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Strategic Partnerships and Resource Mobilisations' of
Community-Based Organisations in Kajiado County, Kenya



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**Strategic Partnerships and Resource Mobilisations’ of Community-Based Organisations
in Kajiado County, Kenya**

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Abstract

Purpose: The research study aimed to investigate the influence of strategic partnerships on resource mobilisation of community-based organisations’ in Kajiado County, Kenya. The specific objectives of the study include the role of joint activities, shared resources, and information sharing reciprocity on resource mobilisation among selected Community Based Organisations in Kajiado County, Kenya. The study was anchored on the Theory of Change and Resource Mobilisation Theory.

Methodology: The study adopted an embedded mixed research design with quantitative and qualitative methods. The study's target population was 395 CBOs members in Kajiado County. The research used a simple random sampling technique with 30% to 10 simple CBOs. Purposive sampling was used to sample 10 managers, and Yamane’s scientific formula (1967) to sample 395 staff. A sample size of 310 was used in the study. Data collection was done using questionnaires, which were administered online. Descriptive statistics, including frequency tables, graphs, and charts, were used, including questionnaires and interview guides. Quantitative data was collated and analysed using descriptive statistics such as measures of central tendency and dispersion through the use of SPSS (Version 25). The analysed data was presented in the form of figures, tabulations, graphs, and charts. Qualitative data was analysed thematically with explanations according to each objective and presented in narrative form. Pearson correlation analysis was conducted to establish the relationship between the study variables. A multiple regression model was run to test the influence of predictor variables on the predicted variable.

Findings: The regression coefficient results showed that all the independent variables (joint activities, shared resources, information sharing, and reciprocity) are statistically significant in predicting the dependent variable (resource mobilisation). The study concluded that it was evident that strategic partnerships had an influence on resource mobilisation.

Unique Contribution to theory, practice and policy: The study recommended that community-based organisations engage with external stakeholders to promote effective program/project activities and implementation. This will positively affect the community economic development outcomes for the projects/programs. Also, training and capacity building on writing a winning proposal for the community groups to be conducted as it will be very relevant in resource mobilisation. Also, seek help from professionals and experts to increase their skills in writing proposals that impress donors. The study makes a significant contribution to theory and practice in strategic partnership and resource mobilisation.

Key Words: *Joint Activities, Shared Resources, Information Sharing, Reciprocity, Resource Mobilisation*

Introduction

Strategic partnerships have become more prominent in this era of increased competition and scarce resources. Wikaningrum et al. (2020) described strategic partnerships as mutual collaborations and networks to achieve organisational goals and objectives through shared values and activities. Further, strategic partnerships seek to strengthen organisations' resilience to respond to the needs of beneficiaries through shared resources (Wikaningrum et al., (2020). Resource mobilisation is described by Collins (2014) as all that has to be done to harness resources inside and make better use of existing ones to grow the number of resources accessible within the organisation. Globally, various scholars have attempted in order to look at the link between strategic partnerships and the mobilisation of resources. In the United States, Theokary et al. (2020) found that strategic partnerships had a fruitful effect on the final tally of funds. In Indonesia, a study by Tarigan and Siagian (2021) revealed that strategic planning and partnership improved organisational yields and performance. Another study in Indonesia found that while strategic partnerships had a significant effect on professional knowledge, they did not influence organisational agility (Wikaningrum et al., 2020). Similarly, a study by Diandra and Putra (2019) pointed out that a strategic partnership strategy accelerated business growth in Indonesia. Strategic partnerships have been found to play a critical role in resource mobilisation and organisational performance. Research conducted in the United Kingdom by Demirbag et al. (2021) revealed that strategic partnerships through shared resources, foreign input, and sales promoted organisational sustainability. Besides, a study by MacDonald et al. (2019) indicated that strategic alliances played a cardinal role in promoting decision-making among stakeholders in Canada.

In Sub-Saharan Africa, a great deal of research has been conducted on the role of strategic partnerships in promoting resource mobilisation in various organisations. In Tunisia, a study by Hamdani et al. (2017) stated that strategic alliances significantly stimulated access to knowledge and technological diversity, resulting in organisational effectiveness and innovation. In Ghana, a study by Mensah and Gordon (2020) revealed that strategic partnerships promoted sustainability and innovations among organisations. A study by Ogunjobi et al. (2015) established that strategic partnership through synergy promoted good hygiene, thereby helping to prevent diarrhoea and other illnesses in Nigeria's Jigawa and Katsina states. In East Africa, available studies show a significant relationship between

strategic partnerships and resource mobilisation. A study by Skyllberg Persson (2015) demonstrated that strategic public-private partnerships strengthened the capacity building and empowerment of smallholding coffee farmers in Tanzania. In Uganda, a study by Mbeche and Bagyenda (2017) established that strategic partnerships enhance resource generation and management, sustainably catalyse local governance arrangements' functionality, and enhance conservation and resource access.

A revived and strengthened partnership agreement that brings together civil society, Governments, the private sector, the United Nations, and other players, and mobilises all available resources, is necessary to achieve the ambitious 2030 SDGs and their goals. Under Sustainable Development Goal 17 titled "Strengthen the methods of implementation and reignite the Global Partnership for Sustainable Development," the 2030 Agenda for Sustainability calls for strengthened global partnerships for sustainable development, along with multi-stakeholder partnering that mobilizes and share expertise, knowledge, technology, and financial resources to support the achievement of the Goals. In 2014, the Joint Inspection Unit investigated 28 different organizations' resource mobilization methods as part of an analysis of the United Nation's resource mobilization function. It was said that the United Nations System did not have a unified strategy for raising funds. According to respondents, a well-thought-out strategy helps with donor messaging, prevents "in-house" competition, prevents disjointed efforts, fosters a culture of accountability and ownership and increases initial pipeline planning, resource allocation, and program impact (World Meteorological Congress, 2015). In Kenya, strategic partnership dimensions of shared resources, mutual decision-making, and risk sharing and joint activities were crucial in promoting the financial performance of mortgage companies (Mwangi, 2017). Similarly, a study by Muiruri (2015) pointed out that strategic partnership is one strategy that supports organisations to remain sustainable and globally competitive. Strategic partnerships improve staff capacity and enhance new customer acquisition by creating portfolio funds from which clients may borrow and repay loans, thus enabling organisations to become sustainable. However, in spite of the fact that a lot of studies have been conducted on the impact of strategic partnerships on resource mobilisation, there is scanty information on how strategic partnerships influence resource mobilisation among Community-Based Organisations (CBOs) in Kajiado County, thus the relevance of this research.

Statement of the Problem

Local NGOs and Community-Based Organisations (CBOs) face inadequate resource challenges as they depend on outside donors to mobilise funds to run their activities and projects (Batti, 2014). Community-Based Organisations in Kenya are not isolated from these challenges, and one of the major constrain that cripple their capacities to deliver on their mandate is poor resource mobilisation strategies. John et al. (2017) revealed that many community based organisations (CBOs) in Kenya lacked the capacity to identify, manage and utilise the local resources to benefit their members and community. Kaimenyi (2019) study on community based organisations (CBOs) in Kenya found that a lack of resources constrained them due to the uncertainty of funding, a lack of resource mobilisation skills, and overreliance

on national and international donors. These constraints limit the ability of the community based organisations (CBOs) to deliver on envisioned projects. In Kajiado County, there are 335 Community-Based Organisations that play an important part in the growth of society and the economy of issues affecting the community (NGO Coordination Board, 2019). These community based organisations (CBOs) mobilise resources from the government, non-governmental organisations (NGOs), and other multilateral and bilateral development partners to implement their community projects (Kajiado CIPD, 2018-2022). The findings of these studies suppose that strategic partnership augments the attainment of efficiency in organisations and is thus a statutory requirement Alomba (2010). Further, the United Nations Development Programme (2014) recommends that the concept of resource mobilisation has evolved from a simply transactional one to one that involves the careful fostering of a long-term relationship with development partners hence the need for community-based organisations (CBOs) to establish strategic partnerships to mobilise resources. However, there remains a gap in acquiring resources, leading to the collapse of Community-Based Organisations (CBOs). Community-Based Organisations, therefore, need to establish partnerships and strategically secure resource structures. Effective program delivery calls for knowledge and expertise. Although the above studies have significantly identified key components of strategic partnerships, however, limited information is known on how strategic partnership among Community-Based Organisations relates to resource mobilisation. Therefore, on this backdrop, the purpose of this research is to examine the influence of strategic partnerships on resource mobilisation with reference to Community-Based Organisations in Kajiado County.

Research Objectives

- i To assess the effectiveness of collaborative efforts on mobilising resources among selected Community-Based Organisations (CBOs) in Kajiado County, Kenya.
- ii To analyse the impact of shared resources on resource mobilisation among selected Community Based Organisations (CBOs) in Kajiado County, Kenya.
- iii To evaluate the influence of information sharing on resource mobilisation among selected Community Based Organisations (CBOs) in Kajiado County, Kenya.
- iv To establish the contribution of reciprocity on resource mobilisation among selected Community-Based Organisations (CBOs) in Kajiado County, Kenya.

Theoretical Review

Resource Mobilisation Theory

Resource Mobilisation Theory is significant in understanding the strategic partnerships and community-based organisations' resource mobilisations' in Kajiado County. Its explanations on the topic give developmental mechanisms to all organisations in the County. The Theory was propounded by McCarthy and Zald (1987). The Theory says that the human race is actors that are primarily concerned with maximising their own self-interest and who utilize organisations as a means of obtaining and improving organisational funds or resources. The theory proposes that inside the organisations of social movements, there exists a professional

group whose goal it is to bring in funding, media attention, and supporters; to forge alliances with the powerful; and to improve the organisation's structure (McCarthy & Zald, 1987). Resource Mobilisation Theory relies on the belief that include monetary, time, and physical resources and organisational skills are key to organisational success (Eltantawy & Wiest, 2011). This theory explains the corporative mechanisms of various Community-Based Organisations in Kajiado County. One of Resource Mobilisation Theory's five guiding concepts is that actors are consistent and can objectively assess the benefits of joining the movement. Second, resource mobilisation may occur within or outside the aggrieved group. Fourth, costs associated with joining in on collective activities are often tied to the government or other authoritative bodies. Lastly, a movement's actions are influenced by the resources it has access to. (McCarthy & Zald, 1997) in Kajiado County of Kenya.

Resource Mobilisation Theory supposes that individuals have to estimate the pros and cons participating in social movements. When the ultimate results of a movement are provided as a public utility, the free-rider problem becomes an issue. A social movement's organisation is prioritised above its resources, yet the movement will always seek to achieve its declared goals. (McCarthy & Zald, 1987). Beuchler (1993) argues that in order for a Social Movement Organisation to establish and function effectively, its members must have a shared sense of identity. The use of the theory, in this case, CBOs in Kajiado County, is to understand whether there is an adequate distribution of resources and engagement of other partnership organisations in this process. Despite the weaknesses of the Resource Mobilisation Theory, it remains significant to the research in understanding the community-Based Organisations in Kajiado County and Kenya as a whole. Because CBOs must ensure that from the start, all essential resources are mobilised, the theory is applicable in this study. This theory considers that participating in resource mobilisation benefits the resource mobilisation team as well. CBOs must make sure the members' and their interests are taken into account. This theory is applicable in this study because it aids in an enhancement in understanding of the requirement for obtaining resources, as well as the need for coming up with ways to reduce financial resource expenditure, such as human establishing a road plan of available resources to ensure the organisation's success of CBOs in this County and Kenya at large.

Theory of Change

The Theory of Change has been considered in this study to explain more about the strategic partnerships and community-based organisations' resource mobilisations' in Kajiado County, Kenya. Weber (1920) developed a theory of change that demonstrates the need of setting a long-term objective for any program or effort that seeks to notice permanent improvements. The second step is to ensure that the necessary circumstances are met before the program's stated objective can be attained; third, the program must determine what it will do to meet those criteria; and fourth, it must establish indicators to track how well those conditions are working. As the theory suggests, social progress occurs as a result of certain types of social organisation. Like the theory of the current study, holistic change is understood based on the organisation's strategies to mobilise resources for development. This practice should be considered in Kajiado County too. Weber (1920) outlines the five stages of transformation, outlining the conditions

necessary for any community project to have long-term effects. He discusses the need of identifying a goal, then working toward determining proximate objectives, and finally taking action to encourage the attainment of that goal. These initiatives are the actions that will be taken to bring about the desired results. In businesses and non-profits of all stripes, regular operations need a well-defined framework for how things should be done and how success may be determined. Organisations and charities greatly benefit from developing a theory of change in Kajiado County, in order to realign their efforts and resources as to have a lasting effect on the community by using the most effective development channels (Weber, 1920). Webe (1920) argues that the theory of change should be used at every stage of an organisation's implementation process, including but not limited to goal-setting, team-building, fund-raising, initiative planning, assessment, dissemination, reporting to funders, and policy-making. According to theories of change, efforts need to have consequences. Therefore, it is essential that all development initiatives plan and carry out effective actions to bring about the desired results. Based on this theory, a collaborative development approach among the community-based organisations and the involvement of the community participants will promote reasonable change in the County of Kajiado. The amendment's idea relevant to the research being done. Every project coordinated by CBOs and other stakeholders, then, has a common objective, and several additional requirements are set up with defined indicators that are monitored to ascertain whether or not the intended change has taken place. As Weber argues, social evolution is caused by distinct forms of social organisation. The research of CBOs in Kajiado County, Kenya, focuses on the importance of resource mobilisation and partnership amongst existing groups.

Conceptual Framework

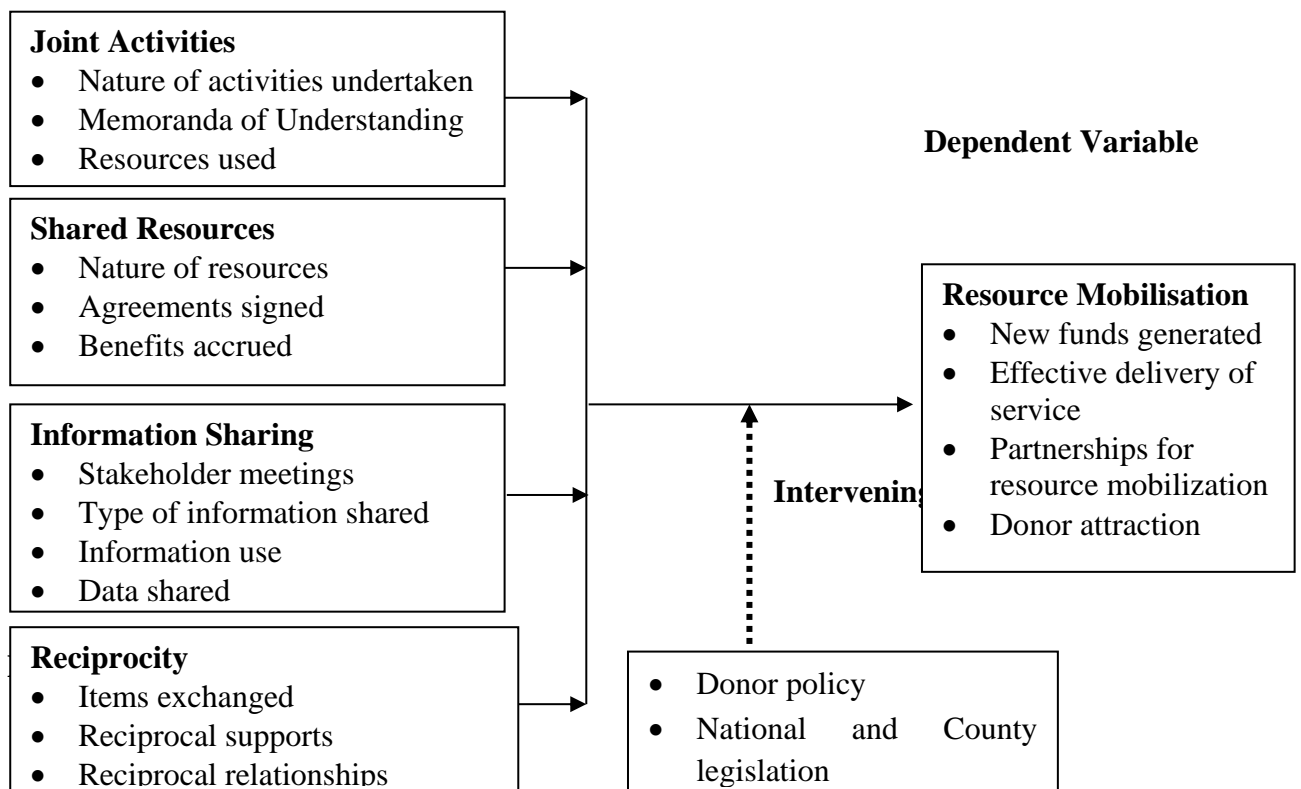


Figure 1: Conceptual Framework

Research Methodology

This study used a mixed research design with a sequential explanatory design. The target population for this study was according to the NGO Coordination Board (2019), there are 335 CBOs in Kajiado County with a total of 32, 868 staff (members). The study considered to use organization staff as the target population because these group of people are well aware of what is happening and have up to date information about the organization, unlike members who gets up date when there is only quarterly and annual meetings. Because the target population was so broad, a simple random sample procedure was utilized to select 130 CBOs. Furthermore, the study employed the scientific method developed by Yamane (1967) to determine a sample size of 395 for the employees. Data collection was done using questionnaires, which were administered online. Descriptive statistics, including frequency tables, graphs, and charts, were used, including questionnaires and interview guides. Quantitative data was collated and analysed using descriptive statistics such as measures of central tendency and dispersion through the use of SPSS (Version 25). The analysed data was presented in the form of figures, tabulations, graphs, and charts. Qualitative data was analysed thematically with explanations according to each objective and presented in narrative form.

Strategic Partnerships

Joint activities

This is the independent variable of the research study, which measured the resource mobilisation of the community-based groups in Kajiado County. To achieve this objective, the respondents were requested to provide their views/opinions on their level and the extent to which they agree or disagree along a Likert scale, which has a numerical scale of 1-5, where strongly agree (SA)=5, Agree (A)=4, uncertain (U)= 3, Disagree (D)=2, strongly disagree (SD)=1, as provided in table 1 below;

Table 1: Joint activities

Statement	SA	A	U	D	SD	Mean	Std Deviation
	F (%)	F (%)	F (%)	F (%)	F (%)		
1 The CBO conducts joint activities with other organisations within Kajiado	120 (40.0%)	168 (56.0%)	3 (1.0%)	9 (3.0%)	0 (0.0%)	4.33	.650
2 Before conducting joint activities, CBOs sign an MoU	63 (21.0%)	168 (56.0%)	57 (19.0%)	12 (4.0%)	0 (0.0%)	3.94	.747
3 CBOs participating in joint activities cost-share or contribute equal resources	38 (12.7%)	130 (43.3%)	117 (39.0%)	15 (5.0%)	0 (0.0%)	3.64	.766
4 Planning of joint activities incorporates effective participation of stakeholders	63 (21.0%)	148 (49.3%)	86 (28.7%)	3 (1.0%)	0 (0.0%)	3.90	.727
5.CBOs undertaking joint activities share common goals and aspirations	84 (28.0%)	127 (42.3%)	83 (27.7%)	6 (2.0%)	0 (0.0%)	3.96	.798
Overall composite mean & standard deviation						3.95	

The first line indicates that CBOs conducted joint activities with other organisations in Kajiado County. Those respondents who strongly agreed were 120 (40.0%), and those who agreed were 168 (56.0%). 3 (1.0%) respondents were uncertain of the CBOs conducting joint activities with other organisations, while 9 (3.0%) disagreed with the statement. Hence the majority of the

respondents agreed that CBOs in Kajiado County conducted joint activities with other organisations. The mean score of the line is 4.33, and the standard deviation of 0.650; hence this statement positively affects the strategic partnerships of groups in Kajiado County. The study results are in concurrence with the arguments by Kariuki (2015), who stated that the performance of a project is synonymous with its success within the stipulated time. This successful resource mobilizing by community groups could be achieved if the CBOs conducted joint activities with other organisations in Kajiado County. This argument implies that effective joint activities by CBOs would significantly promote their strategic partnerships with others.

The second line of CBOs signing memorandums of understanding before conducting joint activities shows that 63 (21.0%) respondents strongly agreed, 168 (56.0%) respondents agreed, and 57 (19.0%) respondents were uncertain about whether the memorandum of understanding should be signed before joint activities are conducted. And 12 (4.0%) respondents disagreed with the statement. The line item had mean value of 3.94, and a standard deviation of 0.747. Therefore, from the findings majority of the respondents agreed that the memorandum of understanding should be signed before joint activities are conducted.

The third statement indicated that CBOs participating in joint activities cost-share or contribute an equal amount. From the analysis findings, 38 (12.7%) respondents strongly agreed with the statement, and 130 (43.3%) respondents agreed that groups that participate in joint activities cost-share or contribute equal resources. 117 (39.0%) respondents were uncertain about the statement. While 15 (5%) respondents disagreed that groups participating in joint activities cost-share or share resources equally. This implies that most of the respondents agreed that CBOs participating in joint activities share resources equally. It is evident that participating in joint activities results in sharing resources which in turn promotes strategic partnerships among the groups in Kajiado County. The fourth line indicated that planning of joint activities incorporates stakeholders' effective participation. From the analysis findings, 63 (21.0%) respondents strongly agreed that planning for joint activities incorporates effective participation of stakeholders, 148 (49.3%) responded agreed with the statement, 86 (28.7%) respondents were uncertain about the statement, and 3 (1%) respondents disagreed that planning of joint activities incorporates effective participation of stakeholders. Hence, it is evident that the majority of the respondents agreed that planning of joint activities incorporates effective participation of stakeholders in CBOs found in Kajiado County. Therefore, it implies that as a result of stakeholders' effective participation, strategic partnership on resource mobilisation is enhanced among CBOs in Kajiado County.

The fifth statement indicated that CBOs undertaking joint activities share common goals and aspirations. The results from the analysis showed that 84 (28.0%) respondents strongly agreed that community groups undertaking joint activities share common goals and aspirations, 127 (42.3%) respondents agreed with the statement, 83 (27.7%) respondents were uncertain about the statement, and 6 (2.0%) respondents disagreed that groups undertaking joint activities share common goals and aspirations. This implies that most of the respondents agreed with the argument that those groups which undertook joint activities share common goals and aspirations; hence, as a result of sharing common goals and aspirations, strategic partnerships

on resource mobilisation are enhanced in CBOs in Kajiado County. According to a study by Monteiro (2014), two initiatives, both of which were created by municipalities and implemented by community-based groups in conjunction with other community groups and institutions, found distinct approaches to achieving their stated aims while sharing a social and economic setting and following the same legislative standards. One of them decided to put their money into innovative organisational structures that may strengthen the dynamics of a cross-cutting strategy and the localisation of social action. The other chose to promote the connection between economic activities and societal progress by funding an intervention related to the social economy and enhancing social entrepreneurship. Similarly, the Local Government Association (2022) supported the claim that community groups play a critical role in joint planning, community consultation, joint design and delivery, and community-led activities. Generally, the study found that 49.38% of the respondents agreed, 24.54% strongly agreed, 23.08% were uncertain, and 3% disagreed that joint activities among community based organisations in Kajiado County promotes effective strategic partnerships among the groups on resource mobilisation. Hence, majority (49.38%) of the respondents agreed on the statement, hence the study results concur with the existing literature from other researchers and scholars.

Shared Resources

This independent variable measured resource mobilisation and strategic partnerships among CBOs in Kajiado County. To achieve these objectives, the respondents were asked to provide their views on their level of agreement or disagreement along a scale of 1-5, where strongly agree (SA)=5, agree (A)=4, Uncertain (U)=3, disagree (D)=2, strongly disagree (SD)=1, as shown in Table 2.

Table 2: Shared resources

Statement	SA F (%)	A F (%)	U F (%)	D F (%)	SD F (%)	Mean	Std Deviation
1 Partnering CBOs in Kajiado County share financial resources	62 (20.7%)	141 (47.0%)	75 (25.0%)	16 (5.3%)	6 (2.0%)	3.79	.899
2 Partnering CBOs in Kajiado County share human resources	34 (11.3%)	113 (37.7%)	126 (42.0%)	21 (7.0%)	6 (2.0%)	3.49	.860
3 Partnering CBOs in Kajiado County share physical resources	40 (13.3%)	174 (58.0%)	68 (22.7%)	12 (4.0%)	3 (1.0%)	3.79	.759
4 Partnering CBOs in Kajiado County share information resources	45 (15.0%)	119 (39.7%)	115 (38.3%)	18 (6.0%)	3 (1.0%)	3.62	.848
5. CBOs in Kajiado County partner to solicit funds from national and international NGOs	72 (24.0%)	135 (45.0%)	69 (23.0%)	24 (8.0%)	0 (0.0%)	3.85	.878
Overall composite mean & standard deviation						3.71	

The first line indicates that partnering CBOs in Kajiado County share financial resources. The results from the analysis showed that 62 (20.7%) respondents strongly agreed with the statement, 141 (47.0%) also agreed, and 75 (25.0%) respondents were uncertain that those CBOs that are partnering in Kajiado County were sharing financial resources. Also, 16 (5.3%) respondents disagreed with the statement, and 6 (2.0%) respondents strongly disagreed that partnering groups share financial resources. The mean is 3.79 and the standard deviation of 0.899, which is greater than the composite mean; hence the results agreed that there is sufficient evidence that partnering groups in Kajiado County share their financial resources, which in

turn promote their strategic partnerships among them in the region. The second line in the table indicated that partnering CBOs in Kajiado County share human resources. The analysis findings showed that 34 (11.3%) respondents strongly agreed with the statement, 113 (37.7%) respondents agreed with the statement, and 126 (42%) respondents were uncertain about partnering CBOs to share human resources. Also, 21 (7.0%) respondents disagreed with the statement, and 6 (2.0%) respondents strongly disagreed that partnering CBOs in Kajiado County share human resources. The mean is 3.49, which is less than the overall mean of 3.71, which indicates there is no sufficient evidence that partnering CBOs in Kajiado County share human resources, which is explained in the results where most of the respondents were uncertain about the statement.

The third line in the table indicates that partnering CBOs share physical resources. Analysis results show that 40 (13.3%) respondents strongly agreed with the statement, 174 (58.0%) respondents agreed with the statement, 68 (22.7%) respondents were uncertain, 12 (4.0%) respondents disagreed, and 3 (1.0%) strongly disagreed on the statement. This implies that most respondents agreed that partnering CBOs in Kajiado County share available physical resources. The mean value is 3.79, which is more than the overall mean. Hence, there is sufficient evidence that partnering groups share physical resources in Kajiado County, ensuring strategic partnerships are promoted on resource mobilisation. The fourth line in the table indicated that partnering CBOs in Kajiado County share information resources. The results showed that 45 (15.0%) respondents strongly agreed with the statement, 119 (39.7%) respondents agreed with the statement, and 115 (38.3%) respondents were uncertain that partnering groups share information resources. In comparison, 18 (6.0%) respondents disagreed, and 3 (1%) strongly disagreed that partnering CBOs in the region share information resources. This implies that most respondents agreed that partnering groups in Kajiado County share information resources. The mean is 3.62, slightly lower than the overall mean; this shows that despite the majority of the respondents agreeing with the statement, there is no sufficient evidence that partnering groups share information resources.

The fifth line item indicates that CBOs partner to solicit funds from national and international NGOs. Analysis results show that 72 (24.0%) respondents strongly agreed with the statement, 135 (45.0%) respondents agreed, 69 (23.0%) respondents were uncertain, and 24 (8.0%) respondents disagreed that CBOs partner to solicit funds from national and international NGOs. The mean value is 3.85, which is more than the overall mean; this implies that there is sufficient evidence to support the statement that CBOs in Kajiado County partner to solicit funds from national and international NGOs, as also described by the statement that the majority of the respondents agreed on the statement. Therefore, a strategic partnership among CBOs in Kajiado County is crucial to resource mobilisation. According to a research study by McDonough and Rodriguez (2020), donor funding for civil society is not adequately contextualised, and there is no specific strategy. This is especially important during times of change since only contextually relevant assistance has a possibility of having a positive impact even after the individual has left the setting. Donors need to collaborate with civil society to determine the precise contextual requirements, such as the length of time they can commit to assisting, the

nature of the political climate in which civil society works, and the nature of the relationship between the donor and the government. Donors should consider their roles and the areas where they might have the most influence, keeping in mind how their actions could affect community-based organisations' credibility, transparency, and longevity. To prevent the reversal of significant global health successes and the loss of access to vital services for vulnerable people as donor transitions occur, assistance to empower CBOs as advocates is urgently needed. Therefore, this study found that shared resources among community-based organisations in Kajiado County are vital in positively impacting strategic partnerships on resource mobilisation.

Information Sharing

This is the independent variable that measured information sharing among CBOs in Kajiado County. To achieve this, the respondents were asked to provide their views on their level of agreement and disagreement along a Likert scale of 1-5, where strongly agree (SA) =5, agree (A) =4, Uncertain (U) =3, disagree (D) =2, strongly disagree (SD) =1, as shown in the table below

Table 3: Information sharing

Statement	SA F (%)	A F (%)	U F (%)	D F (%)	SD F (%)	Mean	Std Deviation
1 CBOs in Kajiado County organizes stakeholder meetings such as area advisory council meetings to share information	67 (22.3%)	141 (47.0%)	72 (24.0%)	12 (4.0%)	6 (2.0%)	3.84	.897
2 CBOs in Kajiado County share vital information about beneficiaries, activities, or services	45 (15.0%)	126 (42.0%)	111 (37.0%)	12 (4.0%)	3 (1.0%)	3.67	.818
3 CBOs in Kajiado County use shared information to improve service delivery	42 (14.0%)	130 (43.3%)	118 (39.3%)	6 (2.0%)	0 (0.0%)	3.70	.731
4 CBOs in Kajiado County have clear channels of communication with one another	57 (19.0%)	114 (38.0%)	103 (34.3%)	23 (7.7%)	3 (1.0%)	3.66	.905
Overall composite mean & standard deviation						3.72	

The first line indicated that CBOs in Kajiado County organise stakeholder meetings such as area advisory council meetings to share information. The analysis results show that 67 (22.3%) respondents strongly agreed with the statement, 141 (47%) respondents agreed, and 72 (24%) respondents were uncertain that CBOs organise stakeholder meetings. 12 (4%) respondents disagreed with the statement, and 6 (2.0%) strongly disagreed. The mean value is 3.84, which is more than the overall mean. Since most of the respondents agreed that CBOs in Kajiado County organize stakeholder meetings, it is evident that information sharing among community groups greatly influences resource mobilisation. The second line indicated that CBOs in Kajiado County share vital information about beneficiaries, activities, and services. Results show that 45 (15.0%) respondents strongly agreed with the statement, 126 (42.0%) respondents agreed, 111 (37.0%) were uncertain about the statement, 12 (4.0%) respondents disagreed, and 3 (1.0%) strongly disagreed that CBOs share with others vital information in regard to beneficiaries, services, and activities. The mean value is 3.67. Therefore, most of the respondents agreed that most of the CBOs in Kajiado County share essential information. This implies a strategic partnership on resource mobilisation among community groups in the region. Out of the total respondents, 6 (2.0%) respondents disagreed with the statement.

The third line indicated that CBOs in Kajiado County use shared information to improve service delivery. From the analysis results, 42 (14.0%) respondents strongly agreed with the statement, 130 (43.3%) respondents agreed, and 118 (39.3%) respondents were uncertain that CBOs use shared information to improve service delivery. Therefore, most of the respondents agreed that most of their community groups use shared information to improve service delivery. Hence, it implies that most of the community groups in Kajiado County share information with other groups to strengthen their strategic partnership on resource mobilisation. The fourth line indicated that CBOs in Kajiado County have clear channels of communication with one another. From the table, 57 (19.0%) respondents strongly agreed that the groups have clear channels of communication with one another, 114 (38.0%) respondents agreed with the statement, 103 (34.3%) respondents were uncertain about the statement, 23 (7.7%) respondents disagreed, and 3 (1.0%) respondents strongly disagreed that the groups have clear channels of communication with one another. Therefore, most of the respondents agreed that their groups have clear communication channels, hence, effective strategic partnership on resource mobilisation in Kajiado County.

The research study found that information sharing among CBOs has positively impacted strategic partnerships on resource mobilisation in Kajiado County. According to a research paper by Moragie (2015), they stated that community empowerment and strengthening services might help those living in marginalised areas finally have their voices heard. Sharing knowledge about the inner workings of policies and how to affect them, as well as providing instruction in the basics of the law, are two methods that may be used to achieve this goal. Learning more and improving abilities like public speaking and human relations may help people and community groups feel more confident and capable in their decision-making. As the economy shifts, CBOs must be prepared to adapt by creating and implementing plans for company development. Businesses are sensitive to subtle shifts in the marketplace, such as

shifting client preferences, new strategies from rivals, or shifts in the general economic climate. Considering they focus on value creation rather than profit maximisation, these shifts may have an immediate and devastating effect on their cash flow, leading to a decline in their ability to expand their firm.

Reciprocity

This is the independent variable that measured strategic partnership on resource mobilisation among CBOs in Kajiado County. To achieve these objectives, the respondents were requested to provide their views and opinions grounded on their level of agreement or disagreement along a scale of 1-5, where strongly agree (SA)=5, agree (A)=4, and uncertain (U)=3, disagree (D)=2, strongly disagree (SD)=1. Table 4 displays the results obtained from the SPSS analysis.

Table 4: Reciprocity

Statement	SA F (%)	A F (%)	U F (%)	D F (%)	SD F (%)	Mean	Std Dev
1 CBOs in Kajiado County exchange items or resources in equal measure	75 (25.0%)	162 (54.0%)	48 (16.0%)	9 (3.0%)	6 (2.0%)	3.97	.843
2 CBOs in Kajiado County freely share experiences and knowledge	39 (13.0%)	99 (33.0%)	150 (50.0%)	9 (3.0%)	3 (1.0%)	3.54	.794
3 CBOs in Kajiado County have strong mutual relationships	42 (14.0%)	151 (50.3%)	83 (27.7%)	21 (7.0%)	3 (1.0%)	3.69	.834
4 CBOs in Kajiado County stand with one another in times of crisis	24 (19.0%)	134 (44.7%)	115 (38.3%)	21 (7.0%)	6 (2.0%)	3.50	.820
Overall composite mean & standard deviation						3.68	

The first line indicated that CBOs in Kajiado County exchange items or resources in equal measure. Analysis results show that 75 (25.0%) respondents strongly agree with the argument, and 162 (54.0%) respondents agree that CBOs exchange items in equal measure. However, 48 (16.0%) respondents were uncertain about the argument, 9 (3.0%) respondents disagreed that they exchanged items in equal measure, and 6 (2.0%) respondents strongly disagreed with the statement. The mean value is 3.97, which is more than the overall mean; therefore, from the results, most respondents agreed that community groups in Kajiado County exchange resources in equal share. The second line indicated that CBOs in Kajiado County freely share experiences and knowledge. From SPSS analysis, 39 (13.0%) respondents strongly agreed, 99 (33.0%) agreed with the statement, and 150 (50%) respondents were uncertain about groups freely sharing experiences and knowledge. Out of the total respondents, 9 (3.0%) disagreed, and 3 (1.0%) strongly disagreed. The mean value is 3.54, which is less than the overall mean. Hence

there is no sufficient evidence that groups in Kajiado County freely share experiences and knowledge; also, most of the respondents were uncertain about the statement.

The third line indicated that CBOs in Kajiado County have strong mutual relationships. 42 (14.0%) respondents strongly agreed, 151 (50.3%) respondents agreed with the statement, 83 (27.7%) respondents were uncertain about the statement, 21 (7.0%) respondents disagreed with the argument, and 3 (1.0%) strongly disagreed that CBOs in Kajiado County have strong mutual relationships. The mean value is 3.69, which is greater than the overall mean; therefore, it is evident that most respondents agreed that groups in Kajiado County have strong mutual relationships; hence, there is reciprocity among CBOs in the region. The fourth line in the table indicates that CBOs in Kajiado County stand with one another in times of crisis. From the table, 24 (19.0%) respondents strongly agreed, 134 (44.7%) respondents agreed, 115 (38.3%) respondents were uncertain, 21 (7.0%) respondents disagreed, and 6 (2.0%) strongly disagreed that CBOs in Kajiado County stand with one another in time of crisis. Therefore, the majority of the respondents agreed that community groups in the region stand with each other in times of crisis. This implies that the results agreed with the statement that there is reciprocity among community groups in Kajiado County. Based on the study findings, reciprocity among community groups in Kajiado County plays a crucial role in resource mobilisation. Hoerner (2012), in their paper, argued that most CBOs in Kibera used a haphazard approach to fundraising, which, as one would expect, yields less-than-spectacular outcomes. Whether they can do so, the writer recommended that Kibera CBOs adopt a more methodical approach to fundraising. Therefore, this means that reciprocity among CBOs in Kajiado County plays a crucial role in resource mobilisation.

Resource mobilisation

This is the study's dependent variable, which measured the strategic partnership of community groups in Kajiado County. To achieve this objective, the respondents were asked to provide their views and opinions grounded on their level of agreement or disagreement along a Likert scale of 1-5, where strongly agree (SA)=5, agree (A)=4, uncertain (U)=3, disagree (D)=2, strongly disagree (SD)=1. Table 5 displays the results

Table 5: Resource mobilisation

Statement	SA F (%)	A F (%)	U F (%)	D F (%)	SD F (%)	Mean	Std Deviation
1. CBOs in Kajiado County provide quality services	93 (31.0%)	141 (47.0%)	54 (18.0%)	6 (2.0%)	6 (2.0%)	4.03	.867
2. Beneficiaries are satisfied with services offered by CBOs in Kajiado County	60 (20.0%)	85 (28.3%)	120 (40.0%)	27 (9.0%)	8 (2.7%)	3.54	.992
3 CBOs in Kajiado County complete planned activities on schedule and within budget	55 (18.3%)	125 (41.7%)	102 (34.0%)	15 (5.0%)	3 (1.0%)	3.71	.857
4 CBOs in Kajiado County implement projects efficiently and at a lower cost	36 (12.0%)	129 (43.0%)	123 (41.0%)	9 (3.0%)	3 (1.0%)	3.62	.773
5. CBOs in Kajiado County share risks, and this promotes sustainability of the projects	45 (15.0%)	112 (37.3%)	118 (39.3%)	19 (6.3%)	6 (2.0%)	3.57	.891
6. CBOs in Kajiado County engage in the transfer of technology and skills, and this attracts new funding opportunities	34 (11.3%)	124 (41.3%)	119 (39.7%)	21 (7.0%)	0 (0.0%)	3.57	.785
7. CBOs in Kajiado County are competitive, serve many beneficiaries, and have a good reputation	42 (14.0%)	139 (46.3%)	98 (32.7%)	18 (6.0%)	0 (0.0%)	3.69	.787
8. CBOs in Kajiado County have long-term mutual relationships	51 (17.0%)	116 (38.7%)	121 (40.3%)	9 (3.0%)	24 (23.1%)	3.70	.784
Overall composite mean & Std Deviation						3.68	

The first line indicates that CBOs in Kajiado County provide quality services. The analysis results shows that 93 (31.0%) respondents strongly agreed, 141 (47.0%) agreed on the statement, 54 (18.0%) respondents were uncertain, 6 (2.0%) respondents disagreed and 6 (2.0%) respondents strongly disagreed. This implies that the majority of the respondents agreed that CBOs in Kajiado County provide quality services. The second line indicated that beneficiaries are satisfied with services offered by CBOs in Kajiado County. The results show that 60 (20.0%) respondents strongly agreed, 85 (28.3%) respondents agreed, 120 (40.0%) respondents were uncertain, 27 (9.0%) respondents disagreed, and 8 (2.7%) respondents strongly disagreed that beneficiaries are satisfied with services offered by the community groups. Therefore, most of the respondents were uncertain that beneficiaries are satisfied with the services community groups offer in Kajiado County; however, a total of 145 respondents agreed that beneficiaries are satisfied with the services. This implies that respondents agreed with the statement. The third line indicates that CBOs in Kajiado County complete planned activities on schedule and within budget. The analysis results show that 55 (18.3%) respondents strongly agreed, 125 (41.7%) agreed, 102 (34.0%) respondents were uncertain, 15 (5.0%) respondents disagreed, and 3 (1.0%) respondents strongly disagreed. The mean value is 3.71. Therefore, the total number of respondents who agreed that CBOs in the county complete planned activities on schedule and within budget is 180 respondents; hence it is sufficient to conclude that most community groups in Kajiado County complete planned activities on schedule and within budget.

The fourth line indicated that CBOs in Kajiado County implement projects efficiently and at a lower cost. The analysis results show that 36 (12.0%) respondents strongly agreed with the statement, 129 (43.0%) respondents agreed, 123 (41.0%) respondents were uncertain, 9 (3.0%) respondents disagreed with the statement, and 3 (1.0%) respondents strongly disagreed. Therefore, the total number of respondents who agreed that the groups implement their projects efficiently and at a lower cost is 165. Hence, CBOs in Kajiado County implement their projects at a lower cost, thus, effective strategic partnership on resource mobilisation among CBOs. The fifth line indicated that CBOs in Kajiado County share risks, promoting project sustainability. The analysis results show that 45 (15.0%) respondents strongly agreed with the statement, 112 (37.3%) respondents agreed, 118 (39.3%) respondents were uncertain, 19 (6.3%) respondents disagreed, and 6 (2.0%) respondents strongly disagreed. Out of the total respondents, a total number of 157 respondents agreed that community groups in Kajiado county share risks, hence, promoting sustainability of the projects, which in turn promotes strategic partnerships on resource mobilisation among community groups in Kajiado County. The sixth line indicated that CBOs in Kajiado County engage in the transfer of technology and skills, attracting new funding opportunities. Analysis results show that 34 (11.3%) respondents strongly agreed with the statement, 124 (41.3%) respondents agreed, 119 (39.7%) respondents were uncertain, and 21 (7.0%) respondents disagreed that community groups in that region engage in the transfer of technology and skills. Therefore, a total of 158 respondents agreed with the statements.

The seventh line indicated that CBOs in Kajiado County is competitive, serve many beneficiaries, and have a good reputation. The results show that 42 (14.0%) respondents

strongly agreed with the statement, 139 (46.3%) respondents agreed, 98 (32.7%) respondents were uncertain, and 18 (6.0%) respondents disagreed that community groups in the region are competitive, serves many beneficiaries and have a good reputation. A total of 181 respondents agreed, and as a result, effective strategic partnerships on resource mobilisation are promoted among CBOs in Kajiado County. The eighth line indicated that CBOs in Kajiado County have long-term mutual relationships. Analysis results show that 51 (17.0%) respondents strongly agreed, 116 (38.7%) respondents agreed, 121 (40.3%) respondents, 9 (3.0%) respondents disagreed, and 24 (23.1%) respondents strongly disagreed that community groups have long-term mutual relationships. A total of 167 respondents agreed that most CBOs in Kajiado County have long-term mutual relationships. Based on the findings, resource mobilisation among community groups in Kajiado County is very important. Barasa and Nyaga's (2021) research supported this description by detailing the critical role that resource mobilisation plays in the success of projects and programs run by a wide range of CBOs. In their paper, the writers stated that CBOs in Siaya County could do more for local economic growth if they mobilise their resources. This is because CBOs' capacity to carry out their initiatives and programs is inversely proportional to the quantity, quality, and appropriateness of the resources at their disposal. That's why it's crucial to broaden and intensify efforts to improve communities' access to and use of available resources to meet their economic development objectives. To appropriately mobilise resources to finance the operations of community-based organisations, managers of such organisations must ensure that their resource mobilisation abilities are appropriate. This will significantly impact the success of programs and initiatives in the communities where they are carried out.

Relationship between resource mobilisation (dependent variable) and joint activities, information sharing, shared resources, and reciprocity (independent variables)

This is the study of correlation between resource mobilisation and joint activities, information sharing, shared resources and reciprocity. To achieve this a correlation analysis was carried on, where, resource dependent variable was correlated with the study independent variables.

Table 6: Correlations of the study variables

		Joint Activities	Resource mobilisation	Information Sharing	Shared Resources	Reciprocity
Joint Activities	Pearson Correlation	1	.901*	.932*	.957*	.931*
	Sig. (2-tailed)		.037	.021	.011	.021
	N	5	5	5	5	5
Resource mobilisation	Pearson Correlation	.901*	1	.997**	.978**	.988**
	Sig. (2-tailed)	.037		.000	.004	.001
	N	5	5	5	5	5
Information Sharing	Pearson Correlation	.932*	.997**	1	.991**	.995**
	Sig. (2-tailed)	.021	.000		.001	.000
	N	5	5	5	5	5
Shared Resources	Pearson Correlation	.957*	.978**	.991**	1	.996**
	Sig. (2-tailed)	.011	.004	.001		.000
	N	5	5	5	5	5
Reciprocity	Pearson Correlation	.931*	.988**	.995**	.996**	1
	Sig. (2-tailed)	.021	.001	.000	.000	
	N	5	5	5	5	5

Based on the findings, the results from table 7 shows the correlation between the study variables. The correlation coefficient between resource mobilisation (y variable) and joint activities (x1 variable) is 0.901, resource mobilisation (y) and information sharing (x2) is 0.997, resource mobilisation (y) and shared resource (x3) are 0.978, and resource mobilisation (y) and reciprocity (x4) is 0.988. Therefore, the Pearson correlation coefficient between resource mobilisation (Y variable) and variables x1, x2, x3, and x4 is 0.901, 0.997, 0.978, and 0.98, respectively. This implies that the correlation is 0.9 and above; hence there is a strong positive correlation between resource mobilisation and joint activities conducted by the CBOs, information sharing, shared resources, and reciprocity. Similarly, the p-value for resource

mobilisation and joint activities is (p-value=0.037), which is less than the significance level of 0.05, hence statistically significant. For resource mobilisation and information sharing is (p-value=0.000), implying that it is less than the level of significance of 0.01, hence statically significant in model, for resource mobilisation and shared resource is (p-value=0.004), which implies that it is less than 0.01, hence shared resource variable is significant in predicting resource mobilisation. Finally resource mobilisation and reciprocity is (p-value=0.001), which is less than 0.01, hence reciprocity is significant in predicting resource mobilisation. It is therefore evident that all the independent variables are statistically significant in predicting predicted variables.

Regression analysis

In the research study, regression analysis was applied to model the association between resource mobilisation, joint activities, information sharing, shared resources, and reciprocity among CBOs in Kajiado County

Table 8: Regression Coefficients

Model	Unstandardized Coefficients		Standardized t Coefficients	Sig.	95.0% Confidence Interval for B	
	B	Std. Error Beta			Lower Bound	Upper Bound
(Constant)	3.148	.000	.	.	3.148	3.148
Information Sharing	1.344	.000	1.396	.	1.344	1.344
Shared Resources	-.181	.000	-.188	.	-.181	-.181
Reciprocity	-.062	.000	-.067	.	-.062	-.062
Joint Activities	-.137	.000	-.157	.	-.137	-.137

The regression model analysis show that the predicted values for independent variables are; $b_1=1.344$, $b_2= -0.181$, $b_3=-0.062$, $b_4=-0.137$. And the constant value is 3.148.

Therefore, the regression model yields;

$Y=3.148-0.137X_1+1.344X_2-0.181X_3-0.062X_4$, where Y-resource mobilisation, X_1 -joint activities, X_2 - information sharing, X_3 - shared resources, and X_4 - reciprocity. It, therefore, implies that the most important independent variable is information sharing with a beta coefficient of 1.396, followed by reciprocity (beta value=-0.067, then joint activities (beta value=-0.157, and lastly, shared resources (beta value=-0.188)

Conclusions of the Study

The research study examined the influence of strategic partnerships on resource mobilisation among CBOs in Kajiado County. The following conclusions were made; it was evident that strategic partnerships had an influence on resource mobilisation. In relation to the study objectives, community-based organisations play a critical role in strategic partnerships on resource mobilisation. Joint activities and sharing of resources among CBOs ensured that they solicit funds from nationals and internationals, improving partnerships on resource mobilisation. The study concluded that the nature of activities undertaken and resources shared are critical in improving strategic partnerships. Finally, the study established that information sharing and reciprocity influenced strategic partnerships on resource mobilisation. This was because of the several stakeholder meetings held by the CBOs and sharing of resources equally among themselves. Regarding information sharing, the groups share their ideas on developing proposals, which is very relevant to resource mobilisation. Through information sharing and reciprocity among CBOs generating income, activities are developed which help them to fund projects being implemented by the groups. The CBOs in Kajiado County have extensively demonstrated a high level of efficiency in engagement with stakeholders, which is very relevant at the community level and effective project implementation.

Recommendations of the Study

From the findings and conclusion, the researcher made the following recommendations regarding strategic partnerships on resource mobilisation.

- 1) Community-based organisations engage with external stakeholders to promote effective program/project activities and implementation. This will positively affect the community economic development outcomes for the projects/programs.
- 2) Recommend that training and capacity building on writing a winning proposal for the community groups be conducted as it will be very relevant in resource mobilisation. Also, seek help from professionals and experts to increase their skills in writing proposals that impress donors.
- 3) Community-based organisations implement projects whose objectives align with the donors'/funders key objectives to increase their chances of winning grants and funds..

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