

BOARDS OF MANAGEMENT MOBILISATION OF FINANCIAL RESOURCES AND IMPLEMENTATION OF SCHOOL FEEDING PROGRAMMES IN PUBLIC PRIMARY SCHOOLS IN MBOONI EAST SUB-COUNTY, KENYA

Abednego Katelo Kyau.

Doctor of Education Candidate, Department of Educational Management, Policy and Curriculum Studies, University of Nairobi, Kenya.

Jeremiah M. Kalai.

Supervisors and Professors, Department of Educational Management, Policy and Curriculum Studies, University of Nairobi, Kenya.

Ursulla A. Okoth.

Supervisors and Professors, Department of Educational Management, Policy and Curriculum Studies, University of Nairobi, Kenya.

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ABSTRACT

Globally, over 90 million children benefit from School Feeding Programmes (SFPs) annually, yet programme sustainability remains contingent upon effective resource mobilisation and governance structures. In Kenya, Boards of Management (BoMs) are mandated to spearhead fundraising and financial oversight for SFPs, particularly in semi arid regions such as Mbooni East Sub County, where coverage and consistency remain suboptimal. The main objective of this study was to investigate the influence of financial resource mobilisation by Boards of Management on the implementation of School Feeding Programmes in public primary schools in Mbooni East Sub County. The study was guided by the following specific objectives: to investigate financial mobilisation strategies and to examine financial planning practices. Resource Dependency Theory (RDT) was adopted as the theoretical framework. A descriptive survey design was employed, targeting 115 head teachers, 115 BoM chairpersons, and three NGO officers. A purposive sample of 40 public primary schools yielded 83 respondents: 40 head teachers, 40 BoM chairpersons, and three NGO representatives. Data was collected using structured questionnaires for school respondents and interview guides for NGO officers. Validation was undertaken by educational research experts, and reliability was tested using Cronbach's Alpha, yielding $r = 0.78$. Data were analysed using descriptive statistics, Pearson's correlation, and regression analysis. Findings revealed that financial planning and diversified funding strategies by BoMs directly influence programme

reliability, attendance rates, and community trust. Financial mobilisation strategies such as seeking donor support (42.5%) and engaging local government (42.5%) were rated most effective. Inferential statistics confirmed a strong positive correlation between financial mobilisation and the implementation of SFPs, with donor engagement showing the highest correlation ($r = 0.68$, $p = .000$), followed closely by local government support ($r = 0.65$, $p = .000$), while fundraising events demonstrated a moderate but significant relationship ($r = 0.46$, $p = .021$). Regression analysis further validated these findings, with financial mobilisation yielding the highest standardised Beta (.398), a significant value (7.74), and an unstandardised coefficient $B=0.681$. These results highlight that financial mobilisation, whether through donor partnerships, government support, or community fundraising, plays a critical role in enhancing programme effectiveness, directly influencing the consistency, reach, and sustainability of school feeding initiatives. To improve SFP sustainability in Mbooni East, BoMs should receive financial training, fundraising support, inclusive engagement tools, transparent appointment processes, and stronger partnerships with donors and government agencies. Such measures will strengthen resource mobilisation and governance, ensuring that school feeding programmes remain reliable and sustainable.

Key words; Financial Planning, Mobilisation, and Financial Resources; Budget Cycles and Funding.

INTRODUCTION

School feeding programmes (SFPs) continue to play a vital role in promoting inclusive education, especially for children living in food-insecure environments around the world (World Food Programme, 2023). These programmes serve as an essential intervention by providing nutritious meals for children during school hours, which significantly improves school attendance, academic performance, and overall health. Currently, over 90 million children in 76 countries benefit from daily school meals, illustrating their global impact (World Food Programme, 2023). An international review found that countries with well-structured, multi-layered funding systems supported by active community engagement tend to sustain these programmes longer-term and more effectively (Wambua, 2022). Over time, SFPs have evolved beyond mere welfare support, now functioning as strategic development tools that promote equity and help alleviate poverty. Their success increasingly depends on precise planning, consistent resource mobilization, and strong governance at the school level, especially through Boards of Management (BoMs), which are responsible for overseeing implementation and ensuring continuity (Watkins, et. al., 2024).

The African Union's AUDA-NEPAD report (2022) estimates that over 65 million children across 41 African countries benefit from school-based feeding initiatives. These programmes are crucial for addressing hunger, improving health, and encouraging school attendance in regions where food insecurity is widespread. Countries like Ghana, Nigeria, and South Africa have adopted centralized funding models, which help streamline resource allocation and programme management. However, research indicates that the sustainability of these initiatives heavily relies on localized financial management by school boards. When BoMs lack capacity or proper resources, schools experience resource shortages, leading to fewer feeding days and higher student absenteeism (Mwikali, 2023). Despite their importance, financial mobilisation at the school level remains largely informal, sporadic, and inconsistent across many African regions, often dependent on donor contributions and community efforts that are unpredictable (Wambua, 2022). This situation underscores the critical need to examine and strengthen the strategic role of BoMs in establishing reliable resource flows and ensuring consistent meal delivery throughout the school year.

In East Africa, countries such as Kenya, Rwanda, and Uganda have integrated school feeding programmes as key components of their national education policies (Ministry of Education, 2022). Kenya, for example, reports that over 2.5 million pupils receive daily meals, with programme expansion driven by decentralization and county-level budgeting efforts (Mwikali, 2023). Despite these advances, regions like Makeni County, including Mbooni East, continue to face significant challenges related to funding instability and logistical constraints, especially during dry seasons (Muia & Muli, 2023). The effectiveness of these programmes in such areas heavily depends on the capacity of the Boards of Management to mobilize resources and manage funds responsibly (Sustainable Financing Initiative, 2024). Many BoMs lack structured financial plans, which put the continuity of feeding programmes at risk during critical periods like droughts or planting seasons, when

resources are scarce and logistical support is limited. This dependency highlights the importance of enhancing governance capacity and establishing sustainable financial strategies at the local level to ensure consistent school feeding.

According to the Makeni County Education Office (2023), only 47% of public primary schools in Mbooni East reported consistent meal provision in 2023. Schools frequently cite challenges such as difficulties in fundraising, declining parental support, and waning donor interest as primary barriers to maintaining regular feeding schedules (Muia & Muli, 2023). BoMs face additional pressure from economic hardships, crop failures, and rising inflation, which further weaken their ability to generate and manage resources effectively (Mwikali, 2023). Without formalized financial systems, some schools are entirely dependent on seasonal harvest levies, which are highly vulnerable to weather fluctuations and seasonal variations, risking interruptions in meal provision.

These compounded vulnerabilities highlight the urgent need for targeted research into BoM fundraising strategies and financial management practices. Understanding their role in sustaining school feeding programmes will be crucial for developing policies and capacity-building initiatives aimed at reducing educational inequalities and ensuring that all children have access to nutritious meals regardless of economic or environmental challenges.

Statement of the Problem

Despite government and donor support, feeding programme implementation in Kenya's rural schools remains fraught with operational uncertainty, largely due to weak financial foundations. Nationally, over 2.5 million pupils are served under school meals initiatives, but local programme success is often inconsistent (MoE, 2022). In Mbooni East Sub-County, only 47% of schools maintain regular feeding cycles, and more than 38% report skipping meals for weeks during funding shortages (County Education Office, 2023). While the Boards of Management are legally mandated to source and manage resources, few have formalized fundraising plans, financial literacy, or stakeholder engagement strategies. This raises concerns about BoMs' capacity to sustain feeding programmes, particularly in vulnerable rural communities.

The problem in Mbooni East is exacerbated by systemic and contextual factors. Many BoM members lack financial management training, and funding is often dependent on unpredictable community contributions. NGO involvement is uneven, and there's limited donor interest due to unclear governance frameworks. Without clear BoM financial strategies, schools continue to experience meal shortages, leading to pupil absenteeism, low concentration, and stunted growth. The disconnect between BoM mandates and actual implementation practices highlights the urgent need for research focused on how BoMs mobilize financial resources, what strategies they use, and what constraints hinder their success.

Three studies underscore the relevance of this inquiry. Wambua (2022) found that BoMs in Kitui lacked structured financial frameworks and operated on ad hoc parental levies. Jadhav (2022) showed that Indian village schools relied on cultural fundraising but failed due to lack of governance coordination. Mwikali (2023) reported that schools with active BoMs in Machakos maintained consistent feeding, but strategy documentation was missing. The common gap is clear: while governance is acknowledged as vital, the financial mobilisation process, especially strategy design, implementation, and impact, remains under-explored. This study fills that gap by focusing on BoMs' financial role in Mbooni East.

Objectives of the Study

This study was guided by the following specific objectives

- i. To examine the financial mobilisation strategies employed by Boards of Management for school feeding programmes in Mbooni East Sub-County.
- ii. To analyze how board of management financial planning influence implementation of school feeding programme in public primary schools in Mbooni East Sub-County.

LITERATURE REVIEW

Financial Mobilisation Strategies employed by BOM for SFPs

Wambua (2022) explored governance and funding models in Kenyan primary schools through a mixed-methods survey. His findings revealed that while BoMs were expected to mobilize resources, few had structured fundraising plans. Most relied on irregular parental levies, with limited external partnerships. Schools lacking trained BoM members exhibited poor financial coordination. Although the study identified the relationship between BoM activity and financial sufficiency, it did not analyze strategy effectiveness. The current study fills this gap by evaluating specific financial mobilisation practices, such as donor engagement, community drives, and income-generating activities used by BoMs in Mbooni East. It deepens understanding of how BoMs operationalize their fiscal role within feeding programme contexts.

Turner et al. (2020) analyzed decentralized funding models in rural Bangladesh's school feeding schemes using longitudinal case studies. Their work found that schools with empowered local management teams developed recurring funding pipelines via alumni outreach, farm cooperatives, and micro-loan partnerships. However, governance structures like BoMs were not explicitly studied. The researchers focused more broadly on community influence than board-driven strategies. This study advances the conversation by narrowing the lens to Kenya's formal BoM frameworks, assessing whether these statutory bodies design and execute financial plans independently. It responds to Turner's generalized recommendations by offering a targeted analysis of mandated school financial actors.

Ayele and Dinku (2021) investigated Ethiopia's rural SFP financing using participatory appraisals across Amhara region. BoMs were largely inactive in financial matters; school directors assumed sole responsibility. Where community committees were mobilized, fundraising success improved. There was no delineation of roles or budgeting mechanisms.

The study highlighted institutional ambiguity as a barrier. The current study addresses this governance void by evaluating whether Kenya's BoMs have clearly outlined financial functions and if those are fulfilled. The study explores how strategic planning, budget cycles, and localized fundraising links to actual implementation of feeding programmes, mapping structure against performance in a comparative context.

Jadhav (2022) conducted an ethnographic investigation into India's Mid-Day Meal programme in three rural districts. Schools faced acute funding shortages due to donor withdrawal and seasonal agricultural fluctuations. Panchayats and school boards improvised with festivals, fairs, and temple donations. However, reliance on ad hoc cultural events proved unreliable. Jadhav concluded that institutional financial literacy and diversification were missing. The current study builds on this insight by examining Kenya's BoMs as formal financial agents. It investigates whether BoMs establish sustainable funding mechanisms beyond sporadic community events, focusing on predictability, transparency, and replicability in financial mobilisation to ensure year-round feeding continuity.

Kaburu, et. al. (2021) analyzed implementation disparities in East African school feeding programmes via policy comparative review. They found Kenya's BoMs to be more empowered than their Ugandan or Rwandan counterparts yet inconsistently trained in fiscal oversight. Some schools excelled in public-private partnerships; others failed to budget or track contributions. The study did not offer in-depth local analysis. This research addresses that gap by centering BoM financial practices in Mbooni East, a microcosm of policy translation into action. It examines how strategy quality, not just structural existence, determines feeding programme effectiveness, responding to Kaburu's call for granular, school-level governance evaluations.

Rodríguez and Tellez (2020) explored financial community partnerships in Colombian school nutrition programmes using stakeholder interviews. Schools with proactive governing boards received bakery donations, rotating parental contributions, and small business sponsorships. Success hinged on outreach creativity. However, the study treated governance boards as informal catalysts, ignoring their institutional mandates. The study rectifies this by focusing on Kenya's BoMs as legally mandated financial actors. The current study explores whether creative resource mobilisation is embedded in BoM planning processes or remains incidental. This shifts the narrative from accidental generosity to structured governance impact, enabling comparative governance benchmarking across decentralized education environments.

BoM financial planning on SFP implementation

Osei-Tutu and Boateng (2021) examined funding and meal reliability in Ghana's coastal primary schools through comparative school audits. Schools with strategic financial planning, led by school committees, maintained consistent feeding schedules. Those reliant on irregular donations faced implementation breakdowns. The study didn't specify the contribution of formal boards. The study fills that oversight by isolating BoM financial

planning as a variable in programme consistency. This study assesses how budget timeliness, stakeholder engagement, and expenditure tracking correlate with meal delivery stability in Mbooni East, thereby contributing a focused governance-performance link.

Tanaka (2022) conducted quantitative analysis of Tokyo's inclusive feeding programme using regression models across 150 schools. He found that budget predictability explained 76% of feeding consistency. Planning documents shared with parents improved contribution rates. However, the study focused on urban Japanese contexts with centralized funding. BoMs were absent. The extend this by examining how Kenya's BoMs plan and track funds under decentralized conditions. The study interrogates whether BoMs adopt formal budget cycles, maintain documentation, and communicate fiscal intentions, all which impact programme reliability in rural environments.

Mwikali (2023) investigated financial planning and SFP execution in Machakos County using surveys and document analysis. BoMs with clear budget frameworks and procurement schedules delivered meals regularly. However, she noted disparities in skill levels and accountability. While highlighting planning's importance, she did not explore consistency metrics over time. This study builds on this by mapping financial planning against feeding outcomes longitudinally measuring term-on-term stability, dropout rates, and attendance shifts. This strengthens empirical grounding and offers comparative insights into how BoM budgeting practices yield material improvements in child welfare.

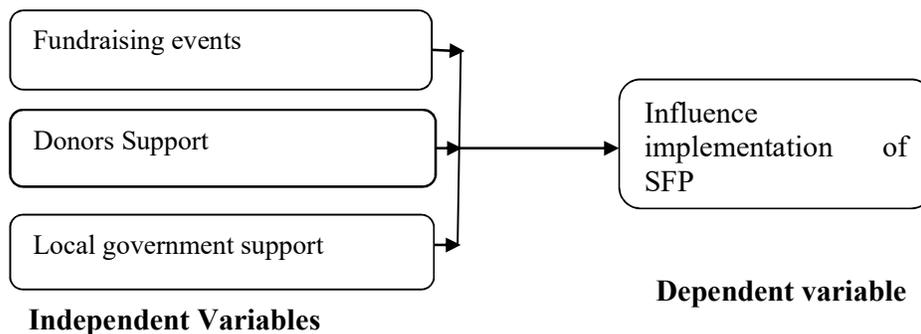
Valdez and Morrison (2024) built a predictive model of feeding programme consistency in Mexico using financial variables. Their model confirmed that advance budget drafting, parental contribution tracking, and timely audits predicted feeding reliability. However, the source of these financial decisions remained unclear, were they led by principals, boards, or external advisors? This study addresses this gap by positioning BoMs as the financial planners. This study investigates whether their actions directly correspond to success indicators in Mbooni East, filling the attribution void in Valdez and Morrison's predictive framework through actor-specific analysis.

Mulligan and Tate (2020) assessed operational reliability in Mississippi feeding programmes through three-year longitudinal study. They linked board-led fiscal planning to meal regularity and vendor trust. Budgets approved before term yielded uninterrupted delivery. Yet, their study focused on logistics, not governance mechanisms. The current study differentiates by emphasizing the BoM's intentional role in planning: do Kenyan BoMs forecast needs, map community capacity, and pre-approve procurement plans. The study aimed to correlate these practices with feeding success, thus contributing governance detail to Mulligan and Tate's operational insight.

Habib and Najeeb (2021) studied financial messaging and programme credibility in rural Pakistan. Boards with transparent fund use gained community trust and boosted contributions. However, financial planning was treated as moral optics, not technical

process. Our research expands the conversation by treating BoM planning as both ethical and procedural, evaluating documentation accuracy, donor matching, and prioritization criteria. This balances community perception with structural effectiveness, offering a dual lens on financial planning's influence on programme continuity and credibility.

Conceptual Framework



Theoretical Framework

This study is anchored in the Resource Dependency Theory (RDT) developed by Jeffrey Pfeffer and Gerald Salancik in 1978, which provides a useful lens for understanding how organizations manage external constraints. RDT posits that no organization is entirely self-sufficient; rather, it must acquire critical resources from its surrounding environment to function effectively and survive (Pfeffer & Salancik, 1978). The theory emphasizes the importance of organizational strategies that mitigate vulnerability and uncertainty by building alliances, diversifying resource inflows, and strengthening internal capacities. Within the educational sector, particularly in contexts of limited state provision, Boards of Management (BoMs) play an essential role in negotiating access to resources, coordinating with external actors, and shaping sustainable financial practices for key interventions such as school feeding programmes.

Proponents of RDT such as Hillman, Withers, and Collins (2009) argue that organizations improve their operational autonomy by securing multiple funding streams and engaging in strategic stakeholder negotiation. They emphasize that leadership must actively scan the external environment to identify opportunities for collaboration and resource inflow. This proactive engagement helps reduce dependency on any single source, promoting institutional stability (Hillman et al., 2009). However, critics of the theory, notably Donaldson (1995), contend that it places excessive emphasis on external actors while undervaluing internal dynamics and organizational decision-making autonomy. Others suggest that RDT may overlook informal governance arrangements, social trust systems, and non-bureaucratic practices that dominate in low-resource education settings, which are often shaped more by relational networks than formal strategic planning.

In the context of this study, RDT provides a framework for analyzing how BoMs in Mbooni East Sub-County confront resource limitations, economic fluctuations, and donor

unpredictability. Their strategic choices such as the formation of local alliances, execution of fundraising campaigns, and documentation of financial flows directly influence the consistency of school feeding programme implementation. RDT enables assessment of whether BoMs are passive recipients of external aid or active resource architects capable of mitigating environmental constraints. Through this lens, the study investigates how BoMs institutionalize financial resilience and align governance practices with the long-term sustainability of feeding interventions.

RESEARCH METHODOLOGY

This study employed a descriptive survey design to examine how Boards of Management (BoMs) mobilize financial resources and the impact of those efforts on the implementation of school feeding programmes (SFPs) in public primary schools in Mbooni East Sub-County. The design was selected for its strength in capturing prevailing practices, perceptions, and relationships within a natural school environment. It allowed the researcher to collect both quantitative and qualitative data across different stakeholder categories to build a comprehensive picture of governance and financial mobilisation dynamics related to SFPs.

The target population included 115 primary school headteachers, 115 BoM chairpersons, and 3 managers from NGOs actively involved in education and nutrition programming within the Sub-County. The sample comprised 40 headteachers, 40 BoM chairpersons, and 3 NGO managers, selected through stratified random sampling for school-based respondents and purposive sampling for NGO managers. Stratification ensured equitable representation of schools across geographic zones and feeding implementation status, while purposive selection provided expert insight from experienced programme facilitators. The sampling criteria prioritized diversity of experience and institutional background.

Data collection instruments consisted of structured questionnaires and interview guides. Headteachers and BoM chairpersons responded to questionnaires focusing on financial mobilisation practices, planning procedures, resource tracking, and programme outcomes. Interviews with NGO managers explored deeper insights into funding constraints, coordination practices, and community dynamics. All instruments were pretested for validity and reliability, ensuring clarity, appropriateness, and consistency. Ethical procedures were observed, including informed consent, confidentiality assurances, and data protection protocols aligned with research ethics guidelines approved by the Sub-County Education Office.

Quantitative data was coded and entered the Statistical Package for the Social Sciences (SPSS) version 25 for analysis. Descriptive statistics such as frequencies, percentages, and means were used to summarise the data and describe patterns in parental sensitisation and SFP implementation. To examine the relationships between variables, inferential statistics were employed. Specifically, Pearson's correlation coefficient was used to assess the strength and direction of associations between parental sensitisation activities (independent

variable) and SFP implementation outcomes (dependent variables). In addition, linear regression analysis was conducted to determine the predictive power of BoM-led sensitisation on programme effectiveness. Qualitative data from NGO interviews were analysed thematically to identify recurring patterns and contextual insights that complemented the quantitative findings.

Data Analysis, Presentation and Interpretation

Response rate

Out of 83 instruments administered, 77 were successfully returned, marking a response rate of 92.8%. This high return rate affirms strong engagement among respondents and reliability in the study's findings. Full participation from headteachers enabled consistent insights across school management perspectives. The slightly lower BoM response rate reflects logistical constraints, yet the sample remained valid and representative. NGO managers offered rich qualitative insights, corroborating trends observed from the school-level respondents. The robust dataset provided a balanced platform for analysing the link between BoM sensitization and parent involvement in SFP implementation in Mbooni East Sub-County.

Table 1 Questionnaire Return rate

Respondents	Questionnaires Issued	Returned
Head Teachers	40	40
BoM Chairpersons	40	35
NGO Managers	3	2
Total	83	77

Findings and Discussion

Effectiveness of Fund Mobilisation Strategies

The findings presented in Table 2 reveal notable differences in how Boards of Management (BoMs) mobilized financial resources to support school feeding programmes in public primary schools within Mbooni East Sub-County. What stands out most is the contrast between those BoMs rated as *very effective* and those considered *ineffective*. The distinction was not merely in the choice of strategy but in the manner of execution, the amounts mobilized, and the consistency of outcomes.

Table 2 Effectiveness of Fund Mobilisation Strategies

Strategy	Very Effective (%)	Effective (%)	Fairly Effective (%)	Ineffective (%)
Fundraising events	40.0	17.5	15.0	27.5
Seeking donors	42.5	17.5	15.0	25.0
Seeking local government support	42.5	12.5	20.0	25.0
Sourcing from local community	37.5	17.5	17.5	27.5

For fundraising events, 40.0% of respondents rated this strategy as very effective, showing that well-organized harambees, school open days, and cultural exhibitions often attracted wide participation and yielded substantial contributions. These BoMs were able to mobilize amounts sufficient to sustain several feeding cycles. However, 27.5% of respondents considered the same strategy ineffective, reflecting cases where events were poorly attended or communities lacked financial capacity. In such contexts, enthusiasm was high, but the actual amounts collected were minimal, making the difference between very effective and ineffective BoMs one of scale and consistency in the resources mobilized. When it came to seeking donors, 42.5% of respondents rated this approach very effective, the highest proportion across all strategies. This indicates that BoMs who cultivated strong relationships with NGOs, corporate sponsors, and philanthropic individuals were able to secure regular inflows of cash or food supplies. Yet, 25.0% of respondents found donor-seeking ineffective, pointing to challenges such as donor fatigue, weak proposal-writing skills, or limited access to funding networks. The distinction here was clear: very effective BoMs converted donor engagement into tangible and sustainable support, while ineffective ones struggled to move beyond promises or one-off contributions.

Engaging local government support was also rated very effective by 42.5% of respondents, highlighting the potential of devolved governance structures to contribute meaningfully to school nutrition programmes. These BoMs succeeded in lobbying county officials and aligning their programmes with county development priorities, resulting in budgetary allocations or direct resource support. However, 25.0% of respondents rated this strategy ineffective, often due to political gatekeeping, bureaucratic delays, or budget constraints. The difference between very effective and ineffective BoMs was therefore marked by whether actual disbursements were received or whether schools were left with commitments that never materialized. Finally, sourcing resources from the local community was rated very effective by 37.5% of respondents, showing that informal contributions such as food, firewood, and utensils remain vital support mechanisms. These BoMs were able to mobilize consistent in-kind support and small cash donations, ensuring a steady supplement to feeding programmes. Yet, this strategy also had the highest ineffective rating at 27.5%, underscoring the vulnerability of community-based financing in regions marked by poverty

and food insecurity. Very effective BoMs maintained predictable flows of resources, while ineffective ones faced irregular or symbolic contributions that undermined programme reliability

Effectiveness of Financial Planning

Table 4 presents a detailed evaluation of how Boards of Management (BoMs) in public primary schools within Mbooni East Sub-County perceive their performance in planning and executing financial mobilisation activities for School Feeding Programmes (SFPs). The data is based on BoM chairpersons’ responses across four key domains: mobilizing stakeholders, soliciting financial support, procuring food, and sourcing essential materials such as water, firewood, and utensils. Each activity is rated as *very effective*, *effective*, *fairly effective*, or *ineffective*, with corresponding frequencies and percentages.

Table 3 Effectiveness of Financial Planning

Financial Planning	Very effective		Effective		Fairly effective		Ineffective	
	F	%	F	%	F	%	F	%
Mobilizing stakeholders to support the SFP programme	23	65.7	8	22.9	3	8.6	1	2.8
Soliciting financial support for the SFP programme	20	57.1	8	22.9	5	14.3	2	5.7
Procuring food for the SFP programme	25	71.4	6	17.1	4	11.4	0	0
Sourcing for water, firewood and utensils for the SFP programme	24	68.6	5	14.3	4	11.4	2	5.7

The most highly rated activity is procuring food for the SFP programme, with 71.4% of BoMs considering their efforts very effective and none rating it ineffective. This indicates that once resources are available, BoMs demonstrate strong operational capacity in translating them into core programme inputs. The relatively low percentages for effective (11.4%) and effective (17.1%) further affirm that food procurement processes are well-established, possibly benefiting from standardized procedures, reliable supplier relationships, or community support. Mobilizing stakeholders to support the SFP programme also received strong ratings, with 65.7% of BoMs reporting it as very effective and only 2.8% as ineffective. This suggests that BoMs have cultivated robust networks and

possess the social capital needed to engage parents, local leaders, and community groups. Such stakeholder engagement is critical for sustaining programme legitimacy and ensuring broad-based support. In contrast, soliciting financial support was rated very effective by 57.1% of respondents, with a slightly higher proportion (14.3%) rating it fairly effective and 5.7% as ineffective. This indicates that while BoMs are confident in their ability to raise funds, challenges remain, possibly due to donor fatigue, limited financial literacy, or economic constraints within the community. Sourcing water, firewood, and utensils was rated very effective by 68.6% of BoMs, showing strong competence in securing essential non-food inputs. However, 5.7% rated this activity as ineffective, indicating that logistical bottlenecks or resource scarcity may occasionally disrupt supply chains, especially in remote or under-resourced areas. The finding reveals that BoMs are generally effective in financial planning and resource mobilization, particularly in stakeholder engagement and food procurement. However, the slightly lower ratings in financial solicitation and sourcing supplementary inputs highlight areas where targeted capacity-building such as training in fundraising, budgeting, and logistics, could further enhance programme sustainability and equity. These findings reinforce the importance of empowering BoMs not just as administrative bodies, but as strategic agents of educational and nutritional development.

Correlation Analysis

The Pearson correlation shows that fundraising events demonstrated a moderate positive relationship with SFP implementation. With a generated correlation coefficient of $r = 0.46$ and a significance level of $p < 0.05$, the data suggests that schools which organized structured community-based events such as harambees, cultural exhibitions, and school open days were able to mobilize meaningful resources. These events often fostered community ownership and visibility, translating into tangible support for feeding programmes. However, the effectiveness of this strategy was uneven, largely dependent on the socio-economic status of the surrounding community. In lower-income areas, enthusiasm did not always translate into substantial financial contributions, limiting the overall impact of fundraising events on programme sustainability.

Donor engagement emerged as the most influential strategy, showing a strong positive correlation with SFP implementation ($r = 0.68$, $p < 0.01$). BoMs that actively pursued partnerships with NGOs, corporate sponsors, and philanthropic individuals consistently secured reliable funding and food supplies. These schools often demonstrated capacity in proposal writing, networking, and strategic alignment with donor priorities. The strength of this relationship underscores the critical role of external partnerships in sustaining school feeding efforts, especially in contexts where local resources are insufficient. Moreover, donor engagement offered scalability and predictability, making it a cornerstone for long-term programme success.

Seeking support from local government also showed a strong and statistically significant relationship with SFP implementation, with a correlation coefficient of $r = 0.65$ and $p < 0.01$. Schools that aligned their feeding initiatives with county development plans and

engaged proactively with education officers were able to access budgetary allocations, logistical support, and policy backing. This strategy benefited from Kenya’s devolved governance structure, which allows counties to prioritize local education needs. However, its effectiveness was occasionally hindered by political gatekeeping, delayed disbursements, and weak coordination between schools and county offices. Despite these challenges, the data confirms that local government support remains a vital lever for BoMs seeking institutional backing for feeding programmes.

Table 4 Correlation Analysis

Variables	Pearson Correlation (r)	Sig. (2-tailed)	Relationship Strength
Fundraising Events	0.46	0.021	Moderate Positive
Donor Engagement	0.68	0.000	Strong Positive
Local Government Support	0.65	0.000	Strong Positive
Community Contributions	0.32	0.087	Weak/Not Significant

Regression Analysis

The regression analysis provides compelling evidence that financial mobilisation is the most influential predictor of School Feeding Programme (SFP) implementation effectiveness among the Board of Management (BoM) practices examined. The results show an unstandardized coefficient (B) of 0.681, indicating that for every one-unit increase in financial mobilization, whether through fundraising events, donor engagement, or securing local government support, the effectiveness of SFP implementation rises by 0.681 units, holding other factors constant. This magnitude of effect demonstrates that financial mobilisation directly translates into measurable improvements in programme delivery. The standardized Beta value of 0.398 further confirms that financial mobilisation has the greatest relative impact compared to other predictors in the model. In practical terms, this means that financial mobilisation explains a larger proportion of variance in programme effectiveness than other BoM practices, positioning it as the most critical determinant of success. The t-value of 7.74 and the highly significant p-value (p = .000) reinforce the robustness of this relationship, leaving little doubt that the observed effect is statistically reliable and not due to chance. Moreover, the low standard error of 0.088 highlights the precision of the estimate, suggesting that the regression model provides a stable and dependable measure of the influence of financial mobilization. This precision strengthens confidence in the conclusion that financial resource acquisition is central to the sustainability of school feeding programmes.

Table 1 Regression Analysis

Predictor Variable	Unstandardized Coefficient (B)	Std. Error	Standardized Beta	t-value	Sig. (p-value)
Financial Mobilization	0.681	0.088	0.398	7.74	0.000

Conclusion

The study concludes that the financial mobilisation strategies employed by Boards of Management (BoMs) are central to the sustainability and effectiveness of School Feeding Programmes in Mbooni East Sub-County. The evidence demonstrates that BoMs who actively pursue diverse strategies such as donor engagement, government support, and community fundraising can secure consistent inflows of resources that sustain programme delivery. Effective mobilisation is not simply about adopting a strategy but about the quality of execution, the cultivated networks, and the ability to translate commitments into tangible support. Where BoMs demonstrated strong leadership, proactive lobbying, and structured fundraising, programmes were more reliable and better received by communities. Conversely, weak mobilisation reflected poor networking, limited access to funding channels, and inconsistent community contributions, which undermined programme continuity. This study therefore concludes that strengthening BoM capacity in resource mobilisation is indispensable for ensuring reliable, equitable, and sustainable school feeding initiatives.

The study further concludes that financial planning by Boards of Management exerts a decisive influence on the implementation of School Feeding Programmes in public primary schools. Effective planning was evident in the ability of BoMs to translate mobilised resources into practical outcomes such as food procurement, stakeholder engagement, and provision of essential non-food inputs. Strong planning practices ensured that feeding programmes were not only operational but also consistent, trusted, and aligned with community expectations. Where BoMs demonstrated foresight, transparency, and structured budgeting, programmes were more resilient and better integrated into school operations. However, weaknesses in financial solicitation and logistical planning revealed gaps in fundraising literacy and resource management, which limited programme sustainability. This study therefore concludes that empowering BoMs with training in financial planning, budgeting, and logistics is critical to transforming resource mobilisation into effective programme implementation, thereby strengthening the long-term viability of school feeding initiatives.

Recommendations

Based on the findings and conclusion of the study, the following five recommendations are proposed to strengthen the role of Boards of Management (BoMs) in mobilizing financial resources and enhancing the implementation of School Feeding Programmes (SFPs) in public primary schools within Mbooni East Sub-County:

- i) Schools should be supported to build structured relationships with county governments, development partners, and philanthropic organisations. This includes creating directories of potential funders, facilitating introductions, and advocating for inclusion in county-level nutrition and education funding plans.
- ii) Targeted capacity-building programmes should be introduced to equip BoM members with essential skills in financial planning, budgeting, and transparent

- reporting. This will improve their ability to manage resources effectively and make informed decisions that support sustainable programme implementation
- iii) BoMs should be trained in effective fundraising techniques and proposal development to improve access to donor funding. Partnerships with NGOs and county education offices can facilitate regular workshops and mentorship on grant acquisition and donor engagement.
 - iv) BoMs should strengthen efforts to engage parents, religious leaders, and community groups through sensitisation forums and inclusive planning meetings. This will foster ownership and increase both financial and in-kind contributions to school feeding programmes.
 - v) BoMs should establish clear reporting and oversight frameworks, including regular financial reports, independent audits, and community feedback forums. Transparent processes will build trust among stakeholders, safeguard against misuse of funds, and reinforce confidence in the sustainability of school feeding initiatives.

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