



# **MAASAI MARA UNIVERSITY**

**REGULAR UNIVERSITY EXAMINATIONS  
2018/2019 ACADEMIC YEAR  
SECOND YEAR SECOND SEMESTER**

**SCHOOL OF BUSINESS &  
ECONOMICS  
BACHELOR OF SCIENCE IN  
PROJECT PLANNING AND  
MANAGEMENT**

**COURSE CODE: BPM 2204  
COURSE TITLE: RESOURCE  
MOBILIZATION  
& GRANT  
PROPOSAL WRITING**

**DATE: 15<sup>TH</sup> APRIL, 2019  
10:30AM**

**TIME: 8:30AM -**

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**INSTRUCTIONS TO CANDIDATES**

- 1) Answer Question One and any other three.**
- 2) Question One carries a total of 25 marks. All other questions carry 15 marks each.**
- 3) DO NOT WRITE ANYTHING ON THE QUESTION PAPER.**

*This paper consists of 3 printed pages. Please turn over.*

### **Question One (Compulsory)**

Study the case below and answer the questions that follow.

#### **Medical Assistance Programme, YMCA Lebanon**

The YMCA Medical Assistance Programme in Lebanon was initiated in 1988 to provide chronically ill low-income patients free medication. Local communities, national and foreign CSOs and governments contributed to the programme. Medication was distributed through local dispensaries managed by local CSOs. In 1993 after the end of the civil war in Lebanon, soliciting funds for the programme became increasingly difficult. The YMCA finally asked the Ministry of Public Health to take over the programme. The Ministry responded by asking the YMCA to take over the programming, pledging to provide significant financial support in the amount of US\$1.5 million a year. YMCA still solicits cash and in-kind contributions from foreign governments and CSOs, and clients also pay a nominal fee. But most client expenses are covered by the government contract.

The YMCA's decision to approach the Government resulted from both internal and external factors. Many donors were not interested in continuing funding for the programme. The YMCA also believed that financing such a programme was the responsibility of the Government, and that CSOs could not continue to shoulder this burden alone.

The YMCA had some previous experience with the Government, which encouraged them to pursue State funding. Despite this experience, however, the YMCA needed both technical and financial assistance to help solicit the

grant. Staff needed to learn how to lobby for the programme in Parliament, and new staff had to be hired with public administration and public finance expertise. YMCA members, a network of more than 310 dispensaries, and about 75,000 patients, were involved in advocating for the programme.

Overall the YMCA's experience with Government is positive. The organization learned that in the long run, satisfying seemingly bureaucratic government requirements is worthwhile. The Government's commitment serves as an excellent example to donors of its support for CSO activities, and it helps raise contributions to other programmes. To solicit the grant, YMCA had to demonstrate that it was the only organization that could deliver such a service with high quality standards. Also the continuation of external support was essential because it encouraged the Ministry to maintain its support.

But the collaboration also had some negative impacts. It pushed the YMCA into political debates, required the adoption of bureaucratic financial and administrative procedures to meet government requirements, and induced hostility from other CSOs who believed they should have received a 'share of the pie'.

*Source: CIVICUS (1997). Sustaining Civil Society - Strategies for Resource Mobilization.*

- (a) Why did the Government decide to support the YMCA instead of taking over or closing the programme?  
(5 marks)
- (b) By accepting funding from the Government, what risks did the YMCA expose itself to?  
(5 marks)
- (c) What lessons do you derive from the case about successful resource mobilization from governments?  
(15 marks)

## **Question Two**

As the Resource Mobilization & Grants Manager, you have organized an orientation workshop for a group of university

students who have joined your international NGO for industrial attachment. Using relevant examples, explain what you will cover in the topic “Principles of Fundraising”.  
(15 marks)

**Question Three**

Describe the process that you would follow so as to succeed in soliciting funding from international donors.  
(15 marks)

**Question Four**

Vijana Sasa Hivi is a national NGO that finances youth empowerment initiatives across the Counties in Kenya. The NGO has already received Grant Proposals for 2019 and has contracted you to lead a team of experts in assessing the proposals and recommending those to be awarded a grant. Discuss what your assessment criteria should cover in terms of proposal content.  
(15 marks)

**Question Five**

Using relevant examples, discuss the factors that determine an NPO’s success in mobilizing resources from Foundations.  
(15 marks)

**//END**