International Journal of Social and Development Concerns

ISSN 2524-1478 (Online)

Vol. 26 | Post COVID-19 Recovery and Sustainable development
Vol. 26 Article 9 | August 27, 2025

Resource Mobilization Strategies and the Performance of Agri-Food System Projects at the World Food Programme in Isiolo County, Kenya

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Cite as: *Opwora, I., Sankale, J., & Karuu, R. N. (2025). Resource Mobilization Strategies and the Performance of Agri-Food System Projects at the World Food Programme in Isiolo County, Kenya. International Journal of Social and Development Concerns, 26(9), 120–133. https://doi.org/10.5281/zenodo.16969518*

Abstract: *This study sought to assess the influence of resource mobilization strategies on the performance of agri-food system projects at the World Food Program in Isiolo County, Kenya. The study was guided by the Resource-Based View Theory. This study adopted a mixed methods approach and convergent parallel design. The study targeted 9,469 people. Simple random and purposive sampling techniques was used. The sample size was 394, with 384 individual respondents from Isiolo County wards, and 10 Key informants drawn from WFP implementing partners from Public, Private and Non-Governmental entities and 3 WFP staff. Quantitative data were collected using structured questionnaires and interview guides and analyzed using statistical techniques with the help of SPSS version 26 software program. The qualitative data was analysed thematically where voices of the interviewees were captured in the analysis. From the findings, on whether effective resource mobilization enhances the financial sustainability of agri-food projects, 229 respondents (60.4%) agreed, 116 (30.6%) strongly agreed, 11 (2.9%) were neutral, 11 (2.9%) disagreed, and 12 (3.2%) strongly disagreed. The mean score was M = 4.12 (SD = 0.87), reflecting broad consensus. For availability of diverse funding sources improving project efficiency, 218 (57.5%) agreed, 116 (30.6%) strongly agreed, 22 (5.8%) were neutral, 17 (4.5%) disagreed, and 6 (1.6%) strongly disagreed. This yielded a mean of M = 4.11 (SD = 0.83). Resource mobilization proved to have a strong impact on project success. Strategic planning, diversified funding, and community involvement were identified as essential for financial sustainability and reduced dependency on external donors. The World Food Programme and development partners should adopt a diversified financing model that combines multi-year donor commitments, public–private co-financing, and community-based funding mechanisms such as cooperatives and savings groups.*

Key Words: *Resource Mobilization, Strategies, Performance, Agri-Food System Projects, World Food Programme*

1.1 Study Background

Agri-food system systems, which encompass the entire food production and the supply chain, from farm to fork, is crucial for achieving global food security and sustainable development goals (FAO, 2020). Resource mobilization offers financial, technical, and infrastructural support for sustainability of a

project. Knowledge transfer, decision-making and transparency are inclined to improve through effective communication. Effective governance leads stakeholders with, ethical compliance and credibility capacity development amongst stakeholders in terms of agricultural productivity and sustainability (Barzola Iza, Dentoni, & Omta, 2020). Collaborative effort to revitalize food systems is promoted by the World Food Programme (World Bank, 2022) especially in situations of hunger of acute nature. Projects supported by partnerships in the agricultural sector have become increasingly important in Asia, particularly in India, where a large-scale partnership have been introduced in the agricultural sector (Canton, 2021). Nevertheless, considerable efforts are still made in order to achieve implementation of partnership management practices in a way to improve project performance, yet challenges remain. Sustainability and impact on agri food system are stifled by inefficiency in resource mobilization and lack of access to technical support.

In Ghana, international development agencies and agribusiness firms have worked closely with the government on strengthening agri food system projects, by means of investment in infrastructure and value chain development. Though these efforts have opened up market access and reduced postharvest losses, concerns of governance and accountability have become pressing issues. Sometimes, insufficient regulatory oversight and transparency in the partnership agreements, have at times resulted in inefficiencies as well as wasted resources (Boateng et al., 2021). Naresho (2023) observed that in Tanzania, the agricultural industry is not only the backbone of the economy, but it also plays an important role in ensuring food security and alleviating poverty. An agrarian population largely continues to live there, for which farming is the main source of livelihood in millions. Therefore, projects in the agri-food system are key in tackling problems such as low agricultural productivity, food insecurity, poverty, the adverse effects of climate change, and poor infrastructure (UN Food Systems Coordination Hub, 2025).

The importance of agriculture to Kenya's economy cannot be overlooked since it represents around 33% of GDP and the major employer of more than 75% of the population based on rural dwellers (Munialo et al., 2023). The government and numerous other partners, including the World Food Programme, have carried out agri-food system programmes in recent years aimed at increasing agricultural production, market access and food security, a crucial enterprise towards economic development, food security and poverty alleviation. Although such initiatives have been implemented, the effect and impact of these projects are limited by various problems such as weak infrastructure, poor input prices, climate variability, and inconsistent policies (TMG Research gGmbH, 2024). Against the background given, this research assessed the influence of resource mobilization and the performance of agri-food system projects at the World Food Programme in Isiolo County, Kenya

1.2 Statement of the Problem

A number of agri food system projects have been implemented in Isiolo county by the World Food Programme in collaboration with communities, public and private partners aimed at supporting and improving food security and nutrition, building resilience and sustainable agricultural practices (WFP, 2023). Isiolo County however still faces 17.8% acute malnutrition among children (Kenya News Agency, 2025) and about 130,000 residents in need of relief food, with only 21,000 households receiving support (National Drought Management Authority, 2025). Agricultural gross value added declined by 10.41% in 2023 due to erratic rainfall and limited irrigation (KNBS & KIPPRA, 2024), while weak value chain linkages and poor infrastructure continue to restrict market access (Wandera, Macharia, & Ngare, 2024). The statistics show that food poverty rate is 63.2% higher than the national rate of 32.0% because

households struggle to buy food in Isiolo county (KNBS, 2023). The core issue with agri-food projects in Isiolo County is that they have not translated into sustained productivity, market access, or food security. Only 24% of smallholder farmers are connected to formal markets, resulting in high post-harvest losses and unstable incomes (FAO, 2022). These indicators show that the projects are yet to deliver transformative, long-term results. Resource mobilization is important for successful implementation of these projects (Kwambai, 2023) and specifically on the performance of agri food system projects in Isiolo County.

1.3. Study Objective

This study aimed to assess the influence of resource mobilization on the performance of agri-food system projects at the World Food Programme in Isiolo County, Kenya.

1.4. Significance of the Study

This research is crucial because it may benefit policymakers, development agencies, and other stakeholders involved in agri-food system activities. The findings may help policymakers and government agencies develop strategies to improve food security though resource mobilization on improving agricultural production and market access, particularly in dry and semi-arid locations like as Isiolo County. More effective and sustainable agricultural interventions mean more fodder for local farmers and communities, increasing their resilience to climate shocks, and improving food security. The study may also contribute to academic knowledge by utilising empirical data on how to mobilize resources in agri food systems which can be the basis of further research.

1.5. The Conceptual Framework

The Independent variable ***Dependent Variable***

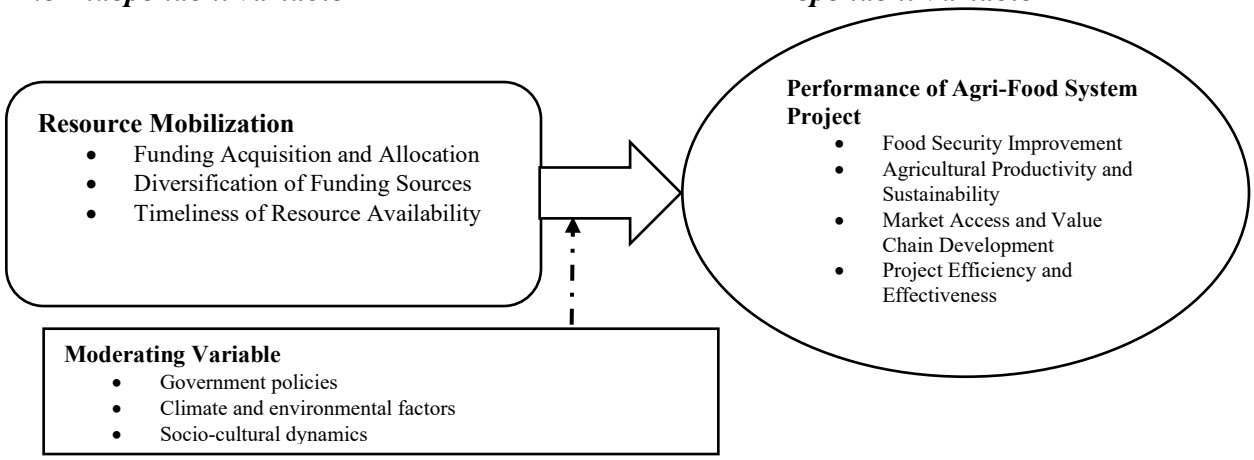

Figure 1: *The Conceptual Framework*
Source: *Own Conceptualization, 2024*

1.6 Literature review

In this section, theoretical and empirical reviews on the influence of partnership management practices on the performance of agri-food system projects are presented.

1.6.1 Theoretical review

Resource-Based View (RBV) Theory

The Resource-Based View (RBV) theory was originally proposed by Birger Wernerfelt in 1984 and later refined by Barney in 1991. It provides a framework for understanding how organizations achieve a competitive advantage through the possession and effective utilization of internal resources. Key constructs of the RBV theory include the classification and strategic deployment of tangible and intangible resources. In the context of agri-food systems, resources mobilized through partnerships refer to human capital, logistics infrastructure, financial support, and technical expertise. These resources, when effectively leveraged, can enhance agricultural productivity, food distribution systems, and food security (Jawed & Siddiqui, 2019). For example, WFP collaborates with government agencies, non-governmental organizations, and private sector actors to harness specialized knowledge, technology, and funding. Such collaboration ensures that complementary competencies are pooled together to improve the effectiveness and sustainability of agri-food system projects (Lanzolla & Markides, 2021). The theory emphasizes that sustainable competitive advantage arises from the effective use of both internal and external resources (Barney, 1991). WFP's operations rely on partnerships with government bodies, donors, private firms, and local communities. These collaborations provide funding, agricultural inputs, infrastructure, and capacity-building initiatives (Cvenkel & Cvenkel, 2020). The viability of WFP's interventions is strongly linked to the availability of financial resources that enable the scaling up of food distribution and agricultural production. In addition to financial resources, the RBV framework includes technical knowledge and expertise as essential components. WFP collaborates with research institutions, agricultural experts, and policymakers to implement evidence-based strategies that enhance food production, improve storage and distribution, and address climate-related challenges. Such partnerships enable WFP to leverage specialized knowledge in its mission to combat food insecurity and foster agricultural resilience in Isiolo County (Grant, 1996). A further dimension of RBV in this study is the logistical and financial support required for continued operations. Given the vast and often remote terrain of Isiolo County, project success depends on well-coordinated logistical systems. WFP's partnerships with logistics firms and transport providers ensure the efficient delivery of food to distribution centers and ultimately to affected communities. This aligns with RBV's notion that organizations with unique operational capabilities gain a strategic advantage (Andrews, Grant, & Ovadia, 2022). Wernerfelt (2020) emphasizes that WFP's stable funding from donors and national agencies positions it well to sustain operations and mitigate risks associated with funding instability.

1.6.2 Empirical Review

Resource Mobilization and Performance of Agri-food System Projects

The performance of agri.food system projects depends on resource mobilization. It means the act of securing, identifying and employing financial, human and material resources within the project where and when required in efficient manner. The mobilization of resources (both financial and human) ensures that projects operate in a sustainable manner, expanding their reach and achieving desired outcomes, for instance, improved 'food security', enhanced agricultural productivity, and higher value chain efficiency. Although resource mobilization is recognized to positively impact performance of agri-food system projects, literature was limited and fragmented. In India, Sharma and Patel (2022) investigated the impact of resource mobilisation on the performance of agri-fishery system projects under the Mega Food Park initiative. Using structured questionnaires and a stratified random sampling technique, 120 respondents were selected, and the data were analysed through descriptive statistics. The findings revealed that 75% of respondents reported notable improvements in project efficiency and agricultural productivity when resource mobilisation particularly financial investments and infrastructure development was effectively managed. While the study highlights the positive influence of resource

mobilisation, it recommends further research employing robust methodologies, such as large-scale surveys and longitudinal analyses, to strengthen the empirical evidence on how specific mobilisation strategies drive the success and sustainability of agricultural projects.

In Nigeria, Oladimeji and Ayodele (2021) examined how agricultural cooperatives promote food security in Ekiti State. Using structured questionnaires and a simple random sampling technique, 200 respondents were selected, and the data were analysed using descriptive statistics. The findings revealed that access to adequate and timely financial resources, strong partnerships, skilled human capital, efficient logistics, and active engagement of local communities are critical for achieving project objectives, enhancing food security, and improving livelihoods. The study emphasised that effective mobilisation of financial, human, and material resources is central to increasing productivity and fostering sustainable development in Nigeria's agricultural sector.

In Uganda, Moses, Bosco, and David (2023) investigated stakeholder resource mobilisation and the sustainability of government-funded agricultural initiatives, focusing on potato programs in Kabale district. The study adopted a cross-sectional survey design, engaging 75 respondents, with both quantitative and qualitative analyses applied to the data. Regression analysis revealed that resource mobilisation from stakeholders significantly enhances the success and sustainability of potato initiatives. The findings underscored the need to strengthen stakeholder-driven resource mobilisation by ensuring adequate provision of capital, skilled human resources, and access to land to improve long-term project outcomes.

In Kenya, Karugia et al. (2024) examined how to bridge the gap between agri-food policy and science, emphasising the need for policy alignment across ministries and the integration of existing initiatives to promote coherence and streamline research. While the study did not directly investigate the influence of resource mobilisation on agri-food system project performance, its insights remain relevant. Recent World Food Programme reports reveal that funding shortages are increasingly constraining global operations, highlighting the central role of resource mobilisation in sustaining agri-food system projects. By securing financial, human, and material resources, these projects can adopt innovative solutions, strengthen farming community resilience, and foster sustainable agricultural practices. Although the importance of resource mobilization including financial, human, and material resources is well-established in international contexts (Sharma & Patel, 2022; Rimhanen et al., 2023), research in Kenya has yet to robustly address the strategic mechanisms through which WFP secures, allocates, and sustains resources in the face of shifting policy and funding environments. Fragmented evidence exists on the challenges surrounding funding alignment with national and county policies (Karugia et al., 2024), but the specific resource mobilization models that are most effective in humanitarian contexts are inadequately studied. Moreover, there was a methodological gap in how resource mobilization strategies are assessed and benchmarked across different project settings.

1.7 Research Methodology

Research Design: This study adopted a mixed methods approach and convergent parallel design. Structured questionnaires were created for the purpose of collecting quantitative data that was acquired from a broad pool of respondents to give a broader and more general understanding of the performance of agri food system projects in the World Food Programme. Qualitative data was achieved through

interviews to explore the nuanced and subjective aspects on resource mobilization affect the performance of Agri food system projects in Isiolo County, Kenya.

The Study Area: The study was conducted in Isiolo County, Kenya, an arid and semi-arid region covering about 25,700 square kilometres. The county borders Marsabit, Garissa, Wajir, Samburu, Meru, Tharaka Nithi, and Kitui counties. According to the 2019 Kenya Population and Housing Census, Isiolo had a population of 268,002, resulting in a low population density given its vast size. The county is mainly inhabited by the Borana, Somali, Turkana, and Meru communities, whose livelihoods revolve around pastoralism, small-scale farming, and trade. However, the region faces persistent challenges such as recurrent droughts, limited infrastructure, and chronic food insecurity, which continue to hinder socio-economic development. To address these challenges, the World Food Programme, in collaboration with the county government, Private actors, non-governmental organizations, and local communities, has implemented several agri-food system projects.

Target Population: The target population of this study was the whole of 9,469 individuals directly involved in agri-food system projects run by the World Food Programme in Isiolo County (WFP Kenya Office, Personel Communication, March 14, 2025). Kinna Ward (629), Ngaremara Ward (2,242), Oldonyiro Ward (2,885), Chari Ward (500), Cherab Ward (1,088), Burat Ward (1,615) and Garbatulla Ward (500) are the wards in distribution ordered by beneficiary. Furthermore, the study also included interviews with key informants including Private and public sector staff drawn from Government and implementing NGO staff, WFP staff, the Isiolo County Government Director of Agriculture Livestock and fisheries and Official from National Drought Management Authority who oversee agricultural policies and food security programs in the county.

Table 1: Target Population

Target Population	Number
Beneficiaries of WFP in Isiolo County	9,459
Private & NGO staff	3
WFP staff	3
Directors (Agriculture, Livestock, and Fisheries)	3
Official from National Drought Management Authority	1
Total	**9,469**

Source: *World Food Programme, 2025*

Sampling Techniques: Study used purposive sampling, a small part of the population that represents the characteristics of the whole group (Levy & Goldfarb, 2021). Sample size, defined by Verma and Verma (2020) as a portion of the research population participating in a study, is also described as an adequate part of a research population to ensure that the results reflect the target community calculate. They also state that the sample size is expected to be sufficient to replicate the major features of the population of interest.

Sample Size: To determine an appropriate sample size from the target population of 9,459 individuals, Yamane's (1967) formula for sample size calculation was applied. The formula is expressed as:

$$n = N \div (1 + Ne^2)$$

Whereas, n is the sample size, N is the population size (in this case, 9,459), and e is the required degree of confidence (at 95% = 0.05). The sample size consequently was calculated as follows.

n = 9,459 ÷ (1 +9,459× 0.05^2).

n= 384 individual respondent who are the beneficiaries of WFP from wards in Isiolo County. To obtain individual respondent from ward randomly, the study used simple random sampling method. Furthermore, the study applied purposive sampling to select the 10 key informants, that is, 3 NGO staff, 3 WFP staff, 3 directors (Agriculture, Livestock, and Fisheries) and 1 Official from National Drought Management Authority.

Sampling Techniques: The study employed a combination of Simple random sampling and purposive sampling. The target population was first stratified into benefit strata based on the county's administrative wards. This ensured that all wards were proportionately represented in the sample, thereby increasing the precision and reliability of the results. Within each stratum, respondents were selected randomly to minimize bias. In addition, purposive sampling was used to select key informants whose specialized knowledge was essential for the study. These included staff from non-governmental organizations, World Food Programme personnel, directors from the Departments of Agriculture, Livestock, and Fisheries, and officials from the National Drought Management Authority. Their insights were particularly valuable in assessing the influence of partnership management practices on the performance of agri-food system projects in Isiolo County.

Table 2: Sample Matrix

Population Type	Population Size	Sample Size	Sampling Technique
Beneficiaries of WFP in Isiolo County	9,459	384	Simple random sampling
Private and NGO staff	3	3	Purposive sampling
WFP staff	3	3	Purposive sampling
Directors (Agriculture, Livestock, and Fisheries)	3	3	Purposive sampling
Official from National Drought Management Authority	1	1	
Total	**9,469**	**394**	

Source: *World Food Programme, 2025*

Data Collection Instruments: The study used structured questionnaires in collecting data from beneficiaries of WFP in Isiolo County and interview guides was used in collecting data from key informants.

Data Collection Procedures: Both types of data were analyzed separately but integrated during the interpretation phase to provide a more comprehensive understanding of the research problem. The rationale for using this design was to obtain broad numeric trends through questionnaire and then explore these findings in depth through interviews, thereby enriching the overall interpretation of the research problem. Prior to data collection, the researcher obtained an introductory letter from the Catholic University of Eastern Africa. This letter was presented to the National Commission for Science, Technology and Innovation (NACOSTI) to secure a formal research permit. With these approvals, the researcher then reached out to World Food Programme project managers via phone calls to introduce the study and agree on appropriate timelines for data collection activities.

The collection process was conducted in two phases. In the first phase, quantitative data was collected using structured questionnaires. These were administered to sampled beneficiaries of WFP and involve in agri-food system projects within Isiolo County. The questionnaire was designed to gather data on key project performance factors, including stakeholder engagement, resource mobilization, communication and information sharing, as well as governance and accountability. In the second phase, qualitative data was gathered through semi-structured interviews with key informants, including Private sector, NGO staff, WFP staff, the Isiolo County Director of Agriculture, Livestock and Fisheries, and officials from the National Drought Management Authority (NDMA) and Official from National Drought Management Authority. These interviews enabled a deeper understanding of the quantitative findings and allowed the researcher to capture perceptions, insights and context that may not be evident through survey data alone. All quantitative data were entered into SPSS version 26 for statistical analysis. Interview responses were captured through note-taking, and where permitted, audio recordings were used to ensure accuracy. The qualitative data was then analyzed thematically to complement and extend the insights gained from the quantitative phase. In this study, data analysis was conducted using Statistical Package for the Social Sciences (SPSS) version 26. Quantitative data from the questionnaire was analyzed using descriptive statistics, including frequencies, percentages, means, and standard deviations to summarize respondents' views and provide an overall understanding of the variables under study. This approach facilitated straightforward interpretation and visualization of data trends.

Ethical Considerations: The researcher obtained the relevant letters of data collection from the university department and NACOSTI explaining the purpose of the study . Informed consent was explicitly sought from all respondents involved in the study . Researcher encouraged them to participate voluntarily and explained the nature and objectives of the study to render transparency. Respondents did not write their names in the questionnaires and all information collected were also kept confidential.

1.8 Study Findings

Rate of Response

The study determined the total number of participants who actively engaged in this study by completing and submitting the questionnaires, as well as those who participated in interviews. The response rate analysis was presented in Table 3.

Table 3: Response Rate

Population Type	Frequency	Percentage (%)
Beneficiaries of WFP in Isiolo County		
Response	379 out of 384	96.1%
Private & NGO Staff		
Response	3 out of 3	0.8%
WFP staff		
Response	3 out of 3	0.8%
Directors (Agriculture, Livestock, and Fisheries)		
Response	3 out of 3	0.8%
Official from National Drought Management Authority		
Response	1 out of 1	0.3%
Total	**389**	**98.8%**

Source: *Field data, 2025*

Data presented in Table 3 shows that out of 384 questionnaires were distributed to 384 respondents who were the beneficiaries of World Food Programme in Isiolo County, 379 questionnaires were correctly completed, sent back, and deemed appropriate for analysis which translated to a 96.1% response rate on

questionnaire. All key respondents, that is, 3 Private & NGO Staff, 3 WFP staff, 3 Directors (Agriculture, Livestock, and Fisheries) and 1 Official from National Drought Management Authority who were sampled participated in this study through interview translated to 100% response rate in each case. Therefore, the overall response was 389 out of 394 participants translating to response rate of 98.8% across all categories of respondents. This suggested a high level of participant engagement and commitment to the study. The minimal number of non-responses enhances the reliability and accuracy of the collected data, ensuring that the findings were representative of the entire study population. The near-complete response rate significantly reduces the potential for non-response bias, which could have undermined the credibility and validity of the study's findings. According to Kelley, Clark, Brown and Sitzia (2019), response rates above 60% are generally considered good, while those exceeding 80% are viewed as excellent in social research. Similarly, Nulty (2021) emphasizes that higher response rates contribute to the robustness of survey-based conclusions, especially when they approach or surpass 90%. Therefore, the 98.8% response rate achieved in this study was considered outstanding and strengthens the reliability of the results.

Distribution of the Respondents by Primary Source of Livelihood

Data from the field indicate that majority of beneficiaries of World Food Programme participants, 263 out of 379 (69.4%), relied on livestock keeping as their primary source of livelihood. This was followed by 70 respondents (18.5%) who reported farming as their main source of income. A smaller proportion, 27 respondents (7.1%), indicated that they were engaged in business, while only 19 respondents (5.0%) reported formal employment as their primary source of livelihood. These findings underscore the centrality of livestock keeping as the dominant economic activity among WFP beneficiaries in Isiolo County. This is consistent with the region's classification as part of Kenya's arid and semi-arid lands, where the environment is better suited to pastoralism than to crop farming. In such areas, livestock serves not only as a source of food and income but also as a cultural and social asset. As such, agri-food system projects must be designed to support livestock-based livelihoods through interventions such as veterinary services, drought-resilient pasture development, improved water access, and livestock market strengthening (FAO, 2020; WFP, 2023).

Resource Mobilization and Performance of Agri Food System Projects

This section presents findings related to the second objective of the study, which was to establish the examine the impacts of resource mobilization on the performance of agri-food system projects at World Food Programme in Isiolo County, Kenya. The beneficiaries of World Food Programme who participated in this study were asked to respond by indicating the extent they agreed or disagreed with the statement in rating the impacts of resource mobilization on the performance of agri-food system projects at World Food Programme in Isiolo County, Kenya on a Likert scale of 1-5 where 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4=Agree, 5= Strongly Agree. Findings were presented in Table 4.

Table 4: Response on Resource Mobilization N=379

Statement	1 (SD) (%)	F	2 (D) (%)	F	3 (N) (%)	F	4 (A) (%)	F	5 (SA) (%)	F	Mean	Std. Dev.
Effective resource mobilization enhances the financial sustainability of agri-food projects.	12 (3.2)		11 (2.9)		11 (2.9)		229 (60.4)		116 (30.6)		4.12	0.87
Availability of diverse funding sources improves the efficiency of agri-food system projects.	6 (1.6)		17 (4.5)		22 (5.8)		218 (57.5)		116 (30.6)		4.11	0.83

Statement	1 (SD) F (%)	2 (D) F (%)	3 (N) F (%)	4 (A) F (%)	5 (SA) F (%)	Mean	Std. Dev.
Collaboration with stakeholders facilitates better access to financial and material resources.	17 (4.5)	11 (2.9)	12 (3.2)	226 (59.6)	113 (29.8)	4.08	0.92
Government and donor funding significantly influence the success of agri-food projects.	16 (4.2)	15 (4.0)	5 (1.3)	240 (63.3)	103 (27.2)	4.06	0.91
Resource mobilization strategies influence the scalability and expansion of agri-food projects.	15 (4.0)	25 (6.6)	12 (3.2)	226 (59.6)	101 (26.6)	3.98	0.96
Community participation in resource mobilization improves project ownership and sustainability.	20 (5.3)	14 (3.7)	10 (2.6)	245 (64.6)	90 (23.7)	3.98	0.99
Limited access to financial resources hinders the performance of agri-food system projects.	23 (6.1)	22 (5.8)	5 (1.3)	99 (26.1)	230 (60.7)	4.29	1.09
Transparency in resource mobilization promotes trust and accountability in project implementation.	23 (6.1)	26 (6.9)	7 (1.8)	57 (15.0)	266 (70.2)	4.36	1.06
Combined Mean & Std. Dev.						**4.12**	**0.96**

Source: *Field Data, 2025*

Table 4 presents beneficiaries' views on how resource mobilization influences the performance of agri-food system projects at the World Food Programme (WFP) in Isiolo County. The overall combined mean score was M = 4.12 with a standard deviation of SD = 0.96, indicating a generally high level of agreement with moderate variability across the eight statements. On whether effective resource mobilization enhances the financial sustainability of agri-food projects, 229 respondents (60.4%) agreed, 116 (30.6%) strongly agreed, 11 (2.9%) were neutral, 11 (2.9%) disagreed, and 12 (3.2%) strongly disagreed. The mean score was M = 4.12 (SD = 0.87), reflecting broad consensus, consistent with Sharma and Patel (2022), who found that structured resource mobilization strengthens financial stability and ensures project continuity. For availability of diverse funding sources improving project efficiency, 218 (57.5%) agreed, 116 (30.6%) strongly agreed, 22 (5.8%) were neutral, 17 (4.5%) disagreed, and 6 (1.6%) strongly disagreed. This yielded a mean of M = 4.11 (SD = 0.83), supporting Oladimeji and Ayodele (2021), who emphasize that diversified financial sources enhance operational efficiency and resilience in agricultural projects. In relation to collaboration with stakeholders facilitating better access to financial and material resources, 226 (59.6%) agreed, 113 (29.8%) strongly agreed, 12 (3.2%) were neutral, 11 (2.9%) disagreed, and 17 (4.5%) strongly disagreed. The mean of M = 4.08 (SD = 0.92) aligns with Moses, Bosco, and David (2023), whose work in Uganda found that collaborative engagement improves access to essential resources. When asked whether government and donor funding significantly influence the success of agri-food projects, 240 (63.3%) agreed, 103 (27.2%) strongly agreed, 5 (1.3%) were neutral, 15 (4.0%) disagreed, and 16 (4.2%) strongly disagreed. The mean score was M = 4.06 (SD = 0.91), consistent with Karugia et al. (2024), who highlight the pivotal role of coordinated donor and government support in agri-food outcomes. For resource mobilization strategies influencing the scalability and expansion of agri-food projects, 226 (59.6%) agreed, 101 (26.6%) strongly agreed, 12 (3.2%) were neutral, 25 (6.6%) disagreed, and 15 (4.0%) strongly disagreed. The mean was M = 3.98 (SD = 0.96), indicating slightly lower agreement compared to other items. This reflects Sharma and Patel's (2022) observation that resource planning is not only essential for launching projects but also for successful scaling.

On the statement that community participation in resource mobilization improves project ownership and sustainability, 245 (64.6%) agreed, 90 (23.7%) strongly agreed, 10 (2.6%) were neutral, 14 (3.7%) disagreed, and 20 (5.3%) strongly disagreed. The mean score of M = 3.98 (SD = 0.99) supports Rimhanen et al. (2023), who found that local participation strengthens ownership and cost-effectiveness. For the perception that limited access to financial resources hinders project performance, 230 (60.7%) strongly agreed, 99 (26.1%) agreed, 5 (1.3%) were neutral, 22 (5.8%) disagreed, and 23 (6.1%) strongly disagreed. The high mean of M = 4.29 (SD = 1.09) reflects strong consensus that funding constraints impede project success, reinforcing Oladimeji and Ayodele's (2021) view that restricted finance can weaken food security initiatives.

Finally, on whether transparency in resource mobilization promotes trust and accountability, 266 (70.2%) strongly agreed, 57 (15.0%) agreed, 7 (1.8%) were neutral, 26 (6.9%) disagreed, and 23 (6.1%) strongly disagreed. The mean of M = 4.36 (SD = 1.06) indicates the highest level of strong agreement after transparency and financial hindrance items, in line with governance principles outlined by Moses et al. (2023) and Karugia et al. (2024). The results reveal strong beneficiary agreement that resource mobilization enhances financial sustainability, efficiency, scalability, ownership, and trust in agri-food system projects. However, slightly lower means and higher disagreement percentages for scalability and transparency suggest areas for improvement. To address these gaps, WFP may need to expand funding diversification, strengthen community-led initiatives, and ensure transparent, participatory financial planning to reinforce project resilience and sustainability. Resource mobilization had influential factor of $\beta = 0.298$, $p < 0.001$. The positive and significant relationship suggests that the ability to attract and deploy financial, material, and human resources enhances project scalability, sustainability, and impact. This finding supports the work of Oladimeji and Ayodele (2021), who established that adequate and timely access to resources is fundamental to food security and project performance. Rimhanen et al. (2023) further affirmed that collaborative resource sharing fosters efficiency and reduces risks in agricultural initiatives.

1.9 Conclusion

After carrying out this study, it was concluded that, resource mobilization had a strong impact on project success. Strategic planning, diversified funding, and community involvement were identified as essential for financial sustainability and reduced dependency on external donors. Nonetheless, barriers such as delayed disbursements and limited access to funding continue to pose significant threats, requiring innovative and resilient financing models.

1.10 Recommendations

The World Food Programme and development partners should adopt a diversified financing model that combines multi-year donor commitments, public–private co-financing, and community-based funding mechanisms such as cooperatives and savings groups.

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