



COURSE CODE: POLN 810
COURSE TITLE: Advancement, Fundraising and Philanthropy for Nonprofits
EXAM DATE: April 2026
EXAM TIME: _____

INSTRUCTIONS

This paper consists of TWO sections A and B.

Section A is compulsory (10 marks). In section B answer any ONE questions (10 marks)

SECTION 1: Compulsory question (10 marks)

Question 1 (10 marks)

Case Study: Strategic Fundraising Transition at Muungano Family Healthcare (MFH)

Muungano Family Healthcare (MFH) is a Nairobi-based non-profit organization with over fifteen years of experience delivering community-based maternal and child health services in informal settlements. The organization has developed a strong reputation for the health services it offers to women and children in the East African region. MFH has been relying on a small number of bilateral development agencies and philanthropic foundations all based in the global north. These funders have provided multi-year grants covering both programmatic and core operational costs.

However, the external funding environment has shifted. Several donors are moving away from funding of direct service delivery models. They are also reducing official development assistance allocations in favor of domestic fiscal priorities and other emerging needs in their countries. MFH is affected by this shift in the focus of funding by donors and projects a 60% budget shortfall in the forthcoming financial year. The CEO has mandated the MFH Strategy Team to design a diversified and resilient fundraising model that reduces dependency risk while aligning with the organization's mission and operational strengths.

- a) From the readings of this course, discuss **TWO (2)** fundraising strategies that MFH should prioritize in order to address its projected funding gap. **(5 marks)**

b) A formalized fundraising strategy is important in order to provide strategic direction for a non-profit organization. Drawing on the MFH case, identify and justify **TWO (2)** critical components that should be incorporated into a written fundraising plan. Support your answer with relevant examples. **(5 marks)**

SECTION 2: Answer any ONE (1) question. (10 marks)

Question 2

Fundraising is often a complex and challenging issue in the church or ministry work in developing countries. Using relevant examples, evaluate **FOUR(4)** obstacles that make many Faith based NPOs consider fundraising as a difficult undertaking. For each obstacle, propose an actionable solution. **(10 marks)**

Question 3

According to the contemporary fundraising landscape, volunteers have transformed from being mere peripheral supporters to crucial strategic resources for nonprofit organizations (NPOs). Appraise the advantages that contemporary NPOs obtain by strategically incorporating volunteers into their fundraising and operational frameworks, drawing on the concepts of social capital and fundraising efficiency. **(10 marks)**

Question 4

Fundraising and philanthropy are the lifeblood of non-profit organizations, enabling them to realize their missions. However, the very act of seeking and accepting philanthropic capital introduces a complex web of governance challenges. Critically examine the governance challenges of fundraising and philanthropy for nonprofit organizations providing a feasible solution for each.

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