
**THE MODERATING EFFECT OF RESOURCE MOBILIZATION IN
THE RELATIONSHIP BETWEEN STAKEHOLDER ENGAGEMENT
AND SUSTAINABILITY OF ANGLICAN CHURCH FUNDED
PROJECTS IN KENYA**

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ABSTRACT

Purpose of the study: The purpose of the study was to evaluate the moderating effect of resource mobilization in the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya.

Problem Statement: The Anglican Church funded projects in Kenya are facing sustainability challenges in quality assurance from cases of incomplete projects and some of the projects going way above the estimated cost budget. The major projects that have missed the targeted implementation deadline over the last five years have risen by 20 % (ACK, 2018) leading to additional budgets for projects completions. In addition, the cost overruns of the projects have increased by 23% over the period 2012-2017. Further, most of the church funded projects in Mombasa region usually end their operations when funding stops. It is from this information that the study focused on establishing the factors influencing sustainability of church funded projects.

Methodology: The study adopted a cross-sectional research design aimed at collecting large number of quantitative data to establish patterns of value addition in the church projects. The study used positivism philosophy. The study's respondents were drawn from all the Anglican Churches in Mombasa Region. Yamane (1967) simplified formula was used to obtain the number of church members from the 11 deaneries. Primary data was obtained using self-administered questionnaires. The questionnaire was made up of closed questions relating to the study's objectives. Descriptive statistics such as percentages, frequencies, mean and standard deviation was used for the quantitative data. Inferential data analysis was done using Pearson correlation coefficient and regression analysis.

Results of the study: The regression of coefficients was done in three steps and results shows that in step one, the regression model of sustainability of projects on stakeholder engagement was significant with $\beta=0.292$, $p=0.000<0.05$) and supported by $T_{\text{Calculated}}=(1, 411)= 20.799> T_{\text{Critical}}(0.05, 411)= 1.658$. In step two, the results show that the regression model of stakeholder engagement and resource mobilization on sustainability of projects was significant with ($\beta_1=0.250$, $p=0.000<0.05$: $\beta_2=0.091$, $p=0.000<0.05$) and supported by $T_{\text{Calculated}}=(2, 411)= 16.098, 5.560> T_{\text{Critical}}(0.05, 411)= 1.658$. In step three, the results show that the regression model of Stakeholder Engagement, Resource Mobilization and the interaction term SE*RM on sustainability of projects was significant with ($\beta_1=0.194$, $p=0.000<0.05$: $\beta_2=0.064$, $p=0.000<0.05$: $\beta_3=0.092$, $p=0.000<0.05$) and supported by $T_{\text{Calculated}}=(3, 411)= 10.911, 3.936, 5.876> T_{\text{Critical}}(0.05, 411)= 1.658$.

The R square for the moderating effect had varying values. The first step for regressing stakeholder engagement against sustainability of projects had 51.3% while the second step of regressing stakeholder engagement and resource mobilization against sustainability of projects had 54.8%. The third step which regressed stakeholder engagement, resource mobilization and the interaction term SE*RM against sustainability of projects had 58.3%. The R squared for model increased from 51.3% to 54.8% and 58.3% after the interaction term and thus we conclude that there is a significant moderating effect of resource mobilization on the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya. The study establishes that resource mobilization has a significant moderating effect on the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya.

Conclusion and policy recommendation: The study concluded that the completion of projects was above average for the years 2016, 2017 and 2018 stood at 87%, 84% and 86% respectively. The study recommended for participation of all stakeholders in each phase of the project. The study recommended that organization to prioritize on mobilizing resources. The study recommended for the adoption and application of democratic and transformational leadership practices. The findings will inform policy to policy-making agencies, the church authorities and stakeholders.

Keywords: *Resource Mobilization, Stakeholder Engagement, Sustainability, Anglican Church & Kenya*

1.0 INTRODUCTION

Anglican Church funded projects is a powerful global concept which describes those businesses with primarily social and environmental objectives whose surpluses are principally reinvested for that purpose in businesses or in the community rather than to provide returns to owners and shareholders as profit Anglican Aid (2019). Anglican Church and other concerned organizations invest large sums every year for the sustainability of church-initiated income-generating projects Anglican Aid (2019). Churches worldwide contribute to achieve important social, economic and political objectives in society Modise (2018). However, construction of church-initiated income-generating projects does not help if they fail after a short time (Hezekiah, Onkware & Iteyo, 2017).

Today, churches in Kenya continue to provide health services, education, and new techniques in agriculture, safe drinking water, civic education as well as election monitoring (Okomo, 2014). From the available statistics, 76.7 percent of primary schools in Kenya are of Christian based. Various church organizations in Kenya are involved in activities that benefit their local communities. In some circumstances, churches can be able to cover and contribute to the costs of these activities. (Mawudor, 2016). However, in most cases, churches in Kenya that want to be more involved in their communities look for external sources of funding to cover costs for equipment, running activities, staff and building (Mawudor, 2016).

According to Ayuso, Rodríguez, Castro and Ariño (2014), knowledge sourced from engagement with internal and external stakeholders contributes to a firm's sustainable innovation orientation, but that this knowledge has to be managed by the firm internally in order to be converted into new ideas for innovation. Herremans, Nazari and Mahmoudian (2016) asserts that when communities are involved in project initiation and implementation, there is the assurance of sustainability subject to some conditions unlike when they have no idea about the project or when it is imposed on them.

Resource mobilization (RM) involves mechanism adopted in obtaining resources in an organization and in increasing the amounts of organization resources by using the available ones in a better way. Batti (2014) reveals that RM is a component of great value for making an organization stronger. Regrettably, competition for the resources provided by the donors is so high and the organizations ability to get possession of resources relies on the level of competition in the field on how well it is able to compete with others in the same field and how well it can find out new source of resources in the environment (John & Mayer, 2017). Resource mobilization involves acquisition of financial resources, organization of fundraisings, income- oriented projects, mapping of resources, volunteer support and collecting in-kind (Densford, James & Ngugi, 2018).

Stakeholder engagement as the process where organizations involve persons who may be affected by the decisions made or influence the implementation of its decisions is critical to ensuring that, sustainability strategy is well received and addresses the issues that matter most in a project (Andriof & Waddock, 2017). Mapping both internal and external stakeholders uncovers what information they are most interested in, and what their sustainability concerns are. Having both internal and external stakeholders' enables engagement methodology that generates the insights needed to ensure sustainability strategy lands well with all key parties. The engagement of the key stakeholders in one place will enhance the overall strategic briefing and consequently the project design (Payne & Calton, 2017). All stakeholders will interact during the value management and sustainable construction study, which should help to develop strong working relationships, effective communication, understanding and mutual consensus between the various stakeholders (Payne & Calton 2017).

Lynn (2013) argues that financial sustainability of a church depends on its ability to diversify its sources of funds. In practice, churches that are not dependent on a particular funding stream

are likely to remain sustainable. A sustainable church is one that can continue to fulfill its mission over time and meet the needs of its key stakeholders, particularly its beneficiaries and supporters (Banks, Hulme & Edwards, 2015).

1.2 STATEMENT OF THE PROBLEM

A project is generally considered to be successfully sustainable if it comes in on-schedule, comes in on budget and achieves basically all the goals originally set for it and is accepted and used by the clients for whom it is intended (Mbaluku & Bwisa, 2013). The Anglican Church funded projects in Kenya are facing sustainability challenges in quality assurance from cases of incomplete projects and some of the projects going way above the estimated cost budget (Wachira, 2018). The major projects that have missed the targeted implementation deadline over the last five years have risen by 20 % (ACK, 2018) leading to additional budgets for projects completions. In addition, the cost overruns of the projects have increased by 23% over the period 2012-2017. Further, most of the church funded projects in Mombasa region usually end their operations when funding stops.

Researchers have carried studies on the moderating effect of resource mobilization on the relationship between stakeholder engagement and sustainability of projects. Riziki, Atera, Juma (2019) Odenyo and Rosemary, Muniu, Gakuo and Rambo (2018), Agote (2010) opine that mobilizing resources for a long- term program requires updates and acknowledgement of local contributors and partners on a regular basis.

Church projects as a vehicle for development has increased empowerment ability in many families. Hewitt and Anderson (2015) posited that, resource mobilization as a tool to empower churches and learn key tenets of empowerment practice helps church projects to be sustainable. McIvor (2014) pointed that possession of certain resources and capabilities defines what the organization will do and what it can obtain from outside parties. For the success of a project, all the resources should be incorporated together. A superior performance is usually based on developing a competitively distinct set of resources, heterogeneous and strategic development and a capable workforce in a well-conceived strategy to sustain superior returns (Fahy, 2017; Collis & Montgomery, 2016).

While there has been a number of studies on the role of the church on development as argued by (Mawudor, 2016), little attention has been devoted to stakeholder engagement, resource mobilization and leadership style on sustainability of Anglican Church funded projects. Furthermore, there has been very little research that has focused on how stakeholder engagement processes are integrated together in church project. Therefore, this study aimed at bridging the existing knowledge gap by assessing the influence of stakeholder engagement, resource mobilization, leadership style on sustainability of Anglican Church funded projects in Kenya.

1.3 OBJECTIVE OF THE STUDY

To evaluate the moderating effect of resource mobilization in the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya.

1.4 RESEARCH HYPOTHESES

Ho: There is no significant moderating effect of resource mobilization on the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya.

2.0 LITERATURE REVIEW

2.1 THEORETICAL FRAMEWORK

This theory was initiated by Wernerfelt and Rumelt in 1984. The theory is intended to address resource mobilization as a moderating sustainability of projects by putting in mind an organization's internal resources as a means of organizing processes and obtaining a competitive advantage. Wernerfelt and Rumelt (1984) stated that for resources to hold potential as sources of sustainable competitive advantage, they should be valuable, rare, imperfectly imitable and not substitutable. Barney (1991) suggests that organizations must develop unique, firm-specific core competencies that will allow them to outperform competitors by doing things differently.

Resource-based theory contends that the possession of strategic resources provides an organization with a golden opportunity to develop competitive advantages over its rivals (Barney 1991). The logic is applicable among project management and sustainability. This kind of resources cannot be purchased but may be acquired through staff training. Finally, having the right skills and the money to start a project is not enough; the project team needs to get in touch with local community or stakeholders for support among other factors.

The relevance of this theory lies on the fact that it examines how resources can drive competitive advantage, especially in relation to successful implementation of development projects. In the context of this study, in- order to create a sustainable environment, the project team needs resources within all three resource categories which rationalizes the use of this theory in this study.

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2.2 EMPIRICAL REVIEW

In his study on examining the key determinants of financial sustainability of Church Related Organizations (CROs) in Kenya. Mawudor (2017) was guided by five hypothesized predictors of financial sustainability, namely financial management, resource management, income generation, income diversification and stakeholder/donor relationship management.. The outstanding ones include the agency theory, resource Financial Sustainability of Church Related Organizations Mawudor (2017).

Riziki, Atera & Juma (2019) carried a study on the influence of resource mobilization on sustainability of community water projects in Kakamega County, Kenya. The study used Resource Mobilization theory. The study employed explanatory survey design. The targeted population was four hundred and seventy-four respondents from two hundred and thirty-seven registered community water projects. The study Primary data was collected by means of structured questionnaires.

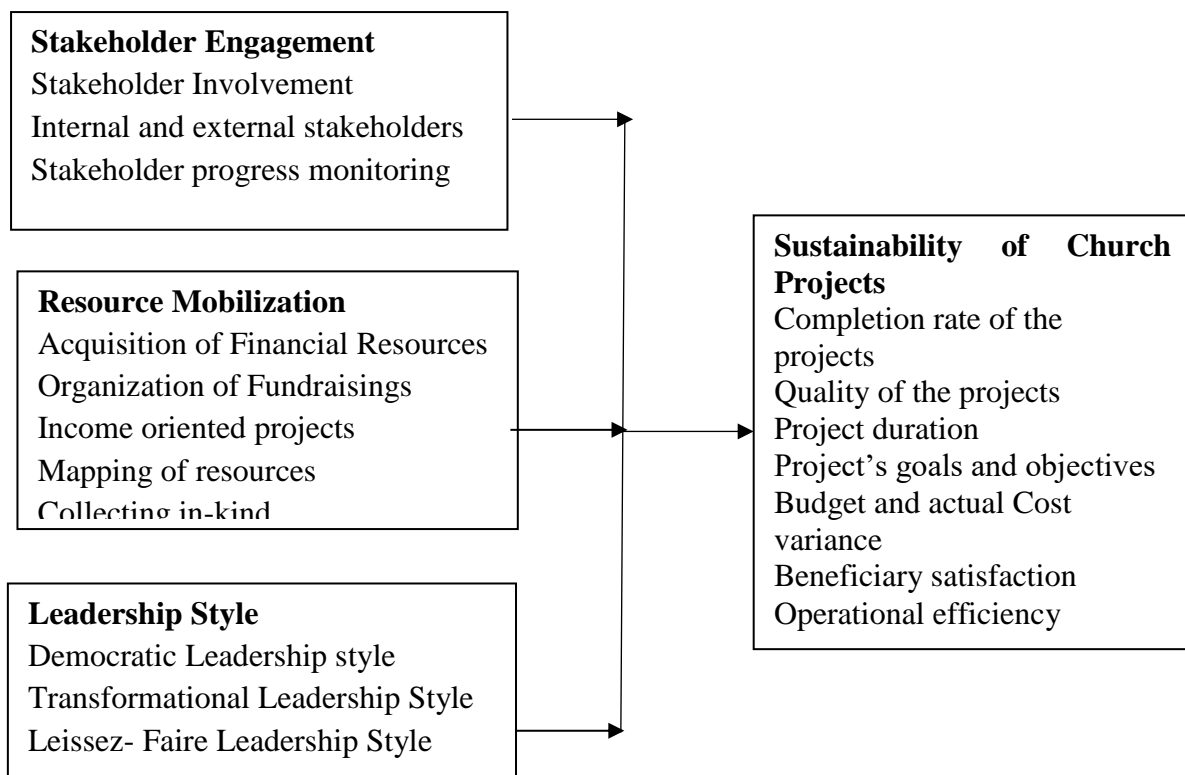
Muniu, Gakuu and Rambo (2018) studied the moderating effect of stakeholder engagement and resource mobilization on sustainability of community water projects in Kenya. The theory guiding the study was the System theory which was developed by Ludwig von Berlanffy (1968). The study adopted a mixed method research approach to carry out cross sectional, correlation and descriptive survey. The choice of mixed approach allowed for both descriptive and inferential methods in data collection, analysis and interpretation. Muniu, Gakuu and Rambo (2018) study established a moderate correlation between participation in resource mobilization and sustainability of community water projects. The study recommended that community should be involved in mobilization of project resources in order to enhance sustainability of community water projects Muniu, Gakuu and Rambo (2018).

3.0 CONCEPTUAL FRAMEWORK

The study’s conceptual framework is conceptualized by stakeholder engagement, resource mobilization and leadership style as independent variable. The dependent variable is sustainability of church projects. The study’s conceptual framework is illustrated in Figure 1.

Independent Variables

Dependent Variable



3.0 RESEARCH METHODOLOGY

The study adopted a cross-sectional research design aimed at collecting large number of quantitative data to establish patterns of value addition in the church projects. The study used positivism philosophy. The study's respondents were drawn from all the Anglican Churches in Mombasa Region. The unit of analysis was the Anglican churches funded projects while the respondent was the development committee, parochial church council and church members. One development committee member was selected from each of the 11 deaneries while 2 parochial church council members was selected from the 11 deaneries while sampling was done for the church members. Yamane (1967) simplified formula was used to obtain the number of church members from the 11 deaneries. Stratified random sampling was used to select church members while purposive sampling was used to select the church committee members, parochial church council and church members. Primary data was obtained using self-administered questionnaires. The questionnaire was made up of closed questions relating to the study's objectives. Descriptive statistics such as percentages, frequencies, mean and standard deviation was used for the quantitative data. Inferential data analysis was done using Pearson correlation coefficient and regression analysis. The results was presented in form of tables and graphs;

3.1 Moderation Model for Resource Mobilization

The model checks the “prediction of a dependent variable, SUST, from an independent variable and how it differs across levels of a third variable, RM” (Baron & Kenny, 1986). Moderating variable affects the strength and direction of the relationship between predictors and an outcome thus increasing, reducing, or affecting the influence of the predictor variable. Moderation depicts the interaction between variables thus the test involves determination of the statistical significance of the interaction term. The model for the study: The stepwise regression models are presented below;

$$SUST = \beta_0 + \beta_1 + \varepsilon$$
$$SUST = \beta_0 + \beta_1SE + \beta_2RM + \varepsilon$$

Where:

SUST = Sustainability of Church funded Projects

SE = Stakeholder Engagement

RM= Resource Mobilization

β_0 = Constant

β_2 = Beta coefficients

ε = Error term

Finally, model 3 was used to estimate and give the direction and effect of the moderator on the independent variable and the total effect (of the moderator) on the dependent variable by interacting the moderating variable and the predictor variable.

$$SUST = \beta_0 + \beta_1SE + \beta_2RM + \beta_3SE * RM + \varepsilon$$

SUST = Sustainability of Church funded Projects

SE = Stakeholder Engagement

RM= Resource Mobilization

SE* RM = Stakeholder Engagement x Resource Mobilization

β_0 = Constant

$\beta_1... \beta_3$ = Beta coefficient

ε = Error term

4.0 RESULTS AND FINDINGS

4.1 Descriptive Statistics

4.1.1 Descriptive Statistics for Resource Mobilization

The second objective of the study was to determine the moderating effect of resource mobilization in the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya. Descriptive statistics were carried out on resource mobilization and the results are shown in Table 1.

Table 1: Descriptive Statistics for Resource Mobilization

Measure	Resource Mobilization
N	412
Mean	3.247
Median	3.200
Mode	3.000
Std. Deviation	1.104
Skewness	-0.407
Std. Error of Skewness	0.120
Kurtosis	-0.406
Std. Error of Kurtosis	0.240

The results from the Table 1 shows the descriptive statistics for resource mobilization. The total number of respondents in each measured was 412. Distribution of data was measured using skewness and kurtosis whereas central tenancy was measured using mean, median and mode. The standard deviation was used to measure dispersion. The results show that resource mobilization had a mean of 3.247, median of 3.200 and mode of 3.000. The standard deviation of 1.104 showed that the members of the group differed from the mean value of 3.247 for the group in the observation. The standard deviation of 1.104 further implies that the data points tend to be very close to the mean of the data and a high standard deviation implies that the data points are spread over a wide range of the values.

Skewness for resource mobilization was -0.407. Since the values were between -0.5 and 0.5, we thus conclude that the distribution is approximately symmetric. Kurtosis results showed that resource mobilization had -0.406. Thus, we can conclude that the values were platykurtic since they are less than 3 and thus had a broad tail distribution and no outliers. Resource mobilization was evenly distributed and the measure between the high and low score was small and exhibits normal resource mobilization.

4.2 INFERENTIAL STATISTICS

Inferential analysis was conducted to generate correlation results, model of fitness, and analysis of the variance and regression coefficients.

4.2.1 Correlation Analysis

Correlation analysis was carried out to determine the association between the variables, stakeholder engagement, resource mobilization, leadership style and sustainability. The mean score for each of the independent variables was calculated and the Pearson’s correlation obtained using SPSS. The results are as shown in Table 2.

Table 2: Correlation Matrix

		Sustainab ility	Stakeholder Engagement	Resource Mobilization
Sustainability of Projects	Pearson Correlation	1.000		
	Sig.(2-tailed)			
Stakeholder Engagement	Pearson Correlation	.617**	1.000	
	Sig.(2-tailed)	0.000		
Resource Mobilization	Pearson Correlation	.511**	.463**	1.000
	Sig.(2-tailed)	0.000	0.000	

The results in Table 2 indicated that stakeholder engagement was positively and significantly associated to sustainability of projects ($r=0.617$, $p=0.00<0.05$). Resource mobilization was positively and significantly associated to sustainability of projects ($r=0.511$, $p=0.00<0.05$)

Table 3 shows the regression results.

Table 3: Regression Results for Resource Mobilization

		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.674	0.046		57.989	0.000
	Stakeholder Engagement	0.292	0.014	0.717	20.799	0.000
2	(Constant)	2.509	0.054		46.886	0.000
	Stakeholder Engagement	0.250	0.016	0.613	16.098	0.000
	Resource Mobilization	0.091	0.016	0.212	5.560	0.000
3	(Constant)	2.491	0.052		48.328	0.000
	Stakeholder Engagement	0.194	0.018	0.475	10.911	0.000
	Resource Mobilization	0.064	0.016	0.15	3.936	0.000
	Stakeholder*					
	Resource Mobilization	0.092	0.016	0.258	5.876	0.000

The regression of coefficients results shows that in step one, the regression model of sustainability of projects on stakeholder engagement was significant with $\beta=0.292$, $p=0.000<0.05$) and supported by $T_{\text{Calculated}}=(1, 411)= 20.799> T_{\text{Critical}} (0.05, 411)= 1.658$. In step two, the results show that the regression model of stakeholder engagement and resource mobilization on sustainability of projects was significant with ($\beta_1=0.250$, $p=0.000<0.05$: $\beta_2=0.091$, $p=0.000<0.05$) and supported by $T_{\text{Calculated}} = (2, 411) = 16.098, 5.560> T_{\text{Critical}} (0.05, 411) = 1.658$. In step three, the results show that the regression model of Stakeholder Engagement, Resource Mobilization and the interaction term SE*RM on Sustainability of Projects was significant with ($\beta_1=0.194$, $p=0.000<0.05$: $\beta_2=0.064$, $p=0.000<0.05$: $\beta_3=0.092$, $p=0.000<0.05$) and supported by $T_{\text{Calculated}} =(3, 411)= 10.911, 3.936, 5.876> T_{\text{Critical}} (0.05, 411)= 1.658$.

Since the P value of the interaction term (SE*RM) is $0.000<0.05$, then it confirms that resource mobilization moderates the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya. This is also supported by the R squared which improved from 51.3% and 54.8% before including the moderating variable to 58.3% after moderation. Therefore, this leads to the rejection of the null hypothesis that resource mobilization has no significant moderating effect on the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya. Thus, the study establishes that resource mobilization has a significant moderating effect on the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya.

The findings are consistent with the findings of Odenyo and Rosemary (2018) who studied the influence of resource mobilization on sustainability of women group projects and the study

findings showed that all independent variable significantly and positively influenced the sustainability of women group projects. This agrees with the study of Muniu, Gakuu and Rambo (2018) who studied the influence of stakeholder engagement and resource mobilization on sustainability of community projects and established a moderate relationship between participation in resource mobilization and sustainability of community projects. The study also established a significant independent influence of participation in resource mobilization on sustainability of community water projects.

This also agrees with the findings of Kitawi (2015) who studied the role of church owned businesses as resource mobilization strategy on sustainability of the church and the results of this study indicated that church businesses do contribute to the sustainability of the church. The financial stability also implies that the church is put in a good position to achieve its biblical mandate in terms of reaching out, evangelizing and also supporting the needy in the society. The study concluded that church businesses play a critical role in promoting sustainability of its operations.

The study results are in line with Okeyo (2015) who conducted a study on establishing the relationship between strategic stakeholder's management and resource mobilization on sustainability at public institutions. The study found that senior managers and departmental heads were involved in strategic management process. The study also found out that factors leading to strategic stakeholders management practices include clear aims and planning, a conducive climate, giving implementation priority, having abundant resources, an appropriate structure and implementing flexibly, organizational structure, control mechanisms, strategic consensus, leadership and positive attitude towards strategy implementation success.

According to Pinto and Slevin (2011), resource mobilization is a major management activity that allows for project execution. In organizations that do not use a strategic-management approach to decision making, resource mobilization is often based on political or personal factors. Project strategic management enables resources to be allocated according to priorities established by annual objectives. Nothing could be more detrimental to strategic management and to project implementation success than for resources to be allocated in ways not consistent with priorities indicated by approved annual objectives.

5.0 CONCLUSIONS

The study findings though supported by theoretical, conceptual and empirical evidence, although sustainability of Anglican Church projects cannot be limited to the variables in the study. The open-ended questions in the questionnaire sought to identify other gaps which affect sustainability. With regards to duration and the number of projects as per their performance, it was established that collapsed projects for the years 2016, 2017 and 2018 stood at 4%, 6% and 5% respectively. The projects not completed within the stipulated timelines for the years 2016, 2017 and 2018 stood at 13% 16% and 14% respectively. The completed projects for the years 2016, 2017 and 2018 stood at 87%, 84% and 86% respectively. The levels of satisfaction on the attainment of project goals and objectives for the years 2016, 2017 and 2018 were analysed and it was established that majority satisfaction on the performance of the Anglican Church

projects was over 50% for all the duration under study. On budget variation, the average variation for the small projects was less than Ksh 500,000 while the major projects had a variation of between Ksh 500,000 and 1 million.

The study therefore concluded that the completion of projects was above average since the rating was for the years 2016, 2017 and 2018 stood at 87%, 84% and 86% respectively. This led to a higher level of satisfaction by the beneficiaries of the church projects. However, there was a budget variation where the small projects had budget variations of less Ksh 500,000 while the major projects had variations of between Ksh 500,000 and 1 million for the three years.

6.0 RECOMMENDATIONS

The objective of the study was to evaluate the moderating effect of resource mobilization in the relationship between stakeholder engagement and sustainability of Anglican Church funded projects in Kenya. In conclusion, there is a moderating effect and the interaction term is 0.092 as indicated in the regression equation. Ideally, the interaction term effect on stakeholder engagement and resource mobilization influence improves sustainability of Anglican Church funded projects in Kenya by 0.092 units. Thus, the church leadership should adopt the components of participative stakeholder engagement, prudent resource mobilization and enhanced leadership to realize long run sustainability of their projects.

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