability to deliver on organizational goals.	48	3.96	0.93
Overall Mean Score	48	3.68	0.98

4.4.4 Community Collaboration Strategy

The results in Table 4.9 indicate that respondents generally agreed that community collaboration is an integral part of the institution's operations, with an overall mean score of 3.58 (SD = 0.70). The highest-rated statement was that feedback from community stakeholders is incorporated into planning processes, with a mean of 3.85 (SD = 0.87). This suggests that the organization values community input and uses it to shape its strategies and initiatives, which can enhance the relevance and effectiveness of its programs. The moderate standard deviation reflects some variation in the extent to which this practice is consistently applied across different projects or units.

The statement that community collaboration has improved project acceptance and sustainability also scored highly, with a mean of 3.79 (SD = 0.64). This highlights the positive impact of engaging communities on the long-term success of projects, as community buy-in often leads to better participation, ownership, and continuity beyond the project's initial funding period. The low standard deviation suggests a strong consensus among respondents on the value of community engagement for sustaining outcomes.

Partnerships with grassroots organizations also scored relatively well (mean = 3.58, SD = 0.76), indicating that the institution recognizes the role of local structures in mobilizing resources and implementing initiatives.

In contrast, the lowest-rated statement was that the institution has successfully mobilized resources through community-based initiatives, which had a mean of 3.29 (SD = 1.02). This may imply that while communities are engaged in planning and acceptance of projects, converting this collaboration into direct financial or material resource mobilization remains a challenge. The higher standard deviation suggests differing perceptions, potentially due to variations in the success of community-driven fundraising or contributions across different contexts. Similarly, the statement on involving communities in identifying funding priorities had a mean of 3.44 (SD = 0.96), indicating room for improvement in ensuring that community priorities are more systematically integrated into resource mobilization strategies.

Engaging community members in resource mobilization activities scored a mean of 3.50 (SD = 1.00), reflecting moderate agreement and variability in perceptions. This suggests that while such involvement exists, it may not be consistent or equally effective across all projects. Overall, the findings imply that the institution has a solid foundation for community collaboration, particularly in incorporating feedback and fostering project sustainability. However, enhancing the mechanisms for mobilizing tangible resources from community engagement could strengthen the financial and operational benefits of these collaborations.

TABLE 4.9
Descriptive Statistics for Community Collaboration Strategy

Statements	N	Mean	Std. Dev
Our institution involves communities in identifying funding priorities.	48	3.44	0.96
Community members are regularly engaged in our resource mobilization activities.	48	3.50	1.00
We have successfully mobilized resources through community-based initiatives.	48	3.29	1.02
The institution has partnerships with grassroots organizations.	48	3.58	0.76
Community collaboration has improved project acceptance and sustainability.	48	3.79	0.64
Feedback from community stakeholders is incorporated into our planning processes.	48	3.85	0.87
Overall Mean Score	48	3.58	0.70

4.4.5 Organizational Performance

The results in Table 4.10 show that respondents generally agreed that the institution performs well across various dimensions, with an overall mean score of 3.81 (SD = 0.51). The highest-rated statement was that customer/client satisfaction is consistently high across services, with a mean of 4.06 (SD = 0.77). This suggests that the institution delivers quality services that meet or exceed client expectations, which is a critical indicator of organizational success and a driver of long-term sustainability. The relatively low standard deviation reflects strong consensus among respondents, indicating that this perception is widely shared across the organization.

The next highest-rated statement was that the institution has experienced improvement in operational efficiency in recent years, with a mean of 3.83 (SD = 0.75), followed closely by project completion within planned timelines at 3.81 (SD = 0.75). These findings point to notable progress in streamlining processes and managing projects

effectively, both of which are essential for maximizing resource use and achieving desired outcomes. The consistency in standard deviations for these indicators suggests stable agreement among respondents on the institution's operational capacity.

Meeting or exceeding strategic performance targets scored a mean of 3.67 (SD = 0.72), indicating that while the institution performs well, there may be areas where performance targets are not fully achieved. Similarly, completing projects within budget and meeting quality standards received a mean of 3.71 (SD = 0.61), reflecting a generally positive performance but also signaling potential challenges in cost control or quality assurance in certain projects. These results highlight the need for continuous monitoring and refinement of performance management practices to ensure consistent achievement of strategic and operational objectives.

The presence and regular use of performance monitoring systems for decision-making scored a mean of 3.79 (SD = 0.73), underscoring the institution's commitment to evidence-based management. The relatively low variation in responses suggests that such systems are well-integrated across the organization. Overall, the results depict an institution that is performing at a commendable level, particularly in client satisfaction, operational efficiency, and project management. However, ongoing improvements in meeting strategic targets, enhancing budget adherence, and maintaining high-quality standards could further strengthen organizational performance.

TABLE 4.10

Descriptive Statistics for Organizational Performance

Statement	N	Mean	Std. Dev.
Our institution completes its projects within the planned timelines.	48	3.81	0.75
We have experienced an improvement in operational efficiency in recent years.	48	3.83	0.75
Customer/client satisfaction is consistently high across our services.	48	4.06	0.77
Our institution meets or exceeds its strategic performance targets.	48	3.67	0.72
Projects are completed within budget and meet quality standards.	48	3.71	0.61
Performance monitoring systems are in place and regularly used for decision-making.	48	3.79	0.73
Average	48	3.81	0.51

4.5 Correlation Analysis

The correlation results in Table 4.11 show that all the independent variables have statistically significant positive relationships with organizational performance at the 5% significance level, as all p-values are below 0.05. The strongest correlation is between community collaboration strategy and organizational performance, with a Pearson correlation coefficient of 0.951 ($p = 0.000$). This indicates a very strong, direct association, suggesting that improvements in community collaboration are likely to be accompanied by significant gains in organizational performance. The result underscores the importance of actively engaging communities, incorporating their feedback, and building partnerships with grassroots organizations as a means to enhance operational efficiency, customer satisfaction, and project sustainability.

Self-funding strategy also shows a very strong and positive correlation with organizational performance ($r = 0.933$, $p = 0.000$). This finding suggests that institutions that successfully generate their own income through internally managed projects, viable revenue units, and innovative ventures tend to perform better. The magnitude of this relationship highlights the role of financial independence in ensuring stability, resilience, and capacity to achieve strategic goals without over-reliance on donor funding. Given the strength of this correlation, self-funding initiatives could be considered a critical driver of organizational success.

Donations fundraising strategy has a strong positive correlation with organizational performance ($r = 0.717$, $p = 0.000$). This implies that clear donor attraction strategies, strong donor relations, and transparency in fund utilization significantly contribute to improved organizational outcomes. While its correlation is slightly lower compared to self-funding and community collaboration, it still plays a major role in sustaining financial resources and enabling the organization to meet its objectives. The result suggests that a well-structured and responsive fundraising approach can complement internal funding and partnerships in enhancing performance.

Institutional partnerships strategy shows a moderately strong positive correlation with organizational performance ($r = 0.566$, $p = 0.000$). This indicates that collaborations with local or international partners, while beneficial, may have a more moderate direct influence compared to other strategies. Nevertheless, partnerships still contribute meaningfully to mobilizing resources, providing technical support, and strengthening the organization's capacity to deliver on its goals. The results collectively suggest that while all four strategies are positively and significantly related to performance, community

collaboration and self-funding strategies stand out as the most influential in the context of this study.

TABLE 4.11
Correlation Results

		Organizational performance	Donations fundraising strategy	Self-funding strategy	Institutional partnerships strategy	Community collaboration strategy
Organizational performance	Pearson Correlation Sig. (2-tailed)	1				
Donations fundraising strategy	Pearson Correlation Sig. (2-tailed)	.717**	1			
Self-funding strategy	Pearson Correlation Sig. (2-tailed)	.933**	.537**	1		
Institutional partnerships strategy	Pearson Correlation Sig. (2-tailed)	.566**	.618**	.617**	1	
Community collaboration strategy	Pearson Correlation Sig. (2-tailed)	.951**	.551**	.529**	.560**	1

** . Correlation is significant at the 0.01 level (2-tailed).
b. Listwise N=48

4.6 Diagnostic Tests

This section presents the results of diagnostic tests conducted to ensure the validity and reliability of the regression model used in the study. The tests include assessments for multicollinearity, normality, and heteroscedasticity, which are essential in verifying that the model meets the underlying statistical assumptions. Satisfying these assumptions enhances the accuracy, credibility, and interpretability of the regression results that follow.

4.6.1 Tests of Normality

The results in Table 4.12 present the Shapiro–Wilk test for normality, which assesses whether the study variables are normally distributed—a key assumption for parametric statistical analyses such as correlation and regression. For all the variables, the significance (p-value) is greater than 0.05, indicating that the null hypothesis of normality cannot be rejected. Specifically, donations fundraising strategy ($p = 0.723$), self-funding strategy ($p = 0.784$), institutional partnerships strategy ($p = 0.815$), community collaboration strategy ($p = 0.820$), and organizational performance ($p = 0.812$) all meet the criterion for normal distribution.

These findings imply that the data for each variable are approximately normally distributed, satisfying one of the fundamental assumptions for inferential statistical procedures used in the study. This ensures that the subsequent correlation and regression analyses are valid, and the results can be interpreted with greater confidence. Meeting the normality assumption also enhances the robustness of the statistical conclusions, reducing the risk of bias and improving the reliability of inferences drawn from the dataset.

TABLE 4.12
Test of Normality

Study variables	Shapiro-Wilk Statistic	Df	Sig.
Donations Fundraising Strategy	.881	48	.723
Self-Funding Strategy	.892	48	.784
Institutional Partnerships Strategy	.901	48	.815
Community Collaboration Strategy	.907	48	.820
Organizational Performance	.874	48	.812

4.6.2 Tests of Multicollinearity

The results in Table 4.13 present the variance inflation factor (VIF) and tolerance values used to assess multicollinearity among the independent variables. All the variables have

VIF values below the common threshold of 10 and tolerance values above 0.1, indicating that multicollinearity is not a concern in this study. Specifically, donations fundraising strategy recorded a VIF of 4.071 (tolerance = 0.246), self-funding strategy had a VIF of 3.507 (tolerance = 0.285), institutional partnerships strategy showed a VIF of 3.807 (tolerance = 0.263), and community collaboration strategy had a VIF of 3.655 (tolerance = 0.274). The mean VIF of 3.648 further supports that the independent variables are sufficiently distinct from one another.

These results imply that the independent variables do not exhibit excessive intercorrelation, meaning each contributes unique explanatory power to the regression model. This ensures that the estimated coefficients in the regression analysis will be stable, reliable, and interpretable. By meeting the multicollinearity assumption, the study can proceed with regression analysis without the risk of inflated standard errors or misleading significance levels, thereby enhancing the validity of the findings and the robustness of the policy and practice recommendations.

TABLE 4.13
Test of Multicollinearity

Variable	VIF	Tolerance
Donations Fundraising Strategy	4.071	.246
Self-Funding Strategy	3.507	.285
Institutional Partnerships Strategy	3.807	.263
Community Collaboration Strategy	3.655	.274
Mean VIF	3.648	

4.6.3 Tests of Heteroscedasticity

The results in Table 4.14 present the Breusch–Pagan/Cook–Weisberg test for heteroscedasticity, which examines whether the variance of the regression residuals is constant across all levels of the independent variables. The test yielded a chi-square value

of 0.8326 with a corresponding p-value of 0.6214. Since the p-value is greater than the 0.05 significance level, the null hypothesis of homoscedasticity cannot be rejected, indicating that the residuals have constant variance.

These findings imply that the regression model satisfies the assumption of homoscedasticity, meaning that the error terms are evenly distributed and not systematically related to the independent variables. Meeting this assumption enhances the accuracy and reliability of the regression estimates, ensuring that the standard errors are valid and that hypothesis tests for the coefficients will yield trustworthy results. This further supports the robustness of the study’s inferential analysis and the credibility of the conclusions drawn.

TABLE 4.14
Test of Heteroscedasticity

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity		
chi2(1)	=	0.8326
Prob > chi2	=	0.6214

4.7 Regression Analysis

The model fitness results in Table 4.15 show that the independent variables collectively explain 94.1% of the variation in organizational performance ($R^2 = 0.941$, Adjusted $R^2 = 0.936$). This very high coefficient of determination indicates that the model is an excellent fit for the data, with only 5.9% of the variation in organizational performance attributed to other factors not included in the study. The high R value of 0.970 further confirms a strong positive correlation between the predictors and organizational performance.

TABLE 4.15
Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970 ^a	.941	.936	.227426

a. Predictors: (Constant), Community collaboration strategy, Institutional partnerships strategy, Self-funding strategy, Donations fundraising strategy

The ANOVA results in Table 4.16 show that the overall regression model is statistically significant ($F = 172.520$, $p = 0.000$), meaning that at least one of the independent variables significantly predicts organizational performance. The large F-value reflects a high ratio of explained variance to unexplained variance, underscoring the model's robustness. This result confirms that the combination of fundraising, self-funding, partnerships, and community collaboration strategies has a statistically significant joint effect on organizational performance, justifying the inclusion of all four predictors in the model.

TABLE 4.16
Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.693	4	8.923	172.520	.000 ^b
	Residual	2.224	43	.052		
	Total	37.917	47			

a. Dependent Variable: Organizational performance
b. Predictors: (Constant), Community collaboration strategy, Institutional partnerships strategy, Self-funding strategy, Donations fundraising strategy

The regression coefficients in Table 4.17 reveal that all four predictors have positive and statistically significant effects on organizational performance at the 5% significance level. Community collaboration strategy emerged as the strongest predictor ($\beta = 0.687$, $p = 0.000$), indicating that a unit increase in community collaboration practices is associated with the largest improvement in performance, holding other variables constant. Institutional

partnerships strategy also had a substantial effect ($\beta = 0.356$, $p = 0.001$), followed by donations fundraising strategy ($\beta = 0.326$, $p = 0.005$) and self-funding strategy ($\beta = 0.273$, $p = 0.012$). These results suggest that while all strategies are important, enhancing community collaboration and building strong institutional partnerships could yield the greatest performance gains, with fundraising and self-funding serving as complementary drivers of organizational success.

TABLE 4.17
Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.160	.315		3.682	.001
	Donations fundraising strategy	.247	.084	.326	2.934	.005
	Self-funding strategy	.265	.101	.273	2.630	.012
	Institutional partnerships strategy	.434	.118	.356	3.687	.001
	Community collaboration strategy	.661	.100	.687	6.587	.000

a. Dependent Variable: Organizational performance

The following is the regression model that was estimated from the study results:

$$Y = 1.160 + 0.326X_1 + 0.273X_2 + 0.356X_3 + 0.687X_4$$

Where:

Y = Organizational Performance,

X₁ – Donations Fundraising Strategy,

X₂ – Self-Funding Strategy,

X₃ – Institutional Partnerships Strategy,

4.8 Hypothesis Testing

This section presents the results of hypothesis testing based on the regression analysis, aimed at determining whether the independent variables—donations fundraising strategy, self-funding strategy, institutional partnerships strategy, and community collaboration strategy—have statistically significant effects on organizational performance. Each hypothesis is evaluated at the 5% significance level, with decisions to accept or reject the null hypotheses guided by the corresponding p-values and regression coefficients.

4.8.1 Donations Fundraising Strategy and Organizational Performance

For the first objective, which sought to determine the effect of donations fundraising strategy on organizational performance, the regression results show a positive and statistically significant relationship ($\beta = 0.326$, $p = 0.005$). Since the p-value is less than the 0.05 significance threshold, the null hypothesis that donations fundraising strategy has no significant effect on organizational performance is rejected. This finding implies that enhancing fundraising efforts—such as maintaining strong donor relationships, implementing clear donor attraction strategies, and ensuring transparency in fund utilization—can lead to measurable improvements in organizational performance.

The findings revealed that donations fundraising strategy has a positive and statistically significant effect on organizational performance. This means that institutions that implement clear donor attraction strategies, maintain strong donor relationships, and ensure transparency in the use of funds tend to perform better in terms of operational efficiency, customer satisfaction, and project completion rates. These results are consistent with the empirical evidence presented in Chapter Two, where Taylor and Nguyen (2024), Garcia and Patel (2023), and Davis and Singh (2021) found that structured donation

efforts—such as grant applications, donor campaigns, and crowdfunding—enhance resource availability, improve operational stability, and enable project scalability. Similarly, Miller and Khan (2023) observed that targeted appeals to both international donors and local communities contributed to stable funding streams and expanded client outreach, aligning with the current study’s finding that strategic and well-managed fundraising drives institutional performance.

The results also reinforce literature emphasizing the role of donor retention and engagement in improving performance. Garcia and Patel (2023) reported that European institutions leveraging corporate donor partnerships achieved greater service delivery efficiency, while Brown and Lee (2022) found that annual giving campaigns and peer-to-peer fundraising significantly strengthened financial resilience. Davis and Singh (2021) further noted that cultivating long-term relationships with major donors improves project funding stability and strategic flexibility. These insights are reflected in the current study’s findings, which show that the ability to not only secure donations but also manage donor relationships strategically contributes to improved organizational outcomes in the Kenyan DFI context.

However, the current findings address some of the contextual and methodological gaps identified in prior literature. While previous studies have largely focused on non-African contexts such as Southeast Asia, Latin America, and Europe (Taylor & Nguyen, 2024; Miller & Khan, 2023; Garcia & Patel, 2023; Brown & Lee, 2022), and often on microfinance institutions, social enterprises, or non-profits, the present study situates its analysis within Kenyan DFIs, which face unique constraints such as fiscal austerity, policy volatility, and donor misalignment (Kamau & Njoroge, 2023; Kinyua, 2023). By incorporating multidimensional performance measures—operational efficiency, customer

satisfaction, and project completion—the current study provides a more holistic and context-specific understanding of how donations fundraising strategies influence performance in a public sector setting, thereby expanding the applicability of the literature to new institutional and geographic contexts.

4.8.2 Self-Funding Strategy and Organizational Performance

For the second objective, which aimed to determine the effect of self-funding strategy on organizational performance, the regression results indicate a positive and statistically significant relationship ($\beta = 0.273$, $p = 0.012$). Given that the p-value is below the 0.05 significance level, the null hypothesis that self-funding strategy has no significant effect on organizational performance is rejected. This finding suggests that initiatives such as internally managed income-generating projects, viable revenue units, and innovation in developing new ventures play an important role in enhancing organizational performance by promoting financial independence and stability.

The findings revealed that self-funding strategy has a positive and statistically significant effect on organizational performance. This indicates that institutions generating income through internally managed projects, establishing viable revenue units, and promoting innovation in income-generating ventures experience measurable improvements in operational efficiency, customer satisfaction, and project completion rates. These results are in line with the empirical evidence reviewed in Chapter Two, where Lee and Patel (2024), Nguyen and Carter (2023), and Davis and Singh (2021) emphasized that self-funding mechanisms enhance financial stability and operational autonomy, particularly in contexts of fiscal uncertainty and donor dependency. The findings are also consistent with Wilson and Gupta (2022), who reported that development-oriented institutions employing

diversified self-funding mechanisms were better able to withstand fluctuations in donor support and expand their operational capacity.

The results also resonate with the common theme in the literature that self-funding acts as a buffer against disruptions linked to delayed or unpredictable donor funding. For example, Nguyen and Carter (2023) found that microfinance institutions in South America relying on interest income and fee-based services achieved improved operational efficiency, while Davis and Singh (2021) observed that self-funded non-profits in Australia recorded higher project success rates. Wilson and Gupta (2022) further underscored the strategic value of diversifying internal revenue streams to build institutional resilience. The present study's findings mirror these conclusions, suggesting that self-funding not only provides financial independence but also equips institutions with the flexibility to pursue strategic priorities without being overly constrained by external funding conditions.

Importantly, the current study addresses some of the contextual gaps identified in the literature. While studies in developed countries often highlight the advantages of robust financial infrastructure in facilitating self-funding (Wilson & Gupta, 2022; Davis & Singh, 2021), research in developing regions such as Lee and Patel (2024) and Nguyen and Carter (2023) points to capacity constraints and regulatory challenges. In the Kenyan context, Kiptoo and Mwangi (2023) provided preliminary evidence that self-funding through advisory fees and loan interest improved financial stability and project implementation in selected DFIs, but their scope was limited and did not account for multiple dimensions of performance. By examining all government-led DFIs and evaluating self-funding across operational efficiency, customer satisfaction, and project completion, the current study offers a more comprehensive and contextually grounded understanding of how self-funding strategies can be optimized within Kenya's public sector financing ecosystem.

4.8.3 Institutional Partnerships Strategy and Organizational Performance

For the third objective, which sought to determine the effect of institutional partnerships strategy on organizational performance, the regression results show a positive and statistically significant relationship ($\beta = 0.356$, $p = 0.001$). Since the p-value is less than the 0.05 significance level, the null hypothesis that institutional partnerships strategy has no significant effect on organizational performance is rejected. This result implies that forming and maintaining strategic alliances—both locally and internationally—contributes meaningfully to resource mobilization, technical support, and the institution’s overall ability to achieve its goals.

The findings revealed that institutional partnerships strategy has a positive and statistically significant effect on organizational performance. This indicates that collaborations with other organizations—whether local or international—contribute meaningfully to improvements in operational efficiency, customer satisfaction, and project completion rates. These results are in line with the empirical literature reviewed in Chapter Two, where Brown and Garcia (2024), Taylor and Nguyen (2023), and Davis and Singh (2021) found that partnerships with governments, private sector actors, and international donors facilitate access to funding, improve project delivery, and enhance institutional learning. In particular, Brown and Garcia (2024) and Kiptoo and Njoroge (2023) demonstrated that DFIs working with commercial banks and regional financial institutions achieved better financial performance and higher project delivery rates due to shared financing and technical capabilities, a pattern echoed in the present study’s findings.

The results also align with the recurring theme in prior studies that institutional partnerships create performance benefits through resource complementarity and operational synergy. Taylor and Nguyen (2023) reported that strategic alliances with

government bodies and international donors led to more diverse funding sources and long-term sustainability for Southeast Asian MFIs, while Davis and Singh (2021) observed that partnerships in the Australian non-profit sector boosted operational efficiency and service scalability. Similarly, Miller and Khan (2022) highlighted that partnerships bring specialized expertise, innovation, and networks that enhance institutional effectiveness. The current study reinforces these observations by demonstrating that in the Kenyan DFI context, partnerships not only mobilize resources but also strengthen institutional capacity to meet strategic objectives.

Importantly, this study addresses contextual and methodological gaps identified in the reviewed literature. While prior studies in developed economies often highlight partnerships with well-resourced agencies and corporate sponsors, the current findings confirm that in resource-constrained contexts like Kenya, partnerships that emphasize strategic alignment, local ownership, and adaptive implementation are equally impactful (Taylor & Nguyen, 2023; Brown & Garcia, 2024). Furthermore, the study advances beyond the work of Kiptoo and Njoroge (2023), which covered a limited sample and lacked inferential analysis, by using a census of all government-led DFIs and employing statistical testing to establish the significance of partnerships on performance outcomes. By situating the analysis within Kenya's unique regulatory and political environment—where bureaucratic hurdles and overlapping mandates can affect collaboration—the present study offers evidence-based insights for optimizing institutional partnership strategies in the public development finance sector.

4.8.4 Community Collaboration Strategy and Organizational Performance

For the fourth objective, which aimed to determine the effect of community collaboration strategy on organizational performance, the regression results reveal a positive and

statistically significant relationship ($\beta = 0.687$, $p = 0.000$). With the p-value well below the 0.05 significance level, the null hypothesis that community collaboration strategy has no significant effect on organizational performance is rejected. This finding indicates that actively involving communities in decision-making, incorporating their feedback, and partnering with grassroots organizations substantially enhances project acceptance, sustainability, and overall institutional success.

The findings revealed that community collaboration strategy has a positive and statistically significant effect on organizational performance ($\beta = 0.687$, $p = 0.000$). This demonstrates that actively involving communities in identifying funding priorities, engaging them in resource mobilization activities, and partnering with grassroots organizations significantly enhances operational efficiency, customer satisfaction, and project completion rates. These results are consistent with the empirical evidence reviewed in Chapter Two, where Smith and Lee (2024), Johnson and Patel (2023), and Kamau and Njoroge (2023) found that participatory project design, local resource mobilization, and shared decision-making improve project relevance, stakeholder satisfaction, and sustainability. The current study mirrors these conclusions by showing that community buy-in not only reduces resistance and enhances accountability but also translates into measurable performance gains within Kenyan DFIs.

The results also align with studies emphasizing the role of community engagement in building social capital and fostering trust. Johnson and Patel (2023) observed that integrating community-led savings groups and co-designed financial products improved client outreach and trust in MFIs across West Africa, while Miller and Khan (2021) reported that community-based resource mobilization and project co-creation in European social enterprises boosted productivity and customer satisfaction. The present study

supports this broader theoretical understanding by confirming that incorporating community feedback into planning processes and fostering collaborative relationships improves the efficiency and impact of DFI programs. This relationship is particularly important in the Kenyan context, where local knowledge and stakeholder networks can significantly influence project acceptance and sustainability.

Importantly, the current findings extend the literature by addressing contextual and methodological gaps identified in earlier studies. While prior research in developed economies often highlights digital platforms and structured volunteer programs (Miller & Khan, 2021; Taylor & Nguyen, 2022), and studies in developing regions emphasize direct engagement methods (Smith & Lee, 2024; Johnson & Patel, 2023), few have examined community collaboration in capital-intensive, government-mandated DFIs. The present study builds on Kamau and Njoroge's (2023) work by using a census of all government-led DFIs and applying rigorous quantitative analysis to assess community collaboration across three performance dimensions—operational efficiency, customer satisfaction, and project completion. In doing so, it provides policy-relevant evidence that positions community engagement not merely as a participatory process, but as a strategic driver of organizational effectiveness in Kenya's development finance sector.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusions, and recommendations derived from the study findings. It begins by summarizing the key results in relation to the research objectives, highlighting the main patterns and relationships observed. The chapter then draws conclusions based on the statistical evidence and theoretical underpinnings, providing insights into the implications of the results. Finally, it offers practical, policy, and theoretical recommendations aimed at enhancing organizational performance, as well as suggestions for future research to address gaps identified in the study.

5.2 Summary

The general objective of this study was to determine the effect of resource mobilization strategies on the organizational performance of government-led DFIs in Kenya. Specifically, the study sought to: determine the effect of donations fundraising strategy, establish the effect of self-funding strategy, assess the effect of institutional partnerships strategy, and examine the effect of community collaboration strategy on organizational performance. The study adopted a descriptive correlational research design and employed a census approach targeting all seven government-led DFIs in Kenya, with data collected from 59 targeted respondents using structured questionnaires. Out of these, 48 questionnaires were returned, representing a high response rate of 81.4%, which was

deemed adequate for analysis. The findings addressing each of these objectives are summarized in this section.

5.2.1 Donations Fundraising Strategy and Organizational Performance

The descriptive results for objective one showed that respondents generally agreed their institutions had effective donations fundraising strategies, with an overall mean score of 3.69 and a standard deviation of 0.78. The highest-rated aspect was effective reporting on the use of donated funds to enhance credibility (mean = 4.17), followed by maintaining strong relationships with key donors (mean = 3.98). Other areas such as having a clear strategy for attracting donor funding (mean = 3.73) and integrating donor feedback into future strategies (mean = 3.75) also scored well, while holding regular fundraising events or campaigns targeting donors had the lowest mean score of 3.04, indicating a potential gap in event-based donor engagement.

The correlation analysis revealed a strong and statistically significant positive relationship between donations fundraising strategy and organizational performance ($r = 0.717$, $p = 0.000$), indicating that improvements in fundraising strategies are associated with higher performance outcomes. Regression results further confirmed this relationship, showing that donations fundraising strategy had a positive and statistically significant effect on organizational performance ($\beta = 0.326$, $p = 0.005$). This means that strengthening donor attraction strategies, relationship management, and transparency in fund utilization contributes meaningfully to improving operational efficiency, customer satisfaction, and project completion rates in government-led DFIs.

5.2.2 Self-Funding Strategy and Organizational Performance

The descriptive results for objective two indicated that respondents strongly agreed on the importance and effectiveness of self-funding strategies within their institutions, with an

overall mean score of 3.96 and a standard deviation of 0.76. The highest-rated aspect was leadership support for innovation in developing new income-generating ventures (mean = 4.19), followed by generating income through internally managed projects or services (mean = 4.04) and the establishment of viable revenue-generating units (mean = 3.98). Other areas, such as prioritizing financial independence (mean = 3.88) and monitoring self-funding initiatives for profitability and sustainability (mean = 3.88), also scored well. The lowest-rated, though still positive, was financing part of the operational budget through self-generated income (mean = 3.79), indicating potential to expand the contribution of internal revenues to operational funding.

The correlation analysis showed a very strong and statistically significant positive relationship between self-funding strategy and organizational performance ($r = 0.933$, $p = 0.000$), suggesting that increased effectiveness in self-funding initiatives is closely associated with better performance outcomes. Regression results confirmed this finding, showing that self-funding strategy had a positive and statistically significant effect on organizational performance ($\beta = 0.273$, $p = 0.012$). This means that enhancing income-generating activities, ensuring profitability of internal ventures, and fostering innovation in revenue generation directly contribute to improved operational efficiency, customer satisfaction, and project completion rates in government-led DFIs.

5.2.3 Institutional Partnerships Strategy and Organizational Performance

The descriptive results for objective three showed that respondents moderately agreed on the effectiveness of institutional partnerships strategies in their organizations, with an overall mean score of 3.68 and a standard deviation of 0.98. The highest-rated aspect was that strategic alliances have enhanced the ability to deliver on organizational goals (mean = 3.96), followed by the existence of formal partnerships with local or international

organizations (mean = 3.81). Other aspects, such as mobilizing resources through partnerships (mean = 3.67), regularly evaluating partnerships for effectiveness (mean = 3.63), and seeking partners aligned with the institution's mission (mean = 3.58), scored positively but indicated room for improvement. The lowest-rated was the contribution of both financial and technical support from partners (mean = 3.44), suggesting a need to strengthen the value derived from collaborations.

The correlation analysis indicated a moderately strong and statistically significant positive relationship between institutional partnerships strategy and organizational performance ($r = 0.566$, $p = 0.000$), showing that better partnership practices are linked to improved performance outcomes. Regression results further confirmed this, with institutional partnerships strategy having a positive and statistically significant effect on organizational performance ($\beta = 0.356$, $p = 0.001$). This means that enhancing the scope, quality, and strategic alignment of institutional partnerships can meaningfully contribute to improved operational efficiency, customer satisfaction, and project completion rates in government-led DFIs.

5.2.4 Community Collaboration Strategy and Organizational Performance

The descriptive results for objective four showed that respondents agreed on the importance and effectiveness of community collaboration strategies, with an overall mean score of 3.58 and a standard deviation of 0.70. The highest-rated aspect was incorporating feedback from community stakeholders into planning processes (mean = 3.85), followed by the perception that community collaboration improves project acceptance and sustainability (mean = 3.79). Partnerships with grassroots organizations also scored relatively well (mean = 3.58). Lower scores were observed for engaging community members in resource mobilization activities (mean = 3.50), involving communities in identifying funding priorities (mean =

3.44), and successfully mobilizing resources through community-based initiatives (mean = 3.29), suggesting opportunities to strengthen direct community involvement in fundraising and resource generation.

The correlation analysis revealed a very strong and statistically significant positive relationship between community collaboration strategy and organizational performance ($r = 0.951$, $p = 0.000$), indicating that increased collaboration with communities is closely associated with higher performance levels. Regression analysis confirmed this, showing that community collaboration strategy had the strongest positive and statistically significant effect on organizational performance among all the predictors ($\beta = 0.687$, $p = 0.000$). This demonstrates that fostering active community engagement, building partnerships with grassroots organizations, and incorporating community feedback are critical drivers of operational efficiency, customer satisfaction, and project completion in government-led DFIs.

5.3 Conclusions

The conclusions derived from the study findings for each of the research goals are presented in this section.

5.3.1 Donations Fundraising Strategy and Organizational Performance

The study concludes that donations fundraising strategy plays a significant role in enhancing the organizational performance of government-led DFIs in Kenya. Institutions that adopt clear donor attraction strategies, maintain strong and lasting relationships with donors, integrate donor feedback into planning, and uphold transparency in the utilization of donated funds are more likely to achieve higher operational efficiency, greater customer satisfaction, and improved project completion rates. However, the relatively lower emphasis on holding regular fundraising events or campaigns indicates that diversifying

fundraising approaches could further strengthen the contribution of this strategy to overall performance.

5.3.2 Self-Funding Strategy and Organizational Performance

The study concludes that self-funding strategy is a critical contributor to the organizational performance of government-led DFIs in Kenya. Institutions that generate income through internally managed projects, establish viable revenue-generating units, prioritize financial independence, and foster innovation in developing new ventures are better positioned to enhance operational efficiency, customer satisfaction, and project completion rates. Nonetheless, the comparatively lower proportion of operational budgets financed through self-generated income suggests that expanding and optimizing internal revenue streams could further improve financial sustainability and performance outcomes.

5.3.3 Institutional Partnerships Strategy and Organizational Performance

The study concludes that institutional partnerships strategy has a meaningful and positive impact on the organizational performance of government-led DFIs in Kenya. Collaborations with local and international partners, when strategically aligned and regularly evaluated, enhance the institution's capacity to mobilize resources, access technical expertise, and deliver on organizational goals. However, the relatively lower contribution of both financial and technical support from partners highlights the need to strengthen the depth and value of these partnerships to maximize their influence on operational efficiency, customer satisfaction, and project completion rates.

5.3.4 Community Collaboration Strategy and Organizational Performance

The study concludes that community collaboration strategy is a powerful driver of organizational performance in government-led DFIs in Kenya. Actively engaging communities in decision-making, incorporating their feedback into planning, and

partnering with grassroots organizations significantly improves operational efficiency, customer satisfaction, and project completion rates. However, the lower effectiveness in mobilizing resources directly from community-based initiatives suggests that enhancing community participation in fundraising and resource generation could further strengthen the impact of this strategy on institutional performance.

5.4 Recommendations of the Study

Based on the finding that donations fundraising strategy significantly influences organizational performance, the study recommends that government-led DFIs strengthen their donor attraction mechanisms by developing more targeted and well-structured fundraising plans. This should include the use of tailored proposals for different donor segments, proactive relationship management, and leveraging technology for donor engagement. In addition, DFIs should diversify their fundraising approaches by organizing regular events and campaigns to attract both local and international donors, while maintaining a strong focus on transparency and accountability in the utilization of donated funds to build long-term trust and donor loyalty.

With regard to self-funding strategies, the study recommends that DFIs expand and optimize their internal revenue-generating initiatives to increase the proportion of operational budgets financed through self-generated income. This could involve scaling up existing income-generating projects, establishing new commercially viable units, and fostering innovation in the development of products or services aligned with the institution's mandate. Effective monitoring and evaluation mechanisms should be implemented to ensure that self-funding ventures remain profitable and sustainable over the long term, thereby reducing dependency on external funding sources.

For institutional partnerships strategies, the study recommends that DFIs actively seek and maintain strategic collaborations with both local and international partners that align closely with their mission and strategic goals. These partnerships should be designed to provide not only financial resources but also technical expertise, capacity building, and innovation opportunities. Regular evaluation of partnership effectiveness is essential to ensure mutual benefit and to refine collaboration models for greater impact. Efforts should also be made to strengthen negotiation capacity within DFIs to secure partnerships that deliver tangible and sustainable contributions to performance outcomes.

Regarding community collaboration strategies, the study recommends that DFIs deepen community engagement by creating more structured platforms for participation in project design, implementation, and monitoring. Greater emphasis should be placed on mobilizing resources through community-based initiatives, supported by training and capacity-building programs that empower local stakeholders to contribute effectively. Building strong partnerships with grassroots organizations can help bridge communication gaps, improve project acceptance, and enhance sustainability. Furthermore, feedback from community members should be systematically collected and integrated into institutional planning processes to ensure that interventions are relevant, locally owned, and responsive to community needs.

5.5 Research Areas for Further Studies

Future research could examine the comparative performance of government-led DFIs in Kenya and similar institutions in other African countries, focusing on how differences in policy frameworks, governance structures, and economic environments influence institutional effectiveness. Such comparative studies could provide cross-country lessons on best practices and innovative approaches that could be adapted to the Kenyan context.

Further studies could also investigate the long-term sustainability of DFIs under varying funding conditions, particularly in light of fiscal austerity measures and shifting donor priorities. Longitudinal research tracking DFIs over an extended period would help to identify resilience factors and adaptive strategies that enable institutions to maintain performance despite funding volatility or economic downturns.

In addition, there is scope for exploring the integration of emerging technologies such as data analytics, blockchain, and artificial intelligence into the operations of DFIs. Research in this area could assess how technological adoption enhances transparency, efficiency, and decision-making, as well as its role in expanding outreach to underserved markets.

Lastly, future research could delve into the influence of the regulatory and political environment on the operational autonomy and strategic decision-making of DFIs. Such studies could examine how bureaucratic processes, legislative reforms, and political dynamics shape the capacity of DFIs to deliver on their mandates and recommend policy reforms to create a more enabling environment for their growth and sustainability.

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APPENDICES

Appendix I: Introduction Letter

April, 2025

Sheilah Vodembu

Masters Student

KCA University

RE: REQUEST FOR RESEARCH DATA

I am undertaking a degree in MBA Corporate management at KCA University and I am expected to submit a research paper on “**effect of resource mobilization strategies on the organizational performance of development finance institutions in Kenya**” as part of my course work.

To accomplish this, your corporation has been chosen to collect the data needed for this research. Your name will not be included in the research, and this info will be used solely for academic purposes. The research conclusions will be made available on demand.

Kind regards.

Sheilah Vodembu

Masters Student – Researcher

KCA University

Appendix II: Questionnaire

This questionnaire has been designed to gather information on the effect of resource mobilization strategies on the organizational performance of development finance institutions in Kenya. We kindly request you to carefully read through the questions and provide accurate and honest responses. The information collected will be used solely for academic purposes and will be treated with the utmost confidentiality.

Instructions

Pick only a response (box) for every question.

PART A: BACKGROUND INFORMATION

1. Kindly indicate your gender
 - (a) Male
 - (b) Female

2. Please indicate your age
 - (a) Below 30 years
 - (b) Between 31-40 years
 - (c) Between 41-50 years
 - (d) Above 50 years

3. How long have you been in your current position?
 - a) Less than 1 year
 - b) Between 2-3 years
 - c) Between 4-5 years
 - d) More than 5 years

4. Please indicate the highest level of education
 - (a) Diploma
 - (b) Undergraduate Degree

(c) Master's Degree ()

(d) PhD ()

PART B: RESOURCE MOBILIZATION STRATEGIES

This section is divided into four key components: donations fundraising strategy, self-funding strategy, institutional partnerships strategy, and community collaboration strategy.

Donations fundraising strategy

To what extent does the following aspects of donations fundraising strategy enhance your organizational performance? Tick as appropriate using the following Likert scale of 1-5 where: 1=No Extent; 2=Little Extent; 3=Moderate Extent; 4=Great Extent; 5=Very Great Extent

Statement	1	2	3	4	5
Our institution has a clear strategy for attracting donor funding.					
We maintain strong relationships with key donors.					
The organization regularly holds fundraising events or campaigns targeting donors.					
Our proposals to donors are often successful in securing funding.					
Donor feedback is integrated into future fundraising strategies.					
The institution effectively reports on the use of donated funds to enhance credibility.					

Self-funding strategy

To what extent does the following aspects of self-funding strategy enhance your organizational performance? Tick as appropriate using the following Likert scale of 1-5 where: 1=No Extent; 2=Little Extent; 3=Moderate Extent; 4=Great Extent; 5=Very Great Extent

Statement	1	2	3	4	5
Our institution generates income through internally managed projects or services.					
We prioritize financial independence through self-funding initiatives.					
The institution has established viable revenue-generating units.					
A portion of our operational budget is financed through self-generated income.					
Self-funding initiatives are well-monitored for profitability and sustainability.					
Our leadership supports innovation in developing new income-generating ventures.					

Institutional partnerships strategy

To what extent does the following aspects of institutional partnerships strategy enhance your organizational performance? Tick as appropriate using the following Likert scale of 1-5 where: 1=No Extent; 2=Little Extent; 3=Moderate Extent; 4=Great Extent; 5=Very Great Extent

Statement	1	2	3	4	5
Our institution has formal partnerships with local or international organizations.					
Institutional partnerships have helped us mobilize resources for key projects.					
We actively seek strategic partners that align with our mission.					
Partner institutions contribute both financial and technical support.					
Our institution evaluates partnerships regularly for effectiveness.					
Strategic alliances have enhanced our ability to deliver on organizational goals.					

Community collaboration strategy

To what extent does the following aspects of community collaboration strategy enhance your organizational performance? Tick as appropriate using the following Likert scale of 1-5 where:1=No Extent; 2=Little Extent; 3=Moderate Extent; 4=Great Extent; 5=Very Great Extent

Statement	1	2	3	4	5
Our institution involves communities in identifying funding priorities.					
Community members are regularly engaged in our resource mobilization activities.					
We have successfully mobilized resources through community-based initiatives.					
The institution has partnerships with grassroots organizations.					
Community collaboration has improved project acceptance and sustainability.					
Feedback from community stakeholders is incorporated into our planning processes.					

PART C: Organizational Performance

To what extent do you agree with the following statements? Tick as appropriate using the following Likert scale of 1-5 where:1=No Extent; 2=Little Extent; 3=Moderate Extent; 4=Great Extent; 5=Very Great Extent

Component	1	2	3	4	5
Our institution completes its projects within the planned timelines.					
We have experienced an improvement in operational efficiency in recent years.					
Customer/client satisfaction is consistently high across our services.					

Our institution meets or exceeds its strategic performance targets.					
Projects are completed within budget and meet quality standards.					
Performance monitoring systems are in place and regularly used for decision-making.					

THANK YOU

Appendix III: Ethical Clearance Request Form



RESEARCH, INNOVATION, AND ORGANIZATIONAL PERFORMANCE DIVISION

KCA UNIVERSITY SCIENTIFIC AND ETHICS REVIEW COMMITTEE

REQUEST FOR ETHICAL REVIEW FORM

The request must include the following information for the research to be considered for approval:

Name, institution, and contact details (email and phone number) of the principal/lead investigator/researcher:	Sheilah Vodembu KCA University 2304713@students.kcau.ac.ke 0721 969311
If it is a thesis, include also the name(s), institution(s), and contact details (emails and phone numbers) of the supervisor(s):	Dr Gladys Bunyasi KCA University bunyasi@kcau.ac.ke 0726 586111
Date of request:	8 th April 2025
Title of the Research:	Effect of Resource Mobilization Strategies on Organizational Performance of Development Finance Institutions in Kenya
Planned or confirmed source of funding:	Individual funding
Members of the research group and their roles in the implementation of the study, as well as possible cooperation with other universities, research institutes, or similar organizations:	Sheilah Vodembu will be the lead researcher. Her role will be steering the study design, collecting and analyzing data, and drawing conclusions on the study results. The study is conducted with the aim of partially fulfilling the requirements for the MBA (Corporate Management) in KCA University. Therefore, there will be no cooperation with other universities, research institutes or similar organizations. The managerial team in the six government-led DFIs in Kenya will provide feedback through a structured questionnaire on how resource mobilization strategies influence their organizational performance.

	KCAUSERC will also be involved for ethical review and approval
What is the level of risk presented by your research?	<p>Please indicate whether the research risk assessment (Check risk document) stated on the application is: Low risk</p> <p><input type="checkbox"/> Low risk (<i>Research has no foreseeable risk of harm, discomfort, or inconvenience to respondents</i>)</p> <p><input type="checkbox"/> Medium risk (<i>Research has potential risk of unexpected negative consequences, harm or discomfort, but where appropriate steps can be taken to mitigate the risk</i>)</p> <p><input type="checkbox"/> High risk (<i>Research with real and foreseeable risk of harm and discomfort to participants and or the research team, and which may lead to serious adverse consequences if these risks are not managed in a responsible manner. It involves highly sensitive topics and/or the participation of very vulnerable and marginalized individuals/groups</i>)</p>
Would you like to bring any aspects of the applications to the Ethics Review Committee's attention?	<p>Please indicate them here</p> <p>(a) Voluntary participation—Respondents to the questionnaire will participate on a voluntary basis</p> <p>(b) Low risk—The research has no foreseeable risk of harm, discomfort, or inconvenience to respondents</p> <p>(c) Data security—Data security will be prioritized, and the collected data will be used for the sole purpose of academic research.</p> <p>(d) Publication & dissemination—The research data will not be published and thus there will be no breach of confidentiality.</p>
What research data will be collected?	Primary research data will be collected through a structured questionnaire.
What personal data and confidential information will be processed?	<p>Personal data will include gender, age, years of service in the current position, and level of education of the respondents.</p> <p>Confidential information will include organizational performance based on the four resource mobilization strategies under study.</p>

<p>Specify any special category or sensitive data that will be collected (tick all that apply)</p>	<p><input type="checkbox"/> Ethnicity</p> <p><input type="checkbox"/> Mental Health (status, medical records conditions, to include disability)</p> <p><input type="checkbox"/> Physical Health (status, medical records conditions, to include disability)</p> <p><input type="checkbox"/> Sexual Orientation/Sexual life</p> <p><input type="checkbox"/> Genetic Data (to include DNA data)</p> <p><input type="checkbox"/> Biometric data (such as facial scan, iris scan, or fingerprint data used to identify a participant)</p> <p><input type="checkbox"/> Political opinions</p> <p><input type="checkbox"/> Trade Union membership</p> <p><input type="checkbox"/> Religious or philosophical beliefs</p> <p><input type="checkbox"/> Criminal Convictions and offences (to include alleged offences and convictions)</p> <p><input checked="" type="checkbox"/> None</p> <p><input type="checkbox"/> Other – Please specify below</p>
<p>How will data be stored and transferred during the research?</p>	<p>The data will be shared via online file transfers, and unauthorized access will be prevented using strong passwords.</p>
<p>Specify who will be able to access the identifying information and how you will ensure they process the information securely</p>	<p>Sheilah Vodembu, the principal researcher, will have access to identifying information.</p> <p>Applications of codes will be used to enhance confidentiality of identifying information at the data analysis stage. Further, password-protection will ensure secure processing of information. In compliance with ethical research guidelines, the data collected will be disposed one year after completion of the research.</p>
<p>How will research data be preserved and shared on completion of the project? (NB: Enter N/A in this section unless results will be published)</p>	<p>N/A</p>
<p>Describe the measures that will be taken to ensure data are suitable for sharing, e.g., securing consent, anonymizing data prior to deposit/sharing, and sharing confidential or high-risk information using a controlled access repository.</p>	<p>I will seek informed consent from all the respondents, prior to their participation in the study. I will also ensure that all sensitive data is anonymized using codes and data aggregation, where responses do not point to a specific respondent.</p>
<p>State how long you plan to retain personal data and any confidential</p>	<p>One year after completion of the study, by permanently deleting any personal data and confidential information.</p>

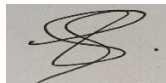
information after the end of the project. Indicate also how the data will be disposed	
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As the Principal Investigator of this study, I declare that I take full responsibility for the proposed study and will conduct it according to the documented proposal and in line with KCAUSERC ethical guidelines.

By signing this document, I agree that:

- a) All documents submitted with this application are true representations of the study and have not been falsified.
- b) This study will not commence in any way, and no participant will be recruited until final official approval is received from KCAUSERC
- c) The study will be conducted according to the protocol submitted. All participants will be recruited and consented to according to the protocol.
- d) Any protocol deviations or protocol violations to the submitted study must be reported to KCAU in writing by email to KCAUSERC immediately. Within five (5) business days of the deviation or violation, the Deviation/Violation Must be reported to the ISERC office.
- e) Any study-related unexpected or serious adverse event must be reported to the ISERC Office by email within twenty-four (24) hours after the PI becomes aware of the event.

Principal Investigator's Signature



Date: 8/4/2025

INFORMED CONSENT FOR RESEARCH PARTICIPATION

Introduction

You are invited to participate in a research study. This document provides information about the study so that you can make an informed decision about your participation. Please take the time to read the information below. If you have any questions, feel free to ask the researcher. **(PI to Fill in the sections italicized)**

Purpose of the Study

The purpose of this study is to assess the effect of resource mobilization strategies on the organizational performance of development finance institutions (DFIs) in Kenya. The research is being conducted to better understand how specific strategies—namely donations fundraising, self-funding, institutional partnerships, and community collaboration—contribute to performance outcomes such as operational efficiency, customer satisfaction, and project completion. The researcher hopes to generate evidence-based insights that can inform policy and strategic decisions within DFIs and similar institutions.

Study Procedures

If you agree to participate, you will be asked to complete a structured questionnaire consisting of closed-ended questions on your experiences and views regarding your institution's resource mobilization strategies and organizational performance. The questionnaire will take approximately 20–25 minutes to complete and will be administered once during the study period. You may complete the questionnaire electronically or in print form, depending on your preference. Your participation is entirely voluntary.

Potential Risks and Discomforts

There may be some minimal risks associated with participation in this study. These include mild discomfort or fatigue from responding to the questionnaire and concerns about confidentiality when discussing internal institutional practices. However, no physical, legal, or psychological harm is anticipated. Every effort will be made to minimize these risks through anonymized data handling, secure data storage, and clear assurances that participation is voluntary. You are free to withdraw from the study at any time without any penalty or consequences.

Potential Benefits

While participating may not directly benefit you, the results of this study may contribute to the improvement of strategic resource mobilization within Kenyan DFIs. The findings may also offer valuable insights to policymakers, institutional leaders, and scholars seeking to strengthen development finance institutions and promote sustainable economic development.

Confidentiality

Your participation will be kept confidential. Any data collected will be stored securely and only accessible to the research team. Your identity will not be revealed in any publication or presentation resulting from this research.

Voluntary Participation

Participation in this study is completely voluntary. You have the right to withdraw from the study at any time without any negative consequences or loss of benefits to which you are otherwise entitled.

Questions

If you have any questions about this study, your participation, or your rights as a participant, please contact the principal investigator at [0721 969311].

Consent

By signing below, you indicate that you have read the information provided above, understand the purpose and procedures of the study, and voluntarily agree to participate. You can withdraw from the study at any time without penalty.

Participant Statement:

I, the undersigned, consent to participate in this study.

Name of Participant: _____

Signature of Participant: _____

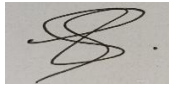
Date: _____

Researcher (Principal Investigator –P1) Statement:

I, the undersigned, confirm that I have explained the nature of this study to the participants, answered all questions, and ensured that they understand the information provided.

Name of Researcher: Sheilah Vodembu

Signature of Researcher:

A small, square, grayscale image of a handwritten signature in black ink on a light-colored background. The signature is cursive and appears to be the name 'Sheilah Vodembu'.

Date: 8/4/2025