Journal of Community & Communication Research
ISSN: 2635-3318
Volume 10; Number 1. June 2025
Accessible at: https://jccr.sccdr.org

SOCIAL CAPITAL LINKAGE MECHANISM AND FUNDRAISING CAPABILITY OF COMMUNITY DEVELOPMENT ASSOCIATIONS IN AKWA IBOM STATE, NIGERIA

[1]*Akpabio, I. A.,[1]Etuk, U.R. [2]Udousung, I. J. and [1]Ekpo, O. S
[1]Department of Agricultural Extension and Rural Development,
University of Uyo, Nigeria
[2]Department of Agricultural Economics and Extension,
Akwa Ibom State University, Obio Akpa Campus
*Corresponding Author: dr_akpabio2@yahoo.com; 0803-254-3497

ABSTRACT
This study evaluated the effect of social capital linkage mechanisms on the fundraising capability of Community Development Associations (CDAs) in Akwa Ibom State, Nigeria. The research specifically examined the profile of CDAs, their fundraising capability, and the social capital linkage mechanisms employed for fundraising. Data were collected from 211 respondents affiliated with 27 CDAs across nine Local Government Areas (LGAs) selected through a multi-stage sampling technique. The collated data were analyzed using descriptive and inferential statistical tools. Findings revealed that CDAs demonstrate strong technical capabilities in resource mobilization and fundraising, although they struggled with financial management, proposal writing, and online fundraising activities. It was also revealed that a robust sense of belonging and solidarity existed within membership of CDAs, which fostered successful resource mobilization. On another note, public support and external recommendations were revealed to significantly enhance donor engagement, while information sharing among members and trust-building with external partners contributed to effective fundraising. On a relatively less significant note, however, emotional support and skill development opportunities were moderately utilized, thus indicating areas for improvement. Pearson correlation analysis revealed a statistically significant and strong positive relationship ($r = .729$, $p = .033$) between fundraising capability and social capital linkage mechanisms among CDAs. The study recommended, among others, the need for structured programmes that integrate both internal capacity enhancement and external collaboration activities, as these would aid to maximize access to funds for CDA projects. This strategy shall include enhanced CDA membership training in the use of online platforms and donor collaboration.

Keywords: **Social Capital Linkage, Community Development, Fundraising Capability, Resource Mobilization, Associations**

INTRODUCTION

Community development, as a dynamic, multidimensional, and collaborative process, encompasses a range of social, economic, and environmental interventions aimed at improving the well-being of individuals and communities (Nyamari, 2024; Prince, 2024). Community Development Associations (CDAs) have been an integral part of the development projects and initiatives for decades. They are indeed the 'face' of community empowerment, under the fundamental principles of democratic processes, building on available social capital, and reliance on community participation (Arora, 2023). In Nigeria, CDAs lead community-based self-help initiatives that meet local needs through joint efforts with community members; hence, enhancing CDAs' fundraising abilities supports both quick project execution and developing lasting community independence and sustainability. Fundraising is a critical process through which organizations secure financial resources to sustain operations, implement programs, and achieve strategic goals (Sargeant & Shang, 2020; Bekkers & Wiepking, 2011). CDAs leverage fundraising capabilities to gather financial resources from various channels. In this regard, they significantly rely on social capital elements like trust and reciprocity through networks to enhance their fundraising abilities and acquire essential resources for community-based projects (Putnam, 1995). CDAs that maintain strong social capital connections achieve greater fundraising success due to their ability to engage with stakeholders and donors and to foster collaborative efforts among community members (Woolcock & Narayan, 2000).

Social capital is a concept representing the value derived from social networks, relationships, and trust within a community or society. It encompasses the resources embedded within social relationships, including norms, reciprocity, and trust, which enable individuals and groups to collaborate, coordinate, and achieve common goals (Portes, 2014). Social capital has been identified as a key factor influencing the fundraising success of CDAs (Putnam, 1995), simply because it facilitates collective action, community mobilization, and pooling of resources to achieve common objectives (Nyamari, 2024). Social organizations, however, serve as the foundation for building social capital in order to facilitate the achievement of goals that would otherwise be unattainable or require significantly greater effort (Haque, 2007). It is, however, pertinent to note that many CDAs in many communities of developing nations, including Akwa Ibom State, struggle to leverage social capital linkage mechanisms, resulting in inconsistent financial inflows and unsustainable projects (Udo *et al*., 2025). Previous studies suggest that CDAs with stronger external linkages (such as partnerships with government agencies, private sector organizations, and international donors) tend to secure more funding and sustain long-term development efforts (Bekkers & Wiepking, 2011; Barman, 2016). However, the extent to which social capital linkage mechanisms influence the fundraising capability of CDAs in Akwa Ibom State remains underexplored. Addressing this gap is critical to the formulation of effective strategies that will enhance resource mobilization and ensure sustainable community development.

Against this background, the study evaluated the effect of the social capital linkage mechanism on the fundraising capability of CDAs in Akwa Ibom State, Nigeria. The Specific objectives were to evaluate the fundraising capability of CDAs in the study area and identify the social capital linkage mechanism they utilize for fundraising activities. A hypothesis was also tested to ascertain the existence or otherwise of a significant relationship between the social capital

linkage mechanism of CDAs for fundraising and the level of fundraising capacity of CDAs in Akwa Ibom State.

METHODOLOGY

The research was carried out in Akwa Ibom State, Nigeria. Geographically, it occupies an area of around 7,081 square kilometres and is situated between latitudes 4°32′ and 5°33′ North of the equator and longitudes 7°25′ and 8°25′ East of the Greenwich meridian. Recent estimates have the population of Akwa Ibom at about 5 million, reflecting its reputation as one of Nigeria's most populous states.

Data were collected from 211 respondents selected through a multi-stage sampling procedure from 27 CDAs registered with the Akwa Ibom State Agency for Community and Social Development Project (AKCSDP)

A validated structured questionnaire specifically designed to address the study's objectives, as well as data from the AKCSDP, were sources of data collection. The collated data were analyzed using descriptive (frequency, mean, percentages, and ranks) and inferential statistics (Pearson Product-Moment Correlation-PPMC) statistical tools. The fundraising capability of CDAs was operationalised with the aid of technical capability and governance component attributes of CDA stakeholders. Respondents were then requested to utilise a 5-point scale of never (0), rarely (1), sometimes (2), most times (3), and always (4) to respond to a series of questions raised on those attributes. Respondents' scores were ultimately categorized into high and low fundraising capability levels, based on index scores. Regarding social capital linkage mechanisms, respondents were requested to utilize a 5-point Likert continuum of; Never (0), Rarely (1), Sometimes (2), Most times (3), and Always (4) to respond to a series of questions raised on a 12-pointer series of items drawn from literature. Respondents' scores were ultimately categorized into high and low social capital linkage mechanisms based on index scores. Finally, PPMC was utilized to analyze the relationship between fundraising capability and social capital linkage mechanisms among CDAs.

RESULTS AND DISCUSSION

Fundraising Capability of CDAs

Fundraising capability among CDAs in Akwa Ibom State revealed notable strengths and areas for improvement across technical capability and governance capability subsets (as seen in Table 1). For technical capability, CDAs demonstrated significant proficiency, particularly in coordinating crowdfunding activities ($\bar{x}$=3.54; rank 1st), with members possessing sufficient technical skills required for efficient fundraising ($\bar{x}$=3.23; rank 2nd). This could have been made possible by the presence of other local groups within the community, which makes it easy to communicate and collate donations and funding resources. However, the moderate level of writing compelling proposals ($\bar{x}$= 2.94; rank 7th), tracking of previous fundraising activities ($\bar{x}$= 2.89; rank 9th), as well as moderate presence of individuals with good budgeting, accounting, and reporting skills ($\bar{x}$=2.27; rank 11th) points to a crucial area for capacity building. Ikeanyibe & Okechukwu (2020) identified financial management as a significant challenge for community associations, particularly in developing countries. The authors also emphasized enhancing these skills to improve financial accountability and transparency, thereby increasing donor confidence and funding stability.

Furthermore, CDAs were revealed to demonstrate a high application of a variety of fundraising tactics ($\bar{x}$=3.12; rank 3rd). This implied that the associations were highly committed to ensuring that resources were available to cater for their felt needs, utilizing other means of resource mobilization when faced with funding challenges. Conversely, the poor allocation of counterpart resources ($\bar{x}$=1.75; 14th) and low use of online platforms for donations ($\bar{x}$=1.84; rank 13th), on the other hand, pointed to areas that require improvement, which was also observed by Treiblmaier & Pollach (2008) as comparable discrepancies in the financial practices of local groups. Regarding the low utilization of online platforms, this could be attributed to low coverage, poor network, and electricity challenges encountered in accessing a wide range of community members via the internet. As a corollary, Mathrani *et al.* (2021) reported poor online presence among local communities, particularly in less developed countries.

Governance components revealed a moderately high presence of committed board members ($\bar{x}$=3.06; rank 4th). This shows the presence of strong leadership among the community groups and high concern among innovators or early adopters in these communities to meet community needs. The moderate scores for comprehensive fundraising plans ($\bar{x}$ = 2.90; rank 8th) and awareness campaigns ($\bar{x}$ = 2.78; rank 10th) suggest the need to intensify active collaboration through transparency and openness in fundraising strategies with both community members and intended donors.

Lastly, the pooled mean (in Table 2) indicated that 86.67% of CDAs possessed a strong fundraising capability, which is a significant finding. Implications are that the majority of the CDAs in the study area are well-equipped to support and implement local interventions effectively. This aligns with Osu and Yakubu (2021), who found that CDAs in Nigeria are well-structured and can significantly impact community development through effective fundraising.

Table 1: Level of fundraising capability of CDAs in Akwa Ibom State

S/N	Fundraising capability	Never	Rarely	Sometimes	Most times	Always	x̄	Rank
A.	**Technical Capability**							
1.	Members possess the technical skills necessary for crowdfunding initiatives.	-	7(3.4)	36(17.2)	67(31.9)	101(47.4)	3.23	2nd
2.	Available competent individuals capable of writing good grant proposals to secure funding.	-	16(7.8)	46(21.6)	84(39.7)	65(31.0)	2.94	7th
3.	Individuals with strong skills in budgeting, accounting, and reporting are included in the association.	-	58(27.6)	78(37.1)	35(16.4)	40(19.0)	2.27	11th
4.	A variety of fundraising strategies are employed to adapt to changing funding conditions and donor availability.	-	7(3.4)	38(18.1)	88(41.4)	78(37.1)	3.12	3rd
5.	Mechanisms are in place to track the performance and success of previous fundraising efforts.	-	13(6.0)	52(25.0)	91(43.1)	55(25.9)	2.89	9th
6.	The association engages in fundraising activities such as crowdfunding.	-	-	13*(6.0) **	71*(33.6) **	127*(60.3) **	3.54	1st
7.	Counterpart funds are allocated from the budget to alleviate the financial burden on donors.	15(6.9)	82(38.8)	71(33.6)	29(13.8)	14(6.9)	1.75	14th
8.	An online platform for collecting donations is utilized.	2(0.9)	85(40.5)	71(33.6)	49(23.3)	4(1.7)	1.84	13th
9.	Meticulous records of funding are maintained throughout the intervention phase.	-	7(3.4)	62(29.3)	56(26.7)	86(40.5)	3.04	5th
B.	**Governance component**							
10.	Committed board members inspire confidence in donors and effectively guide fundraising efforts.	-	13(6.0)	40(19.0)	80(37.9)	78(37.1)	3.06	4th
11.	Active collaborations, sponsorships, and partnerships with donors are established to fund local interventions.	-	5(2.6)	55(25.9)	91(43.1)	60(28.4)	2.97	6th
12.	An adequate and comprehensive fundraising plan is in place.	4(1.7)	29(13.8)	29(13.8)	78(37.1)	71(33.6)	2.90	8th
13.	Presentations and awareness campaigns are conducted, targeting potential donors and the public.	-	24(11.2)	38(18.1)	109(51.7)	40(19.0)	2.78	10th
14.	The presence of influential members attracts significant contributions from donors.	5(2.6)	56(26.7)	84(39.7)	39(18.1)	27(12.9)	2.12	12th

Note: * and ** = frequencies and percentages respectively
Source (Fieldwork, 2024)

Table 2: Pooled mean analysis showing the level of fundraising capability of CDAs in Akwa Ibom State

Level of fundraising capability	Rating scale (Mid-point)	Percentage
High fundraising capability	≥2.0	86.67
Low fundraising capability	<2.0	13.33
Total		**100**

Note: mid-point 2.0
Source: Fieldwork (2024)

Social Capital Linkage Mechanism of CDAs for Fundraising in Akwa Ibom State.

Based on the findings in Table 3, the robust sense of belonging and unity towards fundraising ($\bar{x}$= 3.76; Rank 1st) is indicative of a strong collective identity among group members, which is essential for mobilizing resources and achieving the goals of facilitating community self-help groups. This strong sense of belonging likely facilitated greater participation and commitment to fundraising activities where community solidarity drives collective action (Talo, Mannarini & Rochira, 2014). Public support and recommendations significantly increased donor engagement ($\bar{x}$= 3.54; Rank 2nd), underscoring the importance of external validation in attracting donors. This implies the presence of public support among participating CDAs, which can amplify fundraising efforts by building credibility. In this way, Haque (2007) harped on the importance of NGOs activating the stock of social capital of a community by supporting CDAs.

More so, sharing valuable fundraising information among members ($\bar{x}$= 3.51; rank 3rd) emerged as a critical variable, resonating with Izu & Fombad (2024), who noted that a highlevel of knowledge sharing enhances commitment to resource mobilization among local groups. Hence, disseminating fundraising strategies and success stories can foster a culture of learning and innovation, which in turn improves overall fundraising outcomes. The belief in building positive relationships to connect with external partners ($\bar{x}$= 3.47; Rank 4th) and trust among members ($\bar{x}$= 3.40; Rank 5th) was also reported among participating CDAs. This means that CDAs understood that collaboration and good relationships both within and outside the association are foundational to fundraising success. As such, fostering trust and building external partnerships can significantly enhance the CDAs' ability to secure funds from diverse sources.

However, areas like emotional support during difficult times ($\bar{x}$= 2.94; Rank 9th) and building social relationships for skill development ($\bar{x}$= 2.88; Rank 10th) were moderately reported, suggesting areas for improvement. Sari *et al*. (2024) posited that enhancing these aspects could further strengthen the collective action (which includes fundraising capability) of local groups.

The pooled mean analysis in Table 4 demonstrates high social capital linkage among CDAs, indicating that CDAs do understand the need to build both internal and external relationships, which are instrumental for fundraising success and reflect the reported high level of fund mobilization. This finding is consistent with the broader literature and theories on social capital and fundraising, such as the work of Bourdieu (1986), which posited that social networks and relationships are key resources for mobilizing support and resources. Similarly, Haque (2007) surmised that internal and external agencies are required to activate social capital.

Table 3: Social capital linkage mechanism of CDAs in Akwa Ibom State

S/N	Social capital linkage mechanisms	Never	Rarely	Sometimes	Most times	Always	x̄	Rank
1.	We have been working together with other associations.	-	-	16*(7.8) **	98*(46.6) **	97* (45.7) **	3.38	6th
2.	Trust among our members increases the amount of funding received from donors.	-	2(0.9)	27(12.9)	67(31.9)	115(54.3)	3.40	5th
3.	The exchange of valuable information and knowledge among us is crucial when raising funds.	-	2(0.9)	11(5.2)	76(36.2)	122(57.8)	3.51	3rd
4.	Working together as a team with partners to mobilize resources more effectively in times of need.	-	-	33(15.5)	65(31.0)	113(53.4)	3.38	6th
5.	The presence of emotional support during difficult times among team members	4(1.7)	11(5.2)	49(23.3)	78(37.1)	69(32.8)	2.94	9th
6.	We believe in building positive relationships that enable the association to connect with external partners.	-	-	136.0)	85(40.5)	113(53.4)	3.47	4th
7.	Members within and outside the association can exchange ideas and best practices vital for raising funds.	-	4(1.7)	35(16.4)	96(45.7)	76(36.2)	3.16	8th
8.	There is a strong sense of belonging and unity toward raising funds.	-	-	4(1.7)	44(20.7)	164(77.6)	3.76	1st
9.	There is strong social interaction that helps members to adapt during economic and political challenges.	-	11(5.2)	76(36.2)	80(37.9)	44(20.7)	2.74	11th
10.	We enjoy public support and recommendations, which increase the association's visibility and engagement.	-	4(1.7)	4(1.7)	78(37.1)	125(59.5)	3.54	2nd
11.	We build social relationships for skill and capability development on technical knowledge, which enables us to work for funding.	-	20(9.5)	47(22.4)	82(38.8)	62(29.3)	2.88	10th
12.	We align with other associations on common goals and values to guide behaviour and decision-making toward funding.	-	47(22.4)	76(36.2)	53(25.0)	35(16.4)	2.35	12th
13.	Our association engages the local community in fundraising activities	2(0.9)	4(1.7)	27(12.9)	89(42.2)	89(42.2)	3.23	7th

Note: * and ** = frequencies and percentages respectively

Source: Fieldwork (2024)

Table 4: Categorization of Social Capital Linkage of CDAs in Akwa Ibom State

Social capital linkage	Rating scale (Mid-point)	Percentage
High	≥2.0	100.0
Low	<2.0	-
Total		**100**

Note: mid-point 2.0
Fieldwork (2024)

Pearson Correlation Matrix for Social Capital Linkage Mechanism of CDAs

The Pearson Product-Moment Correlation (PPMC) analysis in Table 5 provided critical insights into the interplay of social capital linkage mechanisms within CDAs and their impact on resource mobilization and fundraising. The results indicated that trust among members significantly enhanced funding from donors ($r = .236$, $p < .01$), affirming previous findings that social trust fosters cooperative behaviour, ultimately improving financial sustainability (Putnam, 2000). Additionally, working together with other organizations strongly correlated with the exchange of valuable information crucial for fundraising ($r = .245$, $p < .01$), supporting arguments that inter-organizational collaboration enhances knowledge sharing and capacity building, thereby strengthening financial outcomes (Aldrich & Meyer, 2015). Similarly, a strong sense of belonging and unity among members significantly enhanced fundraising success ($r = .260$, $p < .01$), reinforcing literature that highlights the importance of collective identity and cohesion in improving economic resilience and sustainability (Nahapiet & Ghoshal, 2002). However, the weak or negative correlations between some variables, such as social relationships for skill and capacity development and collaboration with external partners ($r = -.202$, $p < .01$), indicated that capacity-building efforts within CDAs may not always align with external engagement strategies; a challenge often observed in community-driven initiatives (Hagelsteen *et al*., 2022). This finding highlights the need for structured programs that should integrate both internal capacity enhancement and external collaborations to maximize impact.

Table 5: Item Analysis of Social Capital Linkage Mechanism of CDAs using PPMC

S/N	Variables	1	2	3	4	5	6	7	8	9	10	11	12	13
1	We have been working together with other organizations	1	.236**	.245**	-.051	.079	.167*	.122	.097	.207**	-.145*	-.202**	.011	.093
2	Trust among our members increases funding from donors	.236**	1	.042	.259**	.127	.024	.011	.201**	-.053	-.252**	-.094	-.055	.102
3	Valuable information and knowledge are shared among us	.245**	.042	1	.095	.124	-.126	.175*	-.115	-.063	.095	-.093	-.162*	-.137*
4	We work together as a team to mobilize resources.	-.051	.259**	.095	1	-.262**	.040	.130	.118	-.054	-.245**	.003	-.252**	.095
5	There is emotional support during difficult times	.079	.127	.124	-.262**	1	.013	.006	-.001	.121	.116	.002	.017	.042
6	We believe in building positive relationships with external partners	.167*	.024	-.126	.040	.013	1	-.292**	.078	.321**	-.287**	.161*	-.233**	-.169*
7	Members exchange ideas and best practices for fundraising	.122	.011	.175*	.130	.006	-.292**	1	-.091	-.088	.281**	.058	.011	.033
8	Strong sense of belonging and unity towards fundraising	.097	.201**	-.115	.118	-.001	.078	-.091	1	.260**	-.138*	-.127	-.107	.345**
9	Strong social interaction for adaptation during challenges	.207**	-.053	-.063	-.054	.121	.321**	-.088	.260**	1	-.182**	-.037	-.008	.056
10	Public support and recommendations increase visibility	-.145*	-.252**	.095	-.245**	.116	-.287**	.281**	-.138*	-.182**	1	.301**	-.221**	.068
11	Social relationships enhance skill and capacity development.	-.202**	-.094	-.093	.003	.002	.161*	.058	-.127	-.037	.301**	1	.043	.110
12	We align with organizations on common goals for funding	.011	-.055	-.162*	-.252**	.017	-.233**	.011	-.107	-.008	-.221**	.043	1	-.062
13	Our organization engages the local community in fundraising	.093	.102	-.137*	.095	.042	-.169*	.033	.345**	.056	.068	.110	-.062	1

Note: Significance at 0.01 level (2-tailed): $p < .01$ (strong correlation)
Significance at 0.05 level (2-tailed): *$p < .05$ (moderate correlation*)

Furthermore, the study found that strong social interactions among members facilitated adaptation during economic and political challenges ($r = .207$, $p < .01$), reaffirming that social capital plays a crucial role in fostering community resilience and sustainability in uncertain environments (Aldrich, 2012). Additionally, public support and recommendations significantly increased organizational visibility and engagement ($r = .301$, $p < .01$), underscoring the importance of external perceptions in influencing resource mobilization (Zhang et al., 2023). However, while positive relationships with external partners correlate with increased social interactions ($r = .321$, $p < .01$), their impact on funding alignment appeared less significant ($r = -.233$, $p < .01$), suggesting that while networking is essential, it does not always directly translate into financial sustainability (Woolcock & Narayan, 2000). Overall, the correlation analysis highlights the multidimensional nature of social capital and its critical role in strengthening CDAs, emphasizing the need for a balanced approach that fosters both internal cohesion and strategic external engagement to optimize resource mobilization and organizational resilience.

Test of Hypothesis

The Pearson correlation analysis (in Table 6) reveals a statistically significant and strong positive relationship ($r = .729$, $p = .033$) between fundraising capability and social capital linkage mechanisms among CDAs. This suggests that as CDAs strengthen their social capital linkages through trust-building, collaboration with external organizations, and resource-sharing, their ability to mobilize funds effectively improves. Social capital plays a crucial role in enhancing financial sustainability as it fosters cooperation, facilitates access to funding networks, and increases credibility among donors and stakeholders (Putnam, 2000; Aldrich & Meyer, 2015). Previous studies have confirmed that organizations with higher levels of social capital tend to secure greater financial support due to their ability to leverage relational ties and collective action strategies (Nyamari, 2024). These findings align with the resource mobilization theory, which posits that social networks are fundamental in acquiring the necessary resources for organizational growth and sustainability (McCarthy & Zald, 1977).

Moreover, the significance level ($p = .033$) indicated that the relationship is unlikely to have occurred by chance, reinforcing the reliability of this association. This result supports the argument that CDAs with robust social capital mechanisms can enhance their fundraising efforts by tapping into a broader support system, including corporate sponsors, philanthropists, and governmental agencies (Woolcock & Narayan, 2000). Furthermore, research has shown that social capital facilitates the exchange of knowledge and best practices in fundraising, increasing efficiency and donor engagement (Nahapiet & Ghoshal, 2002). This study's findings emphasize the need for CDAs to strategically cultivate and maintain social networks to maximize fundraising outcomes and promote long-term sustainability.

Table 6:1Test of the Relationship between fundraising capability and social capital linkage mechanisms of CDAs.

		Fundraising capability	Social capital linkage mechanism
Fundraising capability	Pearson Correlation	1	.729.
	Sig. (2-tailed)		.033
	N	211	211
Social capital linkage mechanism	Pearson Correlation	.729	1
	Sig. (2-tailed)	.033	
	N	211	211

Source: Fieldwork (2024)

CONCLUSION

The study's findings highlight the positive effect of a high level of social capital on the fundraising capability of CDAs. This would consequently enhance the mobilization of funds for the successful completion and improved delivery of CDAs-sponsored community-based projects. In essence, as CDAs strengthen their social capital linkages through trust-building, collaboration with external organizations, and resource-sharing, their ability to mobilize funds effectively improves. It is further revealed that trust, knowledge sharing, and external partnerships significantly contribute to successful fundraising, while weak internal-external capacity-building linkages hinder optimal resource mobilization. Moreover, the study confirms that regular engagement, public support, and social cohesion play crucial roles in sustaining fundraising activities. To enhance financial sustainability, CDAs must diversify income streams, improve governance structures, and leverage digital platforms for broader outreach. Future studies could utilize an observational approach to ascertain the level of effectiveness of fundraising initiatives in the actualization of community long-term goals.

RECOMMENDATIONS

i. CDAs should be exposed to continuous capacity-building programs focused on advanced fundraising strategies, digital fundraising, and financial management. Practical sessions and post-training follow-ups should be implemented to bridge the gap between knowledge acquisition and execution.

ii. CDAs should establish strong collaborations with government agencies, private sector stakeholders, and international donors. These partnerships can provide financial support, technical expertise, and increased visibility for community projects.

iii. More frequent meetings and interactive community sessions should be encouraged to enhance collective decision-making, accountability, and trust. Greater community involvement can boost fundraising efforts and project sustainability.

iv. CDAs would need to devise an innovative strategy for fundraising by seeking viable alternative funding sources. For enhanced success in this endeavour, a proactive CDA would need to appraise its current activities, prioritize them, and then diversify accordingly. In essence, any CDA would have to analyse and understand its stock of strengths and opportunities, with a focus on minimizing its weaknesses and surmounting perceived threats to its resource base.

REFERENCES

Aldrich, D. P. (2012). *Building resilience: Social capital in post-disaster recovery*. University of Chicago Press.

Aldrich, D. P., & Meyer, M. A. (2015). Social capital and community resilience. *American Behavioral Scientist*, 59(2), 254–269.

Arora, S. (2023). *Resource mobilization for NGOs* Funds for NGOs. https://www.fundsforngos.org/featured-articles/resource-mobilization-community-based-organizations/ Accessed: 01/04/2025

Bekkers, R., & Wiepking, P. (2011). A literature review of empirical studies of philanthropy: Eight mechanisms that drive charitable giving. *Nonprofit and Voluntary Sector Quarterly, 40*(5), 924-973.

Bourdieu, P. (1986). *The Forms of Capital*. In J. Richardson (Ed.), Handbook of Theory and Research for the Sociology of Education. Greenwood.

Gandrita, D. (2023). Improving Strategic Planning: The Crucial Role of Enhancing Relationships between Management Levels. *Administrative Sciences*, 13(10):211. DOI: 10.3390/admsci13100211

Hagelsteen, M., Gutheil, J., Burkle, M. & Becker, P. (2022). Caught between principles and politics: Challenges and opportunities for capacity development from governmental donors' perspectives, *International Journal of Disaster Risk Reduction*, Vol. 70, 102785. https://doi.org/10.1016/j.ijdrr.2022.102785.

Haque, A. (2007), Better Relationships, Enhanced Development: The Role of Social Capital and Community-Based Organizations in Development for Rural Bangladesh, Lund University Centre for East and South-East Asian Studies, Master's Programme in Asian Studies, South Asian Track Fall Semester 2007 Master's Thesis.

Ikeanyibe, O. M., & Okechukwu, E. (2020). Sustainable Community Development in Nigeria: The Role of Community Development Associations. In M. Aslam, A. Akintoye, & D. Mushonga (Eds.), Sustainable Education and Development – Making Cities and Human Settlements Inclusive, Safe, Resilient, and Sustainable (pp. 231-246). *Springer*. DOI: 10.1007/978-3-319-94565-1_17

Izu, L. O., & Fombad, M. C. (2024). Knowledge sharing strategies for improved service provision in the academic library at Delta State University, Abraka, Nigeria. *New Review of Academic Librarianship*, *30*(4), 320–344. https://doi.org/10.1080/13614533.2024.2333536

Mathrani, A., Sarvesh, T., & Umer, R. (2021). Digital divide framework: online learning in developing countries during the COVID-19 lockdown. *Globalisation, Societies and Education*, *20*(5), 625–640. https://doi.org/10.1080/14767724.2021.1981253.

McCarthy, J. D., & Zald, M. N. (1977). Resource mobilization and social movements: A partial theory. *American Journal of Sociology*, 82(6), 1212–1241.

Nahapiet, J., & Ghoshal, S. (2002). *Social capital, intellectual capital, and organizational advantage*. In book: The Strategic Management of Intellectual Capital and Organizational Knowledge (pp.673-697). DOI:10.1093/oso/9780195138665.003.0038

Nyamari, T. (2024). Social Capital and Community Development. *International Journal of Humanity and Social Sciences,* 3(1):14-27. DOI:10.47941/ijhss.. 1890

Onyx, J., & Bullen, P. (2000). Measuring social capital in five communities. *The Journal of Applied Behavioral Science, 36*(1), 23-42.

Osu, U. & Yakubu, S. (2021). Assessment of the implementation of rural development projects through the community development association (CDA) in Apete community, Ibadan, Nigeria. *Journal of Forestry, Environment and Sustainable Development*, 7(1): 111 – 118.

Portes, A. (2014). Social Capital: Its Origins and Applications in Modern Sociology. *Annual Review of Sociology*, 24(1), 1-24. DOI: 10.1146/annurev.so 24.080198.000245

Prince, E. (2024). Role of Social Capital in Community Development. *Journal of Advanced Sociology*, 5(2) 55 – 68.

Putnam, R. D. (2000). *Bowling alone: The collapse and revival of American community*. Simon & Schuster.

Sargeant, A., & Shang, J. (2020). *Fundraising principles and practice* (2nd ed.). Wiley.

Sari, E., Yücel, E. & Bükün, M.F. (2024). The role of emotions in collective responses to in-group norm violations: the case of a University's sensitivity to the natural environment norm. *Current Psychology,* 43, 27187–27206. https://doi.org/10.1007/s12144-024-06370-1.

Talo, C., Mannarini, T. & Rochira, A. (2014). Sense of Community and Community Participation: A Meta-Analytic Review. *Social Indicators Research*, 117(1). DOI:10.1007/s11205-013-0347-2

Treiblmaier, H. & Pollach (2008). Drivers and Inhibitors of Online Donations to Nonprofit Organizations, *Journal of International Technology and Information Management*, 17(2). DOI: 10.58729/1941-6679.1110

Udo, E., Ogbeta, E., Dibie, N., Ibobo, B. & Ekwunife, F. (2025). Financial Incusion, Institutional Quality and Environmental Management in Nigeria. *Journal of Xi'an Shiyou University, Natural Sciences Edition*, Vol. 68 (4). DOI: 10.5281/zenodo.15228436.

Werke, S. & Bogale, A. (2023). Nonprofit Marketing: A Systematic Review Nonprofit Marketing: A Systematic Review, *Journal of Nonprofit & Public Sector Marketing*, 36(1). DOI:10.1080/10495142.2023.2290531

Woolcock, M., & Narayan, D. (2000). Social capital: Implications for development theory, research, and policy. *The World Bank Research Observer, 15*(2), 225-249.

Zhang, C., Li, S., Liu, X. & Li, J. (2023). The effect of strategic supply management on operational and innovation performance: the mediating role of external supply resources mobilization. *Journal of Business and Industrial Marketing*, 39(6). DOI: 10.1108/JBIM-08-2022-0400