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DEPARTMENT OF SOCIOLOGY AND SOCIAL WORK

**PERFORMANCE OF NON- GOVERNMENTAL ORGANIZATIONS' DEVELOPMENT
PROGRAMS IN KERICHO COUNTY: A CASE STUDY OF SERE AFRICA
INTERNATIONAL (SAI)**

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DECLARATION

Declaration by the Student

This research project report is my original work and has not been presented for a degree or any award in any other university.

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This research project report has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This study is dedicated to my dear parents John Chepkwony and Beatrice Hellen Chepkwony for the key role they played in building a foundation for me which has propelled me this far. For the sacrifices they made throughout my studies at the University.

To my lovely wife, Agnes Langat, for her inexhaustible support and encouragement.

To our children Emmanuel Kiprotich, Abigael Chepchirchir and Ebenezer Kipkalya. I hope this will inspire them to pursue their education and lead successful lives.

I honour you all for believing in me and giving me the inspiration to aim higher.

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ACRONYMS AND ABBREVIATIONS

| | | |
|--------|---|--|
| AIDS | : | Acquired Immune Deficiency Syndrome |
| CBO | : | Community Based Organizations |
| CDF | : | Constituency Development Fund |
| CHE | : | Community Holistic Empowerment. |
| ET AL | : | And Others |
| FBO | : | Faith Based Organizations |
| GDP | : | Global Development Program |
| GOK | : | Government of Kenya |
| HIV | : | Human Immune Virus |
| MDG | : | Millennium Development Goal |
| NCBO | : | National Council for Community-based Organization |
| NCCK | : | National Council of Churches of Kenya |
| NGOs | : | Non- Governmental Organizations |
| NPEP | : | National Poverty Eradication Program |
| O.V.C | : | Orphans and Vulnerable Children |
| PBO | : | Public Benefit Organization |
| PRSP | : | Poverty Reduction Strategy Paper |
| PRSP | : | Poverty Reduction Strategy Paper |
| PSSP | : | Public Sector Stakeholder Partnerships |
| SAI | : | Sere Africa International |
| TOT | : | Training of Trainers |
| UN | : | United Nations |
| UNCED | : | United Nations Conference on Environment and Development |
| UNDP | : | United Nations Development Program |
| UNESCO | : | United Nations Educational, Scientific and Cultural Organization |

ABSTRACT

NGOs contribute significantly to poverty reduction and the provision for economic empowerment. The NGO sector provides employment for over 200,000 people in Kenya thus raising their living standards. NGOs have operated in the country since before independence as either social organizations, CBOs, church based voluntary organizations and many more. They have served in providing support for the less fortunate people or in emergency situations in the country where the government couldn't cover.

This study focused on the performance of NGOs in promoting sustainable development in Kericho County. The study examined the role SAI was playing in Kericho County. The study assessed SAI's level of performance, examined its characteristics, its interventions strategies, its support to CBOs and its approach in regard to people's participation.

Comprehensive literature review was done to gather information on the role of NGOs in poverty reduction and sustainable development from previous studies. NGOs, generally aimed at; fostering people's self reliance; developing human resources, including local leadership and organizations; developing the quality of life of the people; increasing local people's incomes; and increasing productivity.

Purposive sampling technique was used in the choice of Kericho County, and applied to Belgut and Soin/Sigowet sub-counties as areas of study, as well as in the choice of SAI as the case study NGO. Four (4) CBOs were sampled. Three leaders of SAI secretariat and ten leaders from the four CBOs were purposively sampled as Key Informants. In addition 24 members of the CBOs who had benefitted from their projects were sampled.

The study found that beneficiaries were involved in the NGO projects mainly through their resource contributions. Their participation was found to have helped in creation of local capacity. The survey data also showed that SAI was making considerable contributions in training and educating its project beneficiaries. The presence of CBOs was important for SAI and the community members. Existing local institutions were noted to be providing appropriate entry points for NGOs interventions at the grassroots. We found that the NGO projects had contributed to poverty reduction among the beneficiaries in Kericho County.

Based on the findings of the study, SAI's vision, mission, goals, strategic plan showed that where there is a good lay out plan for NGO's engagement in community work, it will likely bring positive impact to the community. This is an example other NGOs must emulate so as to get better results in their development programs. SAI's interventions were seen by the CBOs and beneficiaries to have made a positive impact in the community. The relevant County and National ministries involved in community development should come up with interventions that should integrate the activities of NGOs like SAI since they play an important role in community development. Integrated interventions like giving some expert training in various fields and help in the implementation of the needed projects will finally reduce the poverty levels.

SAI working through CBOs brought positive impact to its projects at community level. There is need for other NGOs, National and County governments to equally work with community organizations like CBOs for better impact of their projects or programs. SAI encouraged community members to participate in its projects through CBOs and spend considerable amount of money to support the projects. There is need for other NGOs, National and County Governments to learn from this strategy with a view to strengthening community participation.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Non-Governmental Organizations (NGOs) have in recent times gained popularity in development circles due to their role in enhancing and implementing locally based development initiatives. This was amid diverse and continuous debate regarding their role and rapid spread both in developed and developing countries. Yet the participation of NGOs in development is crucial in reaching poor communities in the world, Africa and specifically in Kenya.

The history of Non-governmental organizations in Kenya was traced back to the voluntary efforts in the traditional African society in which values and norms of communication, mutual sharing and responsibility provided the basis of social organization. These values were made effective through the system of African extended family and kinship (Bratton, 1987). But organized voluntary organizations emerged with the colonial government's neglect of African welfare and development. The church missions and voluntary groups in the form of ethnic associations and harambee self- help like the independent school movement of the 1950s played a key voluntary role in the colonial society (Kanyinga, 1998; Bratton, 1987).

In independent Kenya, secular NGOs with the objectives of providing relief, education and health services especially in rural Kenya came into being. NGOs like the Maendeleo ya Wanawake started featuring in development at this time. International organizations like the Co-operation of American Relief Everywhere (CARE) started its operations in Kenya focusing on relief and development. The NGO sector in Kenya had expanded from around 120 NGOs in the late 1970s to an estimated 2,248 by 2019 (NGO Kenya Survey, 2019). It is estimated that there are around 40,000 CBOs in Kenya. Most of these organizations are membership based organizations that offer services to their members as much as they give back to the society (Writers Bureau Centre, 2013). The high growth in the number of NGOs in Kenya had been attributed to many factors among them, the harambee self-help spirit, the significantly peaceful environment favorable to their operation, and the increased availability of donor funds as well as the strategic position of Kenya in the Eastern and Central Africa region.

The NGOs were seen to start self help projects e.g. construction of schools, health facilities among others. Their key purpose had been to create effective community based mechanisms that

can make use of skills and resources available within communities to facilitate integrated sustainable community based development at a faster rate. Continued efforts on capacity building of Non Governmental Organizations (NGOs) have been at the core of government to ensure their development objectives are accomplished within a participatory and sustainable community framework, (CBO Kenya Consortium, 2005).

Yet by its measures it has become clear that the developing world continues to face dramatic shortage in resources, trained personnel, retention mechanism and systems necessary to address the overwhelming needs within their communities. These have rendered ineffective most of these NGOs reducing their capacities to facilitate sustainable community based development processes.

1.2 Sere Africa International (SAI): An Overview

Sere Africa international (SAI) was registered in the year 2006 as a local NGO in Kenya under the NGO Council of Kenya. The organization was initially formed in the year 2002 as a community-based organization then operated as Sere Africa Community Based Organization. It was formed with the goal of supporting women and orphans who had been infected or affected by the HIV/AIDS in the rural areas of Kenya (SAI strategic Plan).

This had been through empowering them to identify and utilize local resources towards poverty reduction in their homes. The organization is a network of rural and urban grass root organizations formed by members of different women organizations in Kenya. The organization was formed with the main mission of creating a gender responsive society by ensuring the upholding of equity issues, development of social standards for women and youth who are HIV positive. It also advocated for gender responsive cultures for the promotion of the well being of individuals, communities and institutions (SAI Brochure).

To enable the organization meet most of the above objectives and reach out to a wider population in the country, it is networking with 10 registered CBOs operating in different parts of rural and urban Rift Valley. These CBOs are made up of between 30-60 members, and this has enabled the organization to directly benefit more than 5000 members in Kericho County. It is worth to note right from the outset that Sere Africa International is a young and evolving network having commenced its work just 13 years ago (Staff Report).

Most of the organization's projects were funded through membership subscription, local fund raising, registration fees, and interest from loan and charity walk. Through the contribution from its Board of Directors and members, the organization has implemented several projects that have had positive impact to the lives of communities in the rural areas. A case in point is loans given to members for income generating activities like bead work, *mitumba* business and vegetable vending. HIV positive women have been able to initiate income generating projects with the small loans given by the organization. Another successful project is Home Based Support System, this system has under it 50 orphans who are supported with food, clothing, medication, etc, from their parental homes (SAI brochure).

1.3 Problem Statement

The rapid population growth in developing countries has led to an increase in the demand for basic services. As the nations grows in size, the provision of houses becomes more costly; the health related problems emerge, safety and communication issues also strain the developing governments which do not have adequate resources and capacity to single handedly meet most of the population and community needs. The pressures on community infrastructure have also been accentuated as communities try to respond to increasing modernization and marginalization especially in rural areas. This has led to the evolution of NGOs in response to the pressures to articulate the needs of communities mobilize local resources and external funding and carry out development priorities that address the development gaps of communities at a local level (Wanyama, 2002).

NGOs in Kenya have grown over time according to records of the NGO Council of Kenya. This was because the donors became frustrated with the corruption in government in the early 1990s. So they opted to channel funds directly to NGOs and civil society organizations in order to promote the new policy agenda of democratization and good governance (Maxwell, 2003).

This phenomenal growth showed that NGOs were filling a void left by the government and other development partners. The NGOs had emerged as a response to the scarcity of social, cultural and economic resources and/or services to communities which could not obtain them or satisfy themselves on their own, and the inability of government to reach all areas. However, given the independent status of NGOs combined with a lack of collaboration among organizations, there

was little accountability on the responsiveness of NGOs to actual poverty needs (Edwards & Fowler, 2002).

With the enormous increase of resources to NGOs from the international community combined with fewer resources at national government level there is an emerging need for a detailed analysis of NGO activities. An evaluation on NGO's performance is necessary so as to provide credibility to a set of development projects and give shareholders confidence in their operations. This study therefore evaluates SAI's performance on development in Kericho County.

1.4 Research questions

This study sets out to address the following questions:

- i. What are the characteristics of SAI?
- ii. Which programs does it support?
- iii. What is the potential sustainability of its supported projects?
- iv. What is the nature of its interventions?
- v. To what extent do people participate in SAI supported projects?

1.5 Main objective of the study

To assess SAI's performance in promoting development in Kericho County, Kenya.

1.6 Specific Objectives

The specific objectives of this study were to:

- i. Assess SAI's level of governance and effect on its performance.
- ii. Examine SAI's characteristics and their effect on its performance.
- iii. Establish SAI's interventions strategy and its effects on its performance.
- iv. Examine SAI's support of CBOs and effect on their performance.
- v. Determine People's participation in SAI projects.

1.7 Justification of the Study

This study intended to contribute knowledge on the performance of NGOs in their efforts to strengthen development in rural areas. Development is today at the heart of aid programs in the country and NGOs are obsessed in their involvement in a variety of interventions in development

along with service delivery. However, not much is known about these NGOs development programs from the available literature (Joseph, 2015).

The study provided relevant information to inform policy practice on SAI's performance in respect to promotion of development structures among rural communities of Kericho County. It is specifically presenting views of the respondents' ratings on SAIs performance. This study will bring an understanding on how NGOs development activities impact rural development initiatives that may contribute to sustainable livelihoods through effective participation of rural people and rural communities in the management of their own social and economic objectives.

1.8 Scope of the study

The study explored and analyzed the characteristics of SAI which is involved in strengthening sustainable development and established the extent in which socio-economic and political factors influenced its performance. Also examined were the types of projects undertaken by the NGO in encouraging development efforts among the people, and still examine the performance and sustainability of the projects undertaken. In addition, the study examined intervention efforts carried out by the NGO, as well as ways in which people participated in development activities that were being done and supported by the NGO. The intention was that the study would contribute to a better understanding on the performance of SAI as an NGO in strengthening development in the rural areas.

The focus of this research limited its scope to SAI's development programs in Kericho County in terms of geographical area. Although the problem investigated had implications in other parts of Kenya, it would require much longer time and considerable amount of money to survey all the other places in the country.

1.9 Definition of Key Terms

Training: This is an organized or non-organized imparting of new ideas or knowledge on someone.

Economic Empowerment: This refers to activities that were aimed at improving people's livelihood by giving them alternative ways of accessing necessary goods and services.

Development Interventions: This is an effort that promotes behavior that improves general wellbeing, and discourages poverty risks.

Development program refer to a formalized set of activities, drawn from a range of interventions, over a set period of time, and designed to enhance managerial and leadership capabilities.

Poverty reduction describes the promotion of economic growth that will permanently lift as many people as possible over and above the poverty line.

Non-Governmental Organizations (NGOs): The Non-Governmental Organization (NGOs) Co-ordination Act 1990 defines an NGO (also known as nonprofit organizations(NPO) as a private voluntary grouping of individuals or associations not operated for profit or other commercial purposes but which have organized themselves nationally or internationally for the benefit of the public at large and promotion of social welfare, development, charity or research in the areas inclusive of, but not restricted to health, agriculture, education, industry and supply of amenities and services.

Sustainability is characterized by durability (rate at which a firm's underlying resources, capabilities or core competencies can be enhanced) and imitability (rate at a firm's underlying resources, capabilities can be duplicated) (Hungler and Wheelen, 2007).

Strategic Management refers to the art and science of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its objectives (David, 2009).

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this chapter, the concepts of community development, Non Governmental Organization, Sustainable development, and poverty are discussed. Policy framework on sustainable development is also featured here. Towards the end of this chapter, theoretical and conceptual frameworks are highlighted.

2.2 Non-Governmental Organizations

NGOs were generally assumed to form part of the civil society, along with CBOs, social movements and other associations. In some instances NGOs have been referred to as Non-profit Corporations. According to Buxton and Prewitt (2003) Non Governmental organizations are composed of a group of people from various regions who organize for the support of needy communities and which operate in a wider network. NGOs, according to the same authors are public or mutual beneficiary organizations. They are mainly composed of groups brought together to work on new externally supported projects. These are the so called initiative groups whose members may not be related to each other in a variety of ways (family, policies, profession or business) and who form a committee to carry forward a particular project.

2.2.1 Characteristics of NGOs

The value of NGO's had been realized by the government, because of their nature of helping the people to develop. According to Republic of Kenya, Development Plan (1983-89), NGO's were seen to perform three roles as follows;

- a) Prophetic role, i.e, speaking on conditions of injustice and depersonalization.
- b) Supplemental role, i.e, providing alternative mechanism for offering services to needy people.
- c) Modelling role, i.e, experimentation and innovations in new forms of organizations and practice with humane orientation.

Sethna and Shah (1991) noted that NGOs operate differently from government organizations in certain important respects. While government organizations systems were concerned with service delivery within the boundaries of institutional mandates, NGOs' were less narrowly confined by such mandates. Instead they focused on popular participation, through which the

poor themselves would define the needs to which NGOs will subsequently respond. This philosophy of work enabled NGOs to develop closer relationships with the rural poor, facilitating problem identification and feedback on local needs (Constitution of Kenya, 2010). According to Sethna and Shah (1991) NGOs tend to be small in structure and size. They avoided complex hierarchies and prize flexibility in decision making, although there were tradeoffs between speed of decision and adherence to democratic decision making procedures and complex decision criteria. Small size also meant inability to internalize certain economies of scale in the research process. In Financial Organization and Accountability, NGO mainly depended on donated funds unlike government organizations which were dependent majorly on public funds. Therefore government organizations facilitated long-term research and imply accountability to government, while NGO contributed to short time horizons, and keenness to demonstrate rapid impact of donations. Some NGOs managed to create room for maneuver, by creating their own funding basis, but in general NGOs' financial arrangements discourage commitment to long-term research and development.

Tongswate and Tips (1989) points out that NGOs have been seen to initiate new small scale projects often using innovative methodologies. Their ideas and experiences have served as models and sometimes influenced policy in rural development. In Kenya, NGOs support communities to improve their standards of living by developing their initiatives and locally encouraging the use of available resources. To this end, they emphasized community participation and involvement as prerequisite for their financial, technical and moral support. Even though NGO involvement in rural development mostly favors small-scale projects focusing on people at village or community level, they were, according to Tongswate and Tips (1989), claimed to be autonomous, flexible, efficient and effective. NGOs, generally aimed at:

- i. Fostering people's self reliance.
- ii. Developing human resources, including local leadership and organizations.
- iii. Developing the quality of life of the people.
- iv. Increasing local people's incomes, and
- v. Increasing productivity.

2.2.2 Performance of NGOs

Most NGOs do limit their areas of operation to smaller communities, but still there were few others which have projects covering large areas. In this case therefore there was a tendency to give assistance which was questionable on how it will prepare the community to be self-reliant. Nevertheless in implementing their projects, most NGOs tended to focus on already existing organizations such as self-help groups, women's groups, parents/teachers associations, church groups, youth groups, etc. Such organizations were locally initiated. The main question was how effective such intervention had been in motivating the organizations for further actions.

Many activities started as self-help or mutual help groups. Over time, they develop into NGO's wider associations or micro-credit agencies. According to Grant (2000), whilst the structure and level of professionalism of these organizations may change and grow, the question remains as to how much they can achieve beyond their own continued survival. NGOs used local and foreign resources to bring development within the community. They have the role of deciding the use of resources which belong to the community as a whole. This gives them a governance function which may depend on recognition and support from the community as a whole, traditional authorities and from the government and other agencies. NGOs have sprouted over time due to the diminishing role of government in bringing development to the people. As noted by Frank and Smith (1990), Non-profit corporations (organizations) are organizations whose explicit goal is to serve within communities that receive inadequate attention from government agencies and other private sector.

2.3 People's participation

NGOs have emphasized the need for local peoples' participation in their projects. To this end, community leaders have been considered as an important link between the NGOs and the population in the ground. They have therefore set aside funds to train community leaders such as chiefs, political, religious, opinion, youth and women leaders, village elders and school heads. Training takes place locally in such places as primary schools, recreational centers, churches and government institutions. This training aims at equipping community leaders with knowledge and skills that can enable them to effectively mobilize and manage locally-available resources for accelerated development in the framework of provided development strategy. In this manner, it

was believed often that the training would continue to be useful to communities beyond the life span of an NGO's work in the area (Constitution of Kenya, 2010).

Narkwiboonwon and Tips (1989) noted that the reason for focusing on community leaders' training was to create easy contact points and access to the communities. However Kayongo Male (1984) while evaluating the impact of leadership training on women groups' activities revealed that such training may not trickle down to members. He said in fact it may only serve to improve the socio-economic status of the leaders and thereby widen their social distance with ordinary people. It was with this idea in mind that some NGOs, while designing training packages for members of communities, sought to involve the target groups by undertaking an assessment of training needs. Such assessments have provided a basis for deciding on the objectives and content of training, its duration, venue, composition and number of trainees.

2.4 Legal and Regulatory framework of NGOs

The NGO sector in Kenya had faced an expansive and tremendous growth over the years. Since independence to date, there have been continuous changes in both the policy and legislative framework and in relation to the activities that drive the operations of the NGOs. A very vital legislative framework was the NGO coordination Act of 1990 (Act No. 19 of 1990) which was revised on 2012, and then was followed by the Public Benefits Organization Act of 2013 which has not yet been passed by parliament. NGOs anticipate that the Public Benefits Organizations' (PBO) Act, 2013, will address some of the challenges that they face under the current law, the Non-Governmental Organizations Coordination Act, 1990.

Between 2013 and 2015, there were four attempts to amend the PBO Act, 2013, through proposals tabled in Parliament, but civil society successfully thwarted these plans through spirited campaigns. Throughout 2017, NGOs urged the Government to commence the PBO Act, 2013 but were without success due to lack of political will from the Government. As of February 2019, consultations continue to take place on the PBO Act between the Government and civil society and the feedback would be expected to inform the preparation of a bill to amend the PBO Act.

Under the Non-Governmental Organizations' Coordination Act 1990, which would stand repealed upon the coming into force of the new law, registered NGOs are under the NGO Coordination Board. According to the statutory definition, NGOs were established solely for

non-profit and non-commercial work either at a national or international level. In their mandates, NGOs were focused on creating benefits whose focus is the public rather than private individual entities. Markedly, the NGOs interests' lied in promotion of research, social welfare, or development in a number of fields ranging from health, education to agriculture as well as under industries (Republic of Kenya, NGO Coordination Act, 1990, Section 2).

NGOs were often referred to as 'non-profit organizations'. The PBO Act had introduced a new terminology which covered the traditional NGOs- the 'public benefit organizations (PBOs)'. Non-profit organizations' is a general term that had been coined to refer to companies, NGOs, PBOs or societies and trusts. In addition, the Act recommended voluntary membership where necessary, with the inclusion of groups and individuals whose focus was autonomous, not for profit and non-partisan approach to the activities outlined. Similarly, the Act was cognizant of the fundamental meaning of public benefit activity as one where the public benefits either economically, socially, environmental or developmental wise. Consequently this can be in the form of lobbying, advocating or protecting such various issues whose interests, functions, concern and benefits were for the public (Section 2, NGO Coordination Act).

Many have argued therefore that the PBO Act provided a better regulatory framework for good corporate governance in terms of principles and oversight. The Act contained important pillars such as leadership and integrity, self-regulation and corporate social responsibility, accountability and transparency, which may provide a frame work that, would lead NGOs on the path to good corporate governance. The Constitution of Kenya 2010 is a framework within which the PBO Act operated.

2.5 Sustainable Development

In 1987 the World Commission on Environment and development coined the word sustainable development and emphasized on the importance of the environment in development policies. But over time the concept has developed and encompassed other domains and disciplines since the Johannesburg Summit where other areas were incorporated previously neglected by development, such as education or culture, the latter being recognized as a fully fledged source of development by the Universal Declaration of Cultural Diversity adopted by UNESCO (UNESCO 2002, 2001). To be financially sustainable, a project must be able to cover its costs, and generate sufficient funds to make it worthwhile for the poor to take it over. Institutional

sustainability is essentially a function of the capacity of groups and individuals to organize and manage all project activities. NGO withdrawal is therefore premised on the existence of some organizational structure to which it can hand over responsibility for project management. Today sustainable development has been used in many disciplines as a tool of analysis and framework for developing policies and plans both within states and internationals. The UN General Assembly in 2000 for instance has adopted some 60 goals that focus on peace, development, environment, human rights and poverty (Grant, UNDP, 2000).

Sustainable development has broadly been referred to development that meets the needs of the present without compromising the ability of the future to meet their own needs, a definition conceptualized by the World Commission on Environment and now widely used in all development circles. This definition according to Swisher et al. (2006) conceptualizes sustainable development as having “limitations imposed by the present state of technology and social organization on environmental resources and by the ability of the biosphere to absorb the effects of human activities” This definition emphasizes the importance of present activities on the future sustainability of the universe. It sees a sustainable community as environmentally sound: where decision making focuses on reducing the impacts of population growth and development on natural resources and the environment, economically productively; in which the community members make local capital investments that will sustain human and natural resources and yields adequate financial returns to those investments and lastly embodies social justice with equitable access to resources and decision-making processes, foster the distribution of foods and benefits across all sectors of the community (Swisher et al. 2006).

The above definition has been further developed and viewed as social movement in which a group of people with a common ideology come together to achieve a certain general goal. According to Swisher et al (2006) UNCED for instance in an effort to encourage the creation of a broadly based social movement in support of sustainable development, was the first international, intergovernmental conference to provide full access to a wide range of NGO/CBO to encourage sustainable development. More than 1400 NGOs participated.

In 2002, 737 new NGOs and more than 8,046 representatives of groups (business, farmers, indigenous people, local authorities, NGOs, CBOs attended the world summit on sustainable development in Johannesburg). The one voice was for communities, states, regions to engage

in community exercises to define a desirable sustainable future and the actions needed to attain it. The main efforts were to create sustainable livelihoods, globally and within states. This included creating sustainable livelihood through local authorities, creating sustainable opportunities for work and sustenance that offer sustainable and credible alternatives to current process of development and modernization (Swisher et al, 2006).

Sustainable development upholds the values of freedom, equity, tolerance, solidarity, respect for nature and shared responsibility. For the success of sustainable development, according to swisher et al (2006) the participation of diverse stakeholders and perspectives, with the idea of reconciling different and sometimes opposing values and goals towards a new synthesis and subsequent coordination of mutual action to achieve multiple values simultaneously and even synergistically is required.

As echoed by Swisher et al 2006, UN General Assembly 2000, Brundtland Commission 2001 and others sustainable development is therefore in a way in which each succeeding generation can make their own decision about how best to satisfy their needs. It refers to social conditions that contribute to intergenerational equity; fostered by continuous growth and development of economies and societies. It stresses the importance of equal growth, social development and environmental concerns through intergraded strategies and policies. It recognizes the importance social cohesion through collective action by such organizations as NGOs as a mutual concept through which the wealth of society will be increased, peoples' lives and human rights will be improved, respected and social equity and justice guaranteed.

2.6 Policy framework on sustainable development and Non Governmental Organization

The poverty Reduction Strategy Paper (PRSP) developed in consultation of the government, development partners, private sector representative, the civil society, various non-governmental and community based organizations was a major step in defining the development problems and strategies for reducing poverty in Kenya. The paper is grounded on the National Poverty Eradication Plan (NPEP) which was prepared in 1999 for the period 1999- 2015. The paper acknowledges the leading cause of poverty in Kenya as poor governance among other factors. The paper recognizes the role of grassroots organizations in poverty alleviation strategies. In this regard The Government of Kenya established the Kenya Social Action Fund to support and

finance the implementation of productive community- driven development projects within the framework of sustainable community development (PRSP, 2005-2007;3).

PRSP was developed to increase and encourage participation of stakeholders to respond actively in poverty alleviation through the National Poverty Eradication Plan. This was in recognition of the gaps that have been experienced over the past in provision of public goods and services. The public sector including both the private and the civil society especially NGOs were viewed as important in sealing the gaps existing in the endeavor to reduce poverty in the country through provision of public goods and services. PRSP thus pointed especially to the role of NGOs and other civil societies in promoting innovative thinking in policy formulation, ensuring engagement of marginalized and other special groups, provide access to the grassroots communities and special groups and provide feedback on public policy and service delivery (GOK, 2007).

UNDP was the first UN bodies to launch a Country Development Program in the endeavor to reducing poverty in Kenya. The Program through participatory research established lack of capacity at community and national levels for participatory approaches and methodologies to development. The program since 1999 has focused on capacity building and institutional strengthening for participatory development., improved and sustained agriculture, livestock and fisheries production, rural micro-enterprise development for poverty reduction, development of education for training of community organizations for poverty reduction sustainable community health services; community based environmental protection, and sustainable community based infrastructure development. These programs have gone a long way in increasing the role of community based organization in facilitating sustainable development within their community. UNDP continues to partner with local organizations in resource management, infrastructure to development, health, education and many other areas to ensure sustainable country (UNDP, 2003).

The Non Governmental Organizations Council was created in 1993 under the Non-Coordination Act, 1990 as a forum of all voluntary agencies. The NGO Council membership includes international, regional and national NGOs operating in Kenya and working with a host of CBOs and groups. Under Standardization, the council re-builds the NGO's around each of the eight tier principles that are fashioned from the 8 United Nations Global Millennium Development Goals which include eradicated extreme poverty and hunger; achieve universal education; reduce child mortality; improve maternal health; combat malaria, HIV/AIDS and other diseases; promote

gender equality and empower women; ensure environmental sustainability and develop a global partnership for development. Within these principles each group is then mandated to develop an internalized process of implementing a community-driven development program towards the realization of each specific MDG goal (GOK, 2007).

Currently there are more than 2,500 NGOs existing in Kenya registered under the Commissioner for social services and National NGO council undertaking different grassroots projects mainly in rural areas. NGOs which have continued to gain recognition in meeting the needs of people through community based initiatives that the local government has neglected over the years despite their limited capacity and dependence on outside sources for funding (NCBO, 2008).

NGOs play a significant role in promoting sustainable development especially in rural communities. NGOs have emerged in contemporary world with better representation of the public voice against injustice and suppression than any other organizations. They have assembled people to create pressure on certain causes of development that have often been undermined. The role of NGOs has always been undermined yet they have the capacity to organize and empower weaker sections in the society to prepare the rural people to act their own development initiatives.

According to All and Baas (2003), the last decade has seen an increasing role of civil society including community development in rural development. This has been due to their structural characteristics, which match the global shift towards participatory development and good governance. This has led to an escalating concern regarding the strengths, weaknesses, opportunities and threats of NGOs vis-a-vis their functions as catalyst of sustainable development. Hence organized NGOs in poor rural communities can influence local governments to be accountable to form coalitions with other social forces, and to build larger organizations that can influence regional and national policy in favor of poverty reduction.

With adequate capacity building rural institutions can play a major contribution in community mobilization in support of judicial use of national resource and environmental protection. They can also act as a forum for integrating women and disadvantaged groups into local community development. Moreover such institutions can encourage rural people to take a longer term view of planning and to support cooperation that considers community interests as well as individual needs (Narkwiboonwon and Tips, 1989).

All these endeavoring factors are based on the geographical set up of NGOs, its operational area and membership have significant impact on its inclusiveness and capacity for equitable representation. Based on traditional power structures they have the capacity to reach the most marginalized and address the real community issues most organizations are not able. Without disrupting the cultural and traditional structures they have the capacity to design relevant strategies which strengthen local ownership, community commitment and shared responsibility (Robb, 2009).

2.7 Constraints experienced by NGOs in implementing development

As NGOs continue to grow, evolve, and take up different initiatives in the community, various challenges have started to emerge that are in many ways beginning to crumble the very essence of the sustainability of their development initiative and their ultimate survival especially in the 21st century. Many of these challenges are associated with their capacity, funding and sustainability of their projects, impact within the community, governance and many others that many NGOs are facing especially in rural areas. This section discusses major constraints experienced by NGOs in promoting sustainable development.

Although the main role of NGOs has been to promote development through alleviation of poverty, many of NGOs in rural community have been rendered nonfunctional due to high levels of poverty. Many of this communities are plagued by poverty that bring a lot of economic and social distresses which many NGOs are unable to tackle and more so overcome themselves.

Joseph (2000) in his book *'Sustainable Development in Mega cities'* has put forward an important constraint in achieving sustainable development that all stakeholders in development initiatives including NGOs have succumbed to. He brings forward the issue of fragmentation as a growing human sustainable development especially within Non Governmental Organizations. Within the confines of neo-liberal model, the people's demand and aspirations for a better quality of life are now as separate unrelated issues. Poverty, environmental destruction, gender inequality, employment rights etc. this fragmentation of development programmes makes it difficult to involve a range of actors in an integrated human approach to development. This is mainly within the framework of the NGO concept. Who do not necessarily address the structural and ethical problems surrounding poverty but focus on pockets of development, leading to

compartmentalization that has fragmented the main issue of general poverty and divert attention and concern to the designing of integral and sustainable approaches to development.

Of greater concern, according to Jaime Joseph (2000) is that this fragmentation affects social actors themselves. Each group or organization has its own specific area of interest, and this has seriously made the nongovernmental organizations to be weak. When NGOs try to focus on a single issue and fail to build common interest and goals, they are less likely to interact with organizations that have different interests. This will lead to conflicts, destruction and loss of the wider development perspective. Finally it will weaken the vision with which development strategies depend.

He continues to add that grassroots organizations have lost much of the capacity to relate to and coordinate with different sector mainly due to breakdown of political systems that many NGOs relied on. This has made them loose their power of influence public opinions and political decisions. This is mainly due to structural adjustment problems that have made labor laws more flexible in order to cut production costs and reduce government spending (Joseph, 2000).

NGOs and other civil societies have been described as the well spring of social capital-the ability of people to work together for common purposes; this in turn is integral to good governance. NGOs especially have been credited with their ability to successfully engage communities in activities which have contributed in tangible ways to improving their conditions through infrastructural improvement capacity building and institutional strengthening. Working through community based organizations, they occupy a major place in empowering communities to make decisions in matters that affect their lives, redirect public goods and services to where they are needed most, promoting integration of local action and national policy objectives and growth target and control over community resources to develop communally sustainable programs (Grant, 2000).

These direct political values have been overlooked given their autonomous and informal nature by many governments and there has been no concerted effort to integrate the process into governance structure. According to Grant (2000) this lack of integration has slowed the pace of development of these organizations to meet the needs of a democratic society. The state and other mechanisms have either prevented this integration from taking place or have neutralized their role by attempting to replace them with traditional patronage practices. Joseph (2000) also

comments that the collapse of political parties that in the previous decades helped organize low income movements, bringing them together under political platform have also contributed to their performance in achieving sustainable development governance. Moreover, what is most alarming is that most pertinent for promoting sustainable and human development, is that the people themselves have become more and more uninterested in democratic politics. They do not expect the democratic political system to contribute to the solution of their immediate material needs and even less to help them move ahead on the road to development.

The lasting impact of community development programs is dependent on the capacity of NGOs to provide services and goods through sustainable means. Capacity building and strengthening linkages with formal institution is a critical area in investment among NGOs. The need for managerial and technical skills to undertake necessary tasks is critical to NGOs initiatives. Yet many of these organizations lack the capacity to undertake sustainable development (Joseph, 2000).

Some of the NGOs are keen to undertake activities on short term basis but lack the discipline to think through the long-term planning that will make their work more effective. In addition, they hardly think through the outcomes of activities and how the activities contribute to solving problems. Some NGOs lack the competencies in developing and implementing monitoring and evaluation plan for impact measurement and lesson learning from their activities and projects. They also have inadequate skills in communicating technical information and skills to collect and disseminate information. Other NGOs also lack effective networking and experience sharing skills with partners, CBOs, and other local and international NGOs in genuine effort to enhancing adaptation and reducing vulnerability to risks. They also suffer from undefined roles, leadership, governance and managerial skills. Lastly they have inadequate capacities to raise adequate resources, mobilizing local resources, manage finances and effectively report to donors. These difficulties make it hard for NGOs to grow and achieve sustainable development within various local communities (Kisiangani, 2008).

According to Coetzee (1996), funding NGOs have become a highly and widely debated issue in recent times. These have created constraints of meeting the demands of sustainable development with limited resources among NGOs working in rural communities. The struggle of connecting the

mission of their organization to foundations or grant requirements of donor organizations is one of their major challenges. Further the prevalence of short term project funding cycles (sometimes for effective project delivery and exposes organizations to high risks, as they have to commit to purchase or lease property or employ staffs on an assumption that a project will proceed and grow which sometimes does not.

2.8 Theoretical Framework

2.8.1 Social Capital Theory

The theory of social capital and its concept was developed mainly by Coleman (1988), Robert Putnam (1993) and Pierre Bourdieu. Bourdieu (1986) for instance saw social capital as the social and economic forces created to maintain a capitalist society. Bourdieu proposed that economic, cultural, and social capital together share the permissible actions in any particular field of interaction. According to him when social capital is utilized by individuals and families they have collective effects. For Bourdieu, social capital was an important individual asset that could be used in pursuit of individual life aims and must be constructed within a particular social and cultural context. Coleman (1988), on the other hand saw social capital as a collective asset and an attribute of the society. He focused on social cohesion and social policy and dwelled on their close linkage to social capital. Coleman argued that "social capital is defined by its function. It is not a single entity but a variety of different entities, with two elements in common: they all consist of some aspect of social structures, and they facilitate certain actions of actors." Putnam (1993) added larger contributions to the popularization of the concept of social capital. He viewed social capital as "features of social realization such as networks, norms, and trust that facilitate coordination and cooperation of mutual benefit." He emphasized on individual participation on social life and the construct of social trust. All these three authors emphasized the importance of social capital and saw its utilization in other forms of capital.

Social capital therefore becomes an important tool in community development especially for desiring association that would solve a mutual concern. It is also important in addressing policy with the aim of reducing social exclusion and more so to bridge the gap between agency and structure, individual and society by allowing the individual to act in certain ways for a collective action within a defined community setup. Clair (2005) comments that social capital therefore does not exist until it is used in practical human action, and that attempts to create or measure social capital must

recognize the application of social capital. The World Bank has further sought to understand and contextualize social capital. They have operationalized the social capital within the development approach. According to World Bank social capital are social institutions, relationships, and norms that shape the quality and quantity of a societies' social interaction. World Bank sees social cohesion as a significant for a country to prosper economically and for development to be sustainable. To the social capital is not just the institutions that underpin society-it is the glue that holds them together (World Development Report 2002).

Social Capital network-European Commission (2007) the important aspect of social capital is the ability for individuals to participate in social groups that bring about collective effects. This reflects the importance of community based organizations since they are able to respond to issues within the community using social capital by engaging and mobilizing individuals and bridging social capital with available resources.

2.8.2 Interdependence theory - Voluntary Organizations Model

According to Salamon (1995) the 'paradigm of conflict' is not the only way by which the origins and relevance of NGO work can be viewed. That it can also be viewed from the relationship and partnership viewpoint. Nonprofit organizations are often active in a field before government can be mobilized to respond. Voluntary organizations are seen as governance structures reinforcing the norm of (generalized or balanced) reciprocity, making possible the pooling of resources based on the reciprocity principle, and, because of these features, facilitating collective action oriented towards public or mutual interest or towards advocacy. This ability confers on them a comparative advantage when providing certain goods (trust goods, collective goods, club goods, cultural goods, etc.) in competition with for-profit and governmental organizations. From a governance-structure perspective, their ability to mitigate coordination failures explains why these organizations survive in competition with other institutional forms as a result of selection and reinforcement processes (Elster 2007: 271).

However, voluntary organizations are exposed to governance failures that might jeopardize their trustworthiness and efficiency. By focusing on the non-distribution constraint – an important, but partial, aspect of voluntary organizations – the main theoretical approaches toward the nonprofit and voluntary organization have neglected important features of this type of organization. The

conceptualization offered here – stressing the governance structure as well as the role of reciprocal coordination – provides a corrective to these theories while synthesizing them in a unified framework by introducing a plurality of action rationales (instrumental, normative, axiological), of coordination mechanisms and of coordination failures.

Stressing the crucial roles played by the governance structure and the governance practices that are associated with this structure has not only theoretical implications, but also practical ones. The main practical implication of this theoretical approach consists in underscoring the interdependencies existing between the organization's capacity to generate resources and its governance. Well-functioning governance enhances at the same time the trustworthiness of the organization, its ability to mitigate coordination failures, and its capacity to attract market, reciprocal and public resources. In spite of the tensions that characterize nonprofit governance (Conforth 2003), the practices of governance embodied into voluntary organizations' governance structure is the best guarantee for organizational efficiency and trustworthiness.

Repeated "scandals" within the voluntary sector remind us that the voluntary organization's governance may fail and public trust in voluntary organizations may vanish. Increased awareness, especially among board members, of the centrality of voluntary organization's governance as the main determinant of their trustworthiness and efficiency may be gained from a better theoretical understanding of the specificities of voluntary governance and of the functional links between coordination failures and internal governance (Langton, 1981).

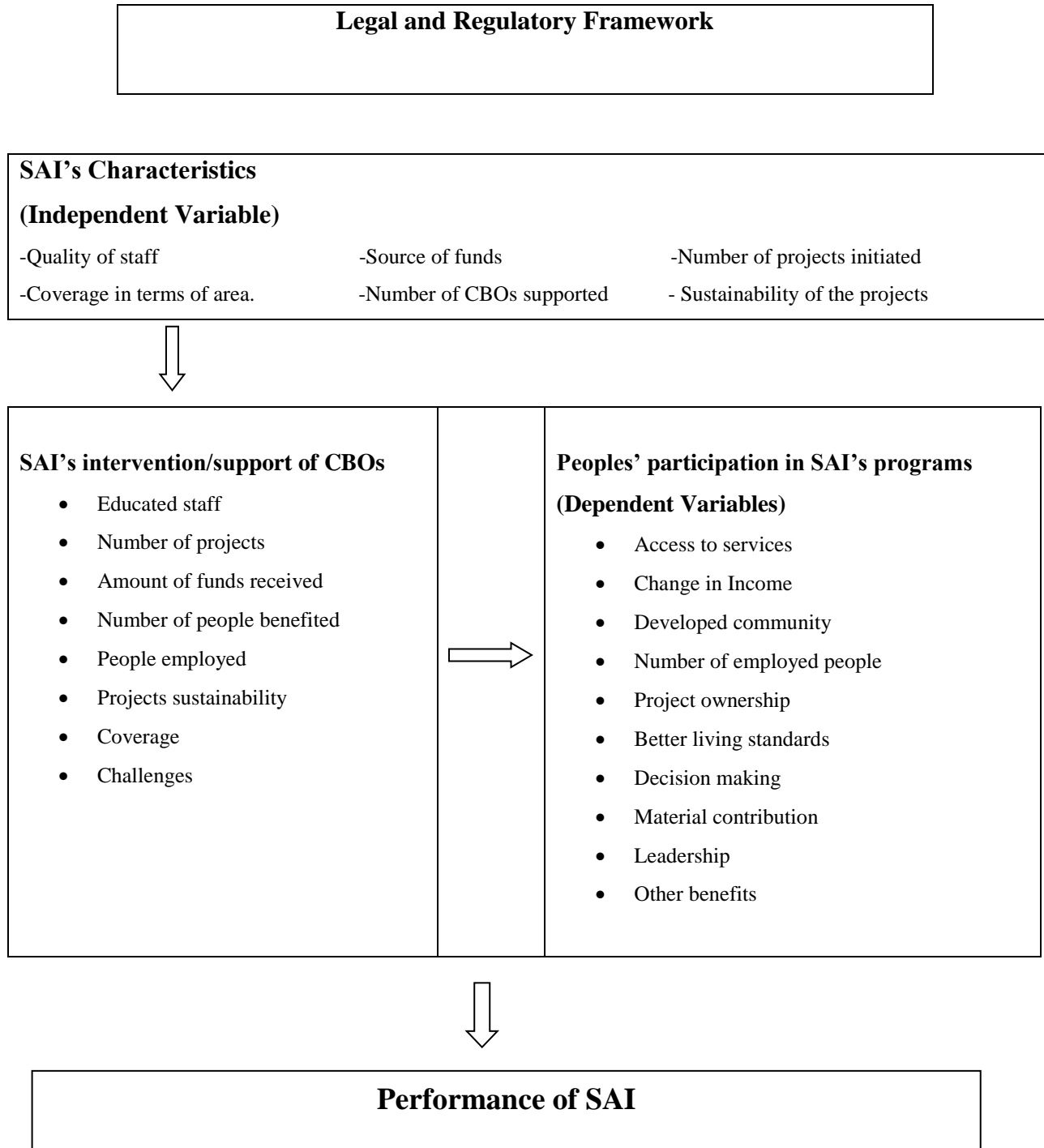
2.9 Conceptual Framework

Success on performance of Non Governmental Organization has strong linkages to social capital based on the level of bonding of the group. According to World Bank (2003) social capital played a major role as a developmental tool or "missing link" which was essential for alleviating and achieving societal development. Social capital gave structure to social relationships. Social capital facilitated collective action as indicated by various studies (Krishna 2003; Ostrom 1994; Putman 1993; Schmid 2000). Collective action brought the flow of activities through social capital and bonding of groups. When organizations took collective actions of addressing the communities' needs, people's livelihood were built, development programmes and economic growth were experienced. This was especially so in non-governmental organizations which over

the years had shown high level impact of their activities. This was because their membership is forged by strong social and economic links and members recognize and trust each other and leaders who they appoint based on age and experience. According to Dahal et al the degree of social cohesion and trust is critical for the persistence of NGOs. Their viability comes due to the stability of the structure and members operational rules and sanctions and an economy scale which permits specialization. Non Governmental organizations therefore were able to generate strong connectedness among them and carry out collective activities. The figure below shows the interconnectedness between various frameworks within SAI resulting to its effectiveness in development.

Figure 1: Conceptual Framework of SAI’s Effectiveness.

SAI’s effectiveness in this framework is the degree to which objectives are achieved and extent to which targeted problems of the community are solved.



In this framework, the peoples' participation in SAI's projects and the impact these projects bring to them (dependent variable) depends on the characteristics of SAI (independent variable) and how SAI use the CBOs (Intervening variable) under it to take development to the people.

Table 1: Operationalization table

| Objective | Variable | Indicators | Types of Analysis |
|---|------------------------------|---|--------------------------|
| Examine SAI's Characteristics | Essential qualities | Dependent variable- SAI's performance Independent variables; -Resources for development -Vision, Mission, Goals -Legally operational -Leadership transparency -Accountability -Membership. | Descriptive |
| Establish the types of programs supported by SAI | Program interventions | Dependent variable- SAI's performance Independent variables; -Improved Food security -Good Health care -Good facilities - Improved education level -Improved awareness - Better jobs | Descriptive |
| Examine performance and sustainability of projects | Sustainability interventions | Dependent variable- SAI's performance Independent variables; -Project owned by locals -project shareholding -Local leadership -people participation in decision making -Source of funds | Descriptive |
| Examine SAI's intervention strategies | Development interventions | Dependent variable- SAI's performance Independent variables; -Employment of people -Trained people -Healthy livelihood -Increased income generating activities | Descriptive |
| Determine whether SAI ensure people's participation | Participatory interventions | Dependent variable- SAI's performance Independent variables; -Decision Making -Better Living standards -Project ownership -Number of employed persons | Descriptive |

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter spells out how the data for this study was gathered. It gives details about the site, the study design, methods and tools of data collection, as well as the manner in which the data was collected and analyzed. This study assessed the performance of a selected NGO in Kericho County on promotion of sustainable development. Data had been collected and analyzed through a triangulation of both quantitative and qualitative methods from Sere Africa International (SAI) carrying out development activities in Kericho County.

3.2 Site selection and description

Kericho County is one of the counties in Kenya. It is situated in the Southern part of Kenya. It lies between longitude $35^{\circ} 02'$ and $35^{\circ} 40'$ and between the Equator and latitude 023°S . The county is bordered by Nandi to the North, Nakuru to the East, Nyamira to the West, and Bomet to the South. The county had a population of about 1,295,937 according to 1999 National census and was projected to increase to 1,845,497 in 2008, 2,252,974 in 2010 and 2,760,666 in 2012. The County has six constituencies, namely Belgut, Bureti, Sigowet, Kipkelion East, Kipkelion West and Ainamoi. The County has 30 wards represented by members of County Assembly. The County is home to Kenya's biggest water catchment area, the Mau Forest. With a high altitude and virtually daily rains, Kericho is the centre of Kenya's large tea industry. (GOK, 2002).

The highest point of the County is along Mau Ridge with an altitude of 3,000 metres above sea level. The Kericho Plateau forms the central part of the county sloping gently from about 2,500m to about 1,800m above sea level. It is well drained with four rivers namely Kiptaret, Tumbilil, Maramara and Chemosit. The County receives relief rainfall, which is well distributed throughout the year. Rainfall is mainly heavy during the month of April and low in the month of February. The County experience two rainy seasons, short and long rainy seasons, which occur between October to December and April to June respectively every year. The relative humidity is about 70 percent. Dams are found in the lowland. Over the period of five years, the highest average annual rainfall received in the county is 2,125 mm. The mean wind speed is 9 Knots. Despite a relatively high rainfall, the highest annual temperature is 29°C and lowest is 2.8°C .

The County can be subdivided into three agro-ecological zones. The upper midland zone covers Belgut, Bureti and Ainamoi areas and is suitable for coffee and tea. Sunflowers, maize, as well as livestock activities also do well in these zones. The second is the lower midland zone covering the upper parts of Ainamoi, and Kipkelion, and is conducive for cotton farming. The third zone is the lower highlands of Sigowet which is suitable for maize production. Vegetation cover assists to reduce soil erosion despite some parts of the county being hilly. Soil erosion is serious mainly in the north-western part of the county particularly Sigowet area. The soils are bare, farming requires terracing and the area is hilly.

Kericho County is a homogenous County inhabited mainly by the Kipsigis sub-tribe of the Kalenjin. It has an average population density of 307 persons per square kilometer. Ainamoi is the most densely populated with 424 people per square kilometer while Soin is the least densely populated with 103 people per square kilometer. More than 95% of this is rural based while 5% is the urban population of which Kericho Town has 4% percent while the rest is distributed in other trading centres. (GOK, 2002)

The selection of Kericho was done purposively. This was influenced by the presence of a considerable number of both National and International NGOs in the region carrying out development programs and yet like other regions in Kenya it is experiencing high rates of unemployment among school leavers.

Kericho County has more than 50 active NGOs operating in the area. The study investigated the role of Non Governmental Organizations in promotion of the county's development. In this regard, the researcher studied Sere Africa International's operations in the County. This is an NGO working as an umbrella for many CBOs in the area.

The County shows a moderate prevalence of poverty, which is estimated at 41.3% with the poor residing in the drier/rocky sub-counties of Soin-Sigowet, Kipkelion East and Kipkelion West. Belgut, Bureti and Ainamoi have least poverty prevalence (Integrated County Development Plan, Kericho, 2002).

SERE Africa International is a young and evolving network having commenced its work just 13 years ago. Most of the organization's projects are funded through membership subscription, local fund raising, registration fees, and interest from loan and charity walk. Through the contribution from its Board of Directors and members, the organization has implemented several projects that

have had positive impact to the lives of communities in the rural areas of Kericho. A case in point was loans given to members for income generating activities like beadwork, mitumba (second hand clothes) business and vegetable vending. HIV positive women have been able to initiate income generating projects with the small loans given by the organization. Another successful project was Home Based support system, which had under it 50 orphans who were supported with food, clothing, medication, etc, from their parental homes.

3.3 Research design of the study

According to Kothari (2004:31), research design "is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure." It is therefore a plan for collecting and utilizing data so that desired information is obtained with sufficient precision or so that a hypothesis can be tested properly.

This study adopts the case study design, and both qualitative and quantitative research design. The term case-study usually refers to a fairly intensive examination of a single unit such as a person, a small group of people, or a single company.

The case study design in this case was useful in determining the current situation of the NGO under study as well as for gathering background information about the past and key variables which were useful in assessing its role in promoting development.

3.4 Units of analysis and observation

Beker (1994:102) defines unit of analysis as the social entities whose social characteristics are the focus of the study. In this study, the unit of analysis was SAI while units of observation were the community based organizations (CBOs) and their members (beneficiaries).

3.5 Sampling frame and size

The sampling from the study population followed two types of techniques that were utilized to select the respondents. These were purposive/judgmental sampling to sample respondents and cluster sampling to sample the CBO sub-counties. Sub-counties were sampled based on the agro-ecological zones. Babbie and Mouton (2004:166) and Saunders et al. (2003:173) state that the advantage of the judgmental/purposive sampling technique is that the researcher already has knowledge of the population and the elements under study. The limitation of this method of selection, however, is that it is subjective, as it depends on the judgment of the researcher. We

used interview schedule, interview guides and questionnaires to collect the data from the respondents. We were also able to collect data through observation of the projects. A total of 45 responses were planned for this study. 3 key leaders of SAI, 12 officials from the 4 CBOs and 30 members/beneficiaries from the projects under the 4 CBOs. The 4 CBOs had a total of 78 beneficiaries. We used interval sampling to get 30. During the study, we managed to get a total of 37 responses since others never made to come owing to commitments beyond their control. This indicated 82.2 percent response rate.

3.5.1 SAI Leaders

We used purposive sampling method to select leaders of SAI to be interviewed. There were 7 directors and because we wanted respondents who knew the operations and management affairs of the NGO well, we selected the Chairlady, to give us the overall management view of the NGO, the Secretary who was in charge of NGO records and the Treasurer to provide the financial status of the organization.

3.5.2 Community Based Organizations (CBOs)

SAI acts as an umbrella of 10 Community Based Organizations within the county.

These were the organizations which oversaw the day-to-day activities of various projects under SAI. The county had 6 sub-counties (Belgut, Bureti, Sigowet, Kipkelion East, Kipkelion West and Ainamoi) where these CBOs were operating. Since the county was wide in terms of coverage, we had to narrow our research to few sub-counties. Using cluster sampling method we sampled two sub-counties (Belgut and Soin-Sigowet) and there were 4 CBOs within the two sub-counties. Thereafter, we purposively sampled all the 4 CBOs. In each CBO, we used purposive sampling method to select officials who had important information of CBO and were the Chairperson, the Secretary and the Treasurer. The three officials from each CBO gave us the information about their operations and about their engagement with SAI.

We were to interview 12 officials from the four CBOs but we managed to reach and interview 10 of them. This represented 83% of the total number of officials.

3.5.3 Members/Beneficiaries

The officials of each CBO gave us a list of their members/beneficiaries. Using systematic/interval sampling, we sampled a few beneficiaries from each of these 4 CBOs lists. We were to interview 30 members in this category of beneficiaries but we managed to get the responses of 24 members. This represented 80% of the total number of beneficiaries who were to be interviewed. The table below shows the sampled CBOs and members.

Table 2: Sampled CBOs and Members

| Name of CBO Sampled | Sub- County | Number of Members | Number of Members sampled | Number of Leaders/Key Informants sampled |
|----------------------------|--------------------|--------------------------|----------------------------------|---|
| Chang Chego | Belgut | 30 | 8 | 3 |
| Kalyet Tea Chei | Soin/ Sigowet | 18 | 7 | 3 |
| Testai | Belgut | 10 | 7 | 3 |
| Ogilgei | Soin/Sigowet | 20 | 8 | 3 |
| Total | | 78 | 30 | 12 |

3.6 Data Collection

Primary data

The primary data collection tools used was interview schedules and interview guides.

a) SAI and CBO leaders/officials

The researcher used an interview guide to gather data from SAI and CBO leaders.

b) Members/beneficiaries

The researcher collected data from members of the Community who had benefited from Sere Africa International in Kericho County, using interview schedules.

Secondary data

The secondary sources of data used were relevant publications, as well as the NGOs reports, documents, and books.

3.6.1 Type of Data collected

In terms of method of data collection, we used in-depth semi structured interviews, interview guides and document analysis. Interviews enabled us to have a more detailed description about the events and processes that had occurred in the organization relating to different perspectives. Also it enabled us to capture the perceptions and interpretations that the participants had about the significance of the partnership (Weiss 1995: 10).

The in-depth-semi structured interviews involved a clear list of issues that needed to be addressed and questions to be answered by the participants. They also included some level of flexibility in the sequence in which questions were asked and answered, and the participants could speak broadly on the topic under discussion (Greenstein, 2003b). It was within this logic that we undertook the interviews in order to get a deep understanding of the phenomenon.

For document analysis, we used primary documents such as, strategic plan, memoranda of understanding, activities plan and reports and constitutions of the CBOs. The use of the documents enabled us to understand how in institutional terms the relationship, the role and responsibilities of different partners were understood.

3.6.2 Limitations in data collection

In terms of methodological experience in using these instruments for data collection in general it was a positive experience, nevertheless we faced some constraints. Regarding the interviews, we realized that despite the fact that the respondents had allowed the time, they could be destructed mostly by activities in their surrounding, in their homes, their places of work and even at the road side. To get the documents constituted the most difficult part during the process of data collection since leaders were very reluctant on providing them.

3.7 Data Analysis

The data collected were both qualitative and quantitative in nature. The researcher examined raw data in order to find linkages between the research object and the outcomes with reference to the original research questions. This provided the researcher with an opportunity to triangulate data in order to strengthen the research findings and conclusions.

According to Berkowitz (1996), a researcher should move beyond initial impressions to improve the likelihood of accurate and reliable findings and therefore the data should be

sorted in many different ways to expose or create new insights and look for conflicting aspects to disconfirm the analyses. The data gathered from the community and the leadership of the NGO as well as CBO officials enabled the researcher to do comparisons and note emerging themes in relation to the study objectives.

3.8 Ethical Considerations

The study was carried out with the help and co-operation of SAI and 4 CBOs under it, whose participants were the employees and beneficiaries of the project (ordinary members of the community). Before we started the field work, we got the organizations' permission from its leaders and we provided information about the purpose and objectives of the research. Anonymity was guaranteed as we were not to disclose any information to anyone external or internal about the NGO, except to our supervisor. It was important to mention that during the process of collecting data it wasn't possible to ensure total anonymity because other people knew who was going to participate or who participated in the interviews as it occurred during the working hours. Though, it was minimized by the fact that the research report didn't disclose what was said by a given participant and specific details were omitted to ensure confidentiality.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the findings of the study on the research questions and objectives. The first section covers the background information with regards to the respondents. The second, third and fourth sections cover the aspects with respect to the research objectives of the study.

4.2 Characteristics of SAI

The first objective of this study was to examine SAI's characteristics and their effect on its performance. The characteristics were: Age of the NGO in Kenya and Kericho, Its Vision, mission and goals; its membership of CBOs and unit groups and its structure.

We interviewed 3 leaders of SAI, namely; Chairlady, Secretary, and the Treasurer about the characteristics of the NGO which were: its Age, Vision, Mission Goals, membership and structure.

SAI's Age

This is a development organization founded in 2002 and registered with the NGO Coordination Board of Kenya on 15th March 2006, with a primary focus on health, environment conservation, agriculture, youth/women empowerment and education (SAI Constitution, 2001). Therefore SAI has been in existence for more than 16 years.

SAI's Vision, Mission and Goals

Vision:- To be the most effective institution in sustaining and maintaining capacity to address social needs of the most vulnerable in society (SAI Constitution, 2001).

Mission:- To give hope and uplift the living standards of the most vulnerable groups through partnerships, capacity building, and development programs with established networks (SAI Constitution, 2001)

Goals were explained as follows (SAI Constitution, 2001);

- a. To create training programs for self-employed, educated, unemployed women, those living with disabilities, so that they are enlightened on issues of savings and accessing loans in order to invest towards poverty eradication.

- b. To train women and youth by promoting activities geared towards generating projects by providing training facilities, farm inputs, vocational training and marketing
- c. To educate people in rural and urban centers against alcohol and drug abuse.
- d. To educate communities through creation of awareness among people infected and affected with HIV/AIDS.
- e. To create awareness of holistic development for community transformation by organizing for holistic vision conferences.
- f. To train on how holistic transformation is carried out in a community by organizing for a Community Health and Evangelism seminars (CHE Program).
- g. To facilitate transmission of practical knowledge and skills in education, health, socio-economic and socio-cultural activities by organizing workshops/seminars.
- h. To facilitate the supply of basic needs during crisis situations in order to save life by mobilizing resources in readiness for any eventualities; and
- i. To source for funds to meet the needs of communities.

SAI’s membership

We established that SAI was a membership organization with almost 3,000 registered members countrywide. Membership subscription was open to all individuals through payment of membership fee in the following categories;

| | |
|------------------------|------------|
| Annual Memmbership- | Ksh 1,500 |
| Life Membership- | Ksh 6,000 |
| Corporate Membership- | Ksh 50,000 |
| Youth in School- | Ksh 200 |
| Youth out of School- | Ksh 500 |
| CBOs and other groups- | Ksh 5,000 |

The table below provides SAI’s membership through the CBOs in Kericho.

Table 3: SAI membership through CBOs

| Name of CBO | Number of directors | Membership | Membership fee. |
|-------------------------|----------------------------|-------------------|------------------------|
| Ocham Gaa. | 5 | 250 | 1500 |
| Kalyet Tea Chei. | 3 | 180 | 1500 |
| Chang Chego. | 7 | 300 | 1500 |
| Friends of the Elderly. | 4 | 280 | 1500 |
| Testai. | 3 | 100 | 1500 |
| Makiche | 5 | 250 | 1500 |
| Ogilgei | 6 | 200 | 1500 |
| Achievers | 5 | 150 | 1500 |
| Kolongei | 7 | 120 | 1500 |
| Tech Gaa | 5 | 100 | 1500 |
| Total | 50 | 1930 | |

There were a total of 1,930 SAI members in Kericho County. These members were distributed among the 10 CBOs in the county. The number of directors in every CBO varied from 3 to 7.

SAI's structure

SAI is made up of a general assembly currently comprising of 100 delegates from different counties of Kenya. The general assembly elects a board of 7 members after every 3 years. The organization also has a secretariat that has currently relocated to Nairobi for ease of networking and raising funds. This new office is responsible for the day-to-day activities of the organization that include implementation of projects.

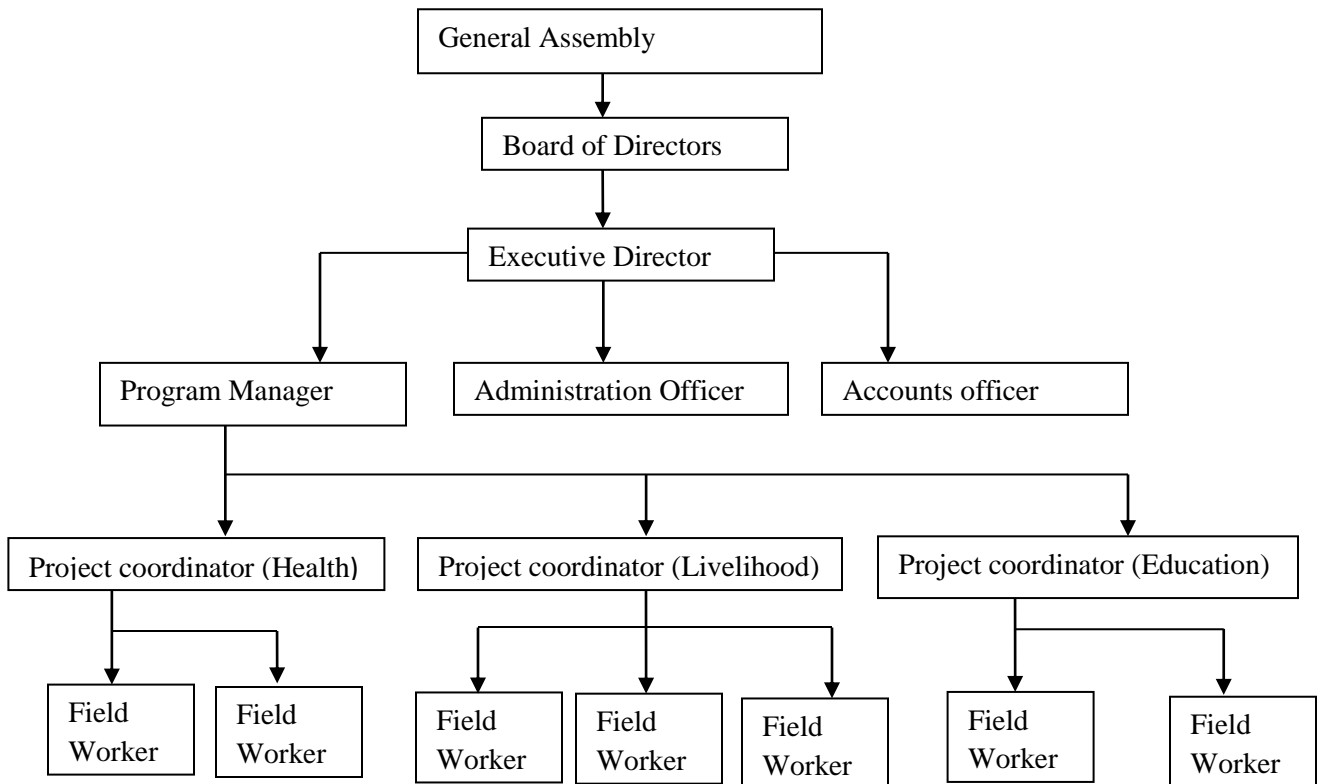
During the interview SAI had 5 members of the secretariat. They had a general secretary who kept records of all the activities. This team (secretariat) had experience in financial management,

project planning, policy analysis, advocacy, facilitation, implementation, project monitoring and evaluation. The technical expertise that was not available was outsourced.

SAI is working directly with 10 community-based organizations to carry out its activities. It has established strong networks with rural organizations of like minds to strengthen advocacy for gender issues and development of economic standards for the well being of all individuals, communities and institutions, i.e., CBOs, FBOs, Youth groups, Women and self Help groups.

So the general Assembly elects the Board of Directors to oversee the running of the organization. The secretariat is tasked with the implementation of set goals and in charge of daily activities of SAI. The organogram below shows the structure of SAI.

Figure 2: SAI Organogram



(Source- Jagadeesh Pandian publication)

Based on the above responses from the first objective of this study, it showed that SAI had a vision, mission and goals. The membership was well documented and structure of SAI displayed

in the organogram as explained by the leaders. Those characteristics were likely to impact positively on SAI's performance.

4.3 SAI's Governance/performance

The second objective of this study was to assess SAI's governance/performance. The indicators of good governance or performance were: Having prepared a Strategic Plan, preparation of project proposals, preparation of work plans, preparation of budgets, keeping of records and auditing of its accounts.

When we asked the leaders of the NGO about these governance practices, they responded as follows;

Prepared a Strategic plan: All the officials interviewed informed us that their organization had a strategic plan which guided its operations. This strategic plan was reviewed every five years.

Prepared project proposals for funding: Since the operations of SAI entails networking and sourcing of funds from other donors, the leaders noted that project proposals were vital for them in order to sell their activities.

Prepares work plans for its operations: The leaders agreed that they had work plans which clearly specified the timeline of each project activity.

Prepares budgets each year: According to the leaders a budget was important so that the donor could get a quick overview of the financial part of the project.

Keeps accounting and other records: Record keeping according to these officials allowed close monitoring of bank balances, status of funds, receipts and expenditures. This was being done.

Auditing of its accounts: The leaders agreed that the only way to have healthy and sustainable operations in their NGO was to streamline its accounting systems and procedures by doing audit. SAI was being audited annually by an independent auditor.

We were able to observe and confirm some of these items which included the Strategic plan, list of CBOs and members, list of Projects, and constitution.

On the second objective therefore it indicated that SAI's had strategic plan, did project proposals, prepare work plans, prepare budgets, kept records, and avail their books to be audited. These good governance structure were likely to have a positive effect on the NGO's performance.

4.4 SAI's Intervention Strategies

The third objective of this study was to establish SAI's intervention strategies and their effect on the NGO's performance. The indicators of the intervention strategy were:

- a) Types of projects that it was supporting and their achievements.
- b) Whether NGO worked with individuals, groups or both.

When asked about intervention measures by SAI in the community, the three leaders interviewed gave the following as the main interventions;

- a. HIV/AIDS prevention and campaigns.
- b. Voluntary Counseling and testing services.
- c. Orphan Support centers.
- d. Widows training and project facilitation.
- e. Nutritional food for HIV victims.
- f. Mentorship programs for young girls and boys.
- g. Peace initiative and conflict resolution.
- h. Facilitate development projects in community.
- i. Food relief.
- j. Leading the war on drug and substance abuse.
- k. Environmental conservation measures.
- l. Rescuing children at risk.

These intervention measures had been carried out in various places in the county for the last 13 years and a number of results were witnessed. According to these Leaders, some of the results achieved included the following;

- a) Reduction of the spread of HIV/AIDS disease in the region as per the Walter Reed Project (Walter Reed Project News, 2019) statistics.
- b) Increased number of employed people.
- c) Increased number of educated people.
- d) Increased number of income generating activities in the region.
- e) Improved healthy lifestyle of the community members.

Concerning the question on how they ensured people’s participation, all of the leaders pointed out that the projects are quite involving and every member has a role to play in the success of the project.

The Leadership of SAI presented some evidence in form of print media on activities they had carried out on leading the war on drug and substance abuse (See appendix 5 and 6).

When we asked the leaders on the processes they used to ensure the sustainability of various projects, they responded as follows;

(Leader 1- chairlady, leader 2- secretary, and leader 3- treasurer)

The first Leader respondent said *“we invest in them directly.”*

The second Leader said, *“The people own the project.”*

The Third Leader said, *“The people are the main shareholders of the projects.”*

According to the responses from SAI leaders, there were 50 development projects in the County supported by SAI directly and others through the CBOs. We categorized these projects into 10 groups according to their similar characteristics. Here are the various groupings identified during the research;

- i. Poultry farming- incubators, eggs, chicken meat, chicken feeds etc (6 projects)
- ii. Milk production (5 projects)
- iii. Fish farming (2 projects)
- iv. Building blocks manufacturing- Kedowa building blocks, bricks etc (4 projects)
- v. Planting of trees- avocado trees, passion fruit trees, indigenous trees etc (8 projects)
- vi. Technical activities- electronics, plumbing, carpentry, masonry etc (5 projects)
- vii. Bee Keeping (5 projects)
- viii. Tea business- buying and selling of tea (7 projects)
- ix. Crop production (6 projects)
- x. Value addition (2 projects)

When we asked the leaders on ways they used to identify these projects, they responded as follows;

Leader 1 replied *“we collect data from the community.”*

Leader 2 replied *“we identify the needs from the community barazas.”*

Leader 3 replied “*we establish the needs through responses we get from various trainings we conduct.*”

When we asked the leaders about support of various projects, we discovered from them that SAI funds various projects to a tune of 90% of the total money required.

4.4.1 SAI’s Achievements

The leadership of SAI was able to give us recorded information from their Secretary on beneficiaries as follows;

Members trained in the last 13 years were over 13,000 people. This had enabled people to get new skills in performing various tasks relating to development.

People who benefited directly from SAI’s support in the last 13 years were more than 10,000. They got start up loans to initiate their small businesses. This resulted in business growth and therefore positive change in their livelihood.

Numbers of CBOs supported in the last 13 years were over 70 CBOs. These CBOs had direct impact to beneficiaries under them on various projects.

Approximate total cost over the years- 27 million Kenya Shillings. This money brought development in the rural areas under study.

These data on SAI’s intervention show that the NGO worked through the CBOs and was likely to impact positively on SAI’s performance.

4.5 Community Based Organizations (CBOs)

The fourth objective of this study was to: “Examine SAI’s support of CBOs and its effect on their performance”. The indicators here were: the characteristics of the CBOs with emphasis on the projects/activities they were carrying out. The characteristics were their: Age, goals, membership and their governance, activities and contributions, support by SAI and other agencies.

These were the organizations which oversaw the day-to-day activities of various projects under SAI. On the part of CBOs, I was to interview 12 officials but I managed to get responses from 10 of them. The 4 CBOs sampled, which worked with SAI are listed in the table below with various characteristics on each of them;

4.5.1 Characteristics of CBOs

During the research it was confirmed that these CBOs were registered and operational within the two sub-counties.

4.5.1.1 CBOs Age and Goals

Their formation and registration dates fell between the years 1995 and 2004. The Table below explains our findings;

Table 4: CBOs' Year of formation (Age), registration, area of operation and goals

| Name | Year formed | Year registered by DSS | Operation area | Goal |
|------------------|-------------|------------------------|---|---|
| Kalyet Tea Chei. | 2003 | 2003 | Kipsitet location (Soin/Sigowet Sub-county) | Enhance the capacity of people for better lives |
| Chang Chego. | 1995 | 2000 | Kabianga location (Belgut Sub-county) | Champion better production for better lives. |
| Testai. | 2002 | 2004 | Waldai location (Belgut Sub-county) | Good lives for all the people. |
| Ogilgei | 2003 | 2004 | Sigowet location (Soin/Sigowet Sub-county) | Developing the world around us. |

The table above shows that the oldest CBO in operation had served for 24 years and the youngest had done so for 16 years. Others fell between these age brackets.

Each CBO had a unique goal but all geared towards improving the lives of the people and creating development.

4.5.1.2 Governance and Membership of CBOs

The following table shows responses of Officials about governance and membership. Every CBO had a constitution and the officials from every CBO ranged from 3 to 7. Each one of them had at least a Chairman, a Secretary, and a Treasurer. The membership of these CBOs varied between 10 and 30. Frequency of meetings was between 3 and 4 every year, while that

of election ranged from 3 to 5 years. Membership fees varied from 500 to 3000 depending on the CBO.

Table 5: Governance and Membership of CBOs

| Name | Constitution | Frequency of election | Frequency of Board meetings per year | Number of directors | Membership | Membership fee. |
|------------------|--------------|-----------------------|--------------------------------------|---------------------|------------|-----------------|
| Kalyet Tea Chei. | yes | Every 3 years | 3 | 3 | 18 | 1000 |
| Chang Chego. | yes | Every 5 years | 3 | 7 | 30 | 2000 |
| Testai. | yes | Every 3 years | 3 | 3 | 10 | 3000 |
| Ogilgei | yes | Every 3 years | 4 | 6 | 20 | 500 |

Key to note here was that not all the projects carried out by these CBOs were supported by SAI only. Other projects were funded by County government, other well-wishers, other NGOs, National Government through CDF, and also from their own Kitty as a CBO. So for the purposes of this research, I purposely asked them to single out those projects that were supported by SAI. There were some few projects which SAI was carrying out directly without involving the CBOs.

All the Officials interviewed positively confirmed that there was good participation from members of communities in their various programs and projects.

4.5.1.3 Source of funding for the 4 CBOs

All the four sampled CBOs received financial support from SAI though SAI wasn't the sole contributor. Others could get some additional funding from the national government, others county government, others well-wishers as well as from other NGOs.

4.5.1.4 CBO Activities and Contributions

The activities of the CBOs were diverse depending on their goals. Here are the various activities we gathered through interviews;

Table 6: CBO activities to communities

| Name | Activities they perform in the communities |
|------------------|--|
| Kalyet Tea Chei. | <ul style="list-style-type: none"> -Help the HIV/AIDS infected and affected to meet their basic needs. -Empower and advocate for human rights. -Rescue those facing family problems such as forced circumcision or forced marriage etc -Advocate against female cut by introducing alternative passage of rights. -Promote locally produced and indigenous nutritious foods and fruits as well as creating awareness for balanced diet. |
| Chang Chego. | <ul style="list-style-type: none"> -Promote small scale business and entrepreneurship -Promote the planting of natural and indigenous trees within communities -Facilitate graduates from technical colleges and universities to practice their skills and gain experiences through establishing workshops such as garage, carpentry, electronics etc, in urban centers. -Promote agro-business in farming and value addition of products. |
| Testai. | <ul style="list-style-type: none"> -Give loans to low income earners within the community for businesses. -Giving scholarship for struggling girls, the poor and the vulnerable. -Promote peace and reconciliation in communities through sports and social activities. -Promote talents, gifts and faith among young people through organizing for Christian art competition. |
| Ogilgei | <ul style="list-style-type: none"> -Facilitate orphans, widows, and the old to meet their basic needs. -Capacity building and empowerment on home-based industries using locally available resources. -Promoting awareness of common diseases within the household level for healthy living. -Establish conference halls and retreat prayer houses for the promotion of spiritual activities. |

4.5.1.5 CBOs' Support from SAI

When responding on the question of support their CBOs had got from SAI, the officials of the 4 CBOs sampled highlighted the following as the major support;

Human resources- According to them, 'SAI's personnel are honored and respected with the execution of their professionalism, skills and experience.' They were encouraged to further develop personally, spiritually and professionally within an enabling environment. They acknowledged that SAI personnel ensured a competent, participatory and all-inclusive appraisal procedure focusing on regenerating and sustainable activities.

Financial and material resources were mentioned as the oil of their development wheels. According to them, 'proper management and appropriate use of money was key to unlocking more of these resources from local, national and international partners and donors.' This ensured maximum mobilization and use of local resources to meet the needs of communities.

Technological resources- The leaders noted that, 'SAI ensured maximum use of the modern technological advancement for efficiency and effectiveness of operations.' This offered immense opportunities to reach far and wide in terms of resource mobilization and planning for the same. Some projects highlighted above as done by SAI were being enforced by these CBOs at the village level. Therefore they shared same projects but each had a role to play.

On the fourth objective it is evident that SAI provided support to the 4 CBOs. It was established that it wasn't only monetary but personnel/human and technological support as well. This was likely to positively on the CBOs' performance.

4.6 Members/ Beneficiaries

The fifth objective of this study was to: "Determine People's participation in SAI programs and its effect on performance of their enterprises". We examined their characteristics (age, gender, formal education, occupation, number of children, and length of residence in the area), their participation in projects they were carrying out, support of the projects by SAI and the CBOs and performance of the projects.

4.6.1 Characteristics of beneficiaries

The beneficiaries were characterized in terms of: age, gender, formal education, occupation, number of children, and length of residence in the area.

4.6.1.1 Respondents' Age

Table 7: Distribution of beneficiaries according to their Age

| Age | Distribution | |
|-----------------|--------------|-------------|
| | Number (n) | Percent (%) |
| Below 25 years | 5 | 20.8 |
| Btw 25-34 years | 8 | 33.3 |
| Btw 35-44 years | 8 | 33.3 |
| Over 44 years | 3 | 12.5 |
| Total | 24 | 100 |

Table 7 shows that 20.8% of the beneficiaries were aged below 25 years, while 33.3% of them were aged between 35 and 44 years, and another 33.3% were aged between 25 and 34 years and 12.5% were over 44 years. The data show that majority of the beneficiaries were relatively in the mid age and have worked for a substantial period of time on projects in that area.

4.6.1.2 Gender of the beneficiaries

Table 8 presents the beneficiaries on the basis of their gender. The table shows that 50 percent of the beneficiaries were of the female gender, while the remaining half was of the male gender.

Table 8: Distribution of the beneficiaries according to Gender

| Gender of Respondents | Distribution | |
|-----------------------|--------------|-------------|
| | Number (n) | Percent (%) |
| Male | 12 | 50 |
| Female | 12 | 50 |
| Total | 24 | 100 |

This showed that indeed the research sample was even in gender distribution.

4.6.1.3 Formal education of the beneficiaries

Table 9: Distribution of the beneficiaries according to formal education

| Formal Education | Distribution | |
|--------------------|--------------|-------------|
| | Number (n) | Percent (%) |
| Secondary level | 12 | 50 |
| College level | 7 | 29.1 |
| University level | 3 | 6 |
| Postgraduate level | 2 | 4 |
| Total | 24 | 100 |

Table 9 presents beneficiaries according to their formal education and shows that a majority of the beneficiaries (50%) were of secondary level, 29.1 percent attained college level, while 10 percent of the beneficiaries had attained university level education.

4.6.1.4 Occupation of the beneficiaries

Table 10: Distribution of the beneficiaries according to Occupation

| Occupation | Distribution | |
|-------------------|--------------|-------------|
| | Number (n) | Percent (%) |
| Farming | 14 | 58.3 |
| Business | 7 | 29.2 |
| Formal employment | 3 | 12.5 |
| Total | 24 | 100 |

Table 10 shows the beneficiaries who were engaged in various jobs: 58.3% of them were farmers, 29.2% were businessmen, and the rest 12.5% were in wage employment and at least earned a monthly salary. Thus a majority were farmers and business people.

4.6.1.5 Number of children of the beneficiaries

Table 11: Distribution of the beneficiaries according to number of children

| Number of children | Distribution | |
|--------------------|--------------|-------------|
| | Number (n) | Percent (%) |
| 1 | 5 | 20.8 |
| 2-4 | 15 | 62.5 |
| 5-7 | 3 | 12.5 |
| Above 7 | 1 | 4.2 |
| Total | 24 | 100 |

Table 11 provides information regarding the number of beneficiaries' children. It shows that a majority of the beneficiaries (62.5%) had between 2 and 4 children, 20.8% of them had one child each, while 12.5% and 4.2% of the beneficiaries had between 5 to 7 and more than 7 children, respectively.

4.6.1.6 Length of residence of the beneficiaries

Table 12: Distribution of the beneficiaries according to their length of residence

| Length of residence in the survey area | Distribution | |
|--|--------------|------------|
| | Number | Percent |
| Less than 5 years | 1 | 4.2 |
| 5- 15years | 4 | 16.7 |
| 16-25 years | 3 | 12.5 |
| Above 26 years | 16 | 66.7 |
| Total | 24 | 100 |

Table 12 provides the results of the study findings with regards to the distribution of beneficiaries according to the length of residence in their areas. A majority of the beneficiaries (66.7%) had stayed for more than 26 years in the locality, 16.7 percent of them had stayed between 5-15 years, while 6 percent and 4 percent of the beneficiaries had stayed in the area for 16-25 and less than 5 years, respectively. The fact that a majority had lived in the locality for a longer time implied that they had experienced the impact of their projects.

4.6.2 Beneficiaries awareness of SAI

Table 13: Beneficiaries' awareness of SAI

| Awareness | Distribution | |
|--------------|--------------|-------------|
| | Number (n) | Percent (%) |
| Yes | 24 | 100 |
| No | 0 | 0 |
| Total | 24 | 100 |

Table 13 provides the results of the study findings with regards to the distribution of beneficiaries according to their awareness of SAI. It shows that all the interviewed beneficiaries, (100%), were aware of SAI.

All the beneficiaries acknowledged the existence of SAI as an NGO and had interacted with its staff regularly. They described SAI as an NGO working with CBOs to meet various needs of their community. They gave various examples of projects that had been supported by SAI which included poultry farming, dairy farming and training on financial management.

They confirmed to me that without SAI, the number of projects done by the CBOs would have drastically reduced due to lack of funding.

4.6.3 Beneficiaries participation in SAI supported projects

Table 14: Extent to which beneficiaries participated in Projects

| Extent of participation | Distribution | |
|-------------------------|--------------|-------------|
| | Number (n) | Percent (%) |
| High | 17 | 70.8 |
| Average | 6 | 25 |
| Low | 1 | 4.2 |
| Total | 24 | 100 |

Indicators: high- 60% and above projects engaged in verses the total number of projects.

Average- 40- 59% project engagement on the total projects undertaken.

Low- below 39% engagement on the total of projects.

Table 14 provides the results of the study's distribution of beneficiaries according to their level of participation. A majority of the beneficiaries (70.8%) highly participated in development

projects, 25 percent of them participated averagely, while 4.2 percent of them had participated lowly. This clearly showed that majority had been participating to a satisfactory measure.

In regards to their participation in various activities carried out with SAI and CBOs, the beneficiaries were satisfied on how they were being engaged to give their contributions. As per their responses, SAI had made them to be the following;

a) Stewards

They were recognized and given money and other items to care for. Also they were given chances to donate their own money to boost the projects.

b) Transparency and accountability

They valued and practiced quality standard of professional competence and financial accountability. They nurtured honesty, openness, justice and truth in their dealings with community and other stakeholders.

c) Partnership

They cherished partnership with SAI in tackling socio-economic problems as well as collaborating with other like-minded organizations and institutions in resource mobilization to address the identified needs.

d) Holistic approach

They liked how SAI upheld the human development addressed in all aspects of their lives: spiritually, socially and physically. Total transformation occurs when needs of a human being is addressed in totality.

4.5.4 Beneficiaries support from SAI and CBOs

Table 15: Level to which beneficiaries benefitted from SAI and CBOs.

| Level of benefits | Distribution | |
|-------------------|--------------|-------------|
| | Number (n) | Percent (%) |
| High | 18 | 75 |
| Average | 6 | 25 |
| Low | 0 | 0 |
| Total | 24 | 100 |

Indicators: high- 60% and above of the projected benefits on ground.

Average- 40- 59% of the projected benefits on ground.

Low- below 39% of the projected benefits on ground.

Table 15 presents the results of the study's distribution of the beneficiaries according to the level of support they received from SAI and CBOs. The study findings showed that a majority of beneficiaries (75%) had highly benefitted from development projects, while 25 percent of them had averagely benefitted while none had done so lowly. This clearly showed that majority of the beneficiaries had benefitted from SAI's Programs and projects.

The beneficiaries highlighted the following as benefits from SAI and CBOs. These helped in encountering challenges faced in the community;

- a. Training on HIV/AIDS prevention, and carrying out counseling and testing services.
- b. Creation of two orphan and widow support centers.
- c. Provision of nutritional food for HIV victims and people and children with malnutrition challenges.
- d. Doing mentorship programs.
- e. Planning and conducting peace initiative and conflict resolution meetings.
- f. Facilitation of development projects in the community
- g. Campaigns against Drug and substance abuse.
- h. Food relief to those facing hunger.
- i. Trainings on environmental conservation.
- j. Paying school fees for children and students who come from very poor families.
- k. Training and helping business minded citizens to start small businesses.

The above benefits were seen to have made members lead better lives because they had been enlightened on the many things they never knew about.

The table below shows the frequency of the above responses.

Table 16: Beneficiaries support from SAI and NGOs

| Support | Distribution | | |
|-----------------------------------|--------------|---------------|---------|
| | Frequency | Total Members | Percent |
| On HIV/AIDs | 18 | 24 | 75 |
| Orphan and Widow centers | 17 | 24 | 70.8 |
| Food for the sick | 20 | 24 | 83.3 |
| Mentorship program | 22 | 24 | 91.7 |
| Peace and Conflict resolution | 19 | 24 | 79.2 |
| Development Project facilitation | 18 | 24 | 75 |
| Campaign against Drug abuse | 21 | 24 | 87.5 |
| Food relief | 20 | 24 | 83.3 |
| Environment conservation Training | 17 | 24 | 70.8 |
| School fees for the poor | 20 | 24 | 83.3 |
| Business start up | 18 | 24 | 75 |

The beneficiaries confirmed to us that SAI's projects had uplifted their living standards hence had witnessed good development in their areas.

It is conclusive from these data that the beneficiaries participated in the various programs which were undertaken by SAI. SAI's support of community members through their CBOs was likely to strengthen the performance of the NGO.

4.7 Conclusions

Sere Africa International is a development agency registered with NGO coordination Board of Kenya with a primary focus on health, environment conservation, agriculture, youth/women empowerment and education. It has existed in Kericho County for more than 16 years.

CBOs worked with SAI and other agencies to oversee the day-to-day activities of various projects. The activities of the CBOs were diverse depending on their goals. They acknowledged that SAI ensured a competent, participatory and all-inclusive intervention procedure focusing on sustainable activities.

The beneficiaries were aware of SAI and CBOs under it. They participated in the decision making and implementation of the projects. Based on their responses, it clearly showed that majority of the beneficiaries had benefitted from SAI's projects.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The purpose of this study was to determine the performance of NGOs on promotion of sustainable development in Kenya; with special emphasis on projects implemented by SAI in Kericho County. From the analysis and review of the research data and additional data gathered through interviews and various relevant documents, a number of issues became apparent.

In relation to the first objective which sought to examine SAI's Characteristics, it was evident that SAI is a registered non-governmental organization established to integrate physical, social and spiritual development in the community. SAI in conjunction with 10 CBOs had helped to meet the needs of many people in Kericho County. This NGO led more than 10 projects as part of alleviating poverty and promoting sustainable development in the County. With over 13 years of service in the region, it had created strong network with the people and donors and so had successfully made a positive impact in the county.

As per the second objective that sought to establish the types and performance of projects supported by SAI, it was beyond doubt that it had carried out many projects in the county since its inception. As outlined in Chapter 4, SAI dwelt on the projects from the following fields; education, health, environment, relief and rescue, spiritual development, passage of rights, reconciliation, vulnerable groups, technology, micro-credit, technical, and industrial cottage projects among other needs. Each of these projects had a high rating in terms of impact to the county. For example, we were told that the lives of close to 10,000 people had been changed positively through the initiatives of SAI.

On the third objective that sought to examine the sustainability of projects supported by SAI, it was evident that sustainability of the NGO was influenced positively by a number of management factors. These included proper governance structures, top management that understood the purpose of the organization and took the lead in its achievement resulting to a sustainable environment, transparency and accountability between the NGO, CBOs and the community, also public participation, monitoring and evaluation. Based on the interview results, these factors were majorly factored by SAI and the CBOs.

On the fourth objective that sought to examine development interventions carried out by the NGO, it emerged that SAI had played a role in reducing poverty in Kericho County. Most

responds strongly agreed with the idea that SAI had been offering development opportunities to the local community and training the locals on various issues regarding good health and development. In the interview that was carried out, majority supported the idea that SAI had been on the fore front together with CBOs in supporting various activities aimed at empowering of local communities like rearing of chicken and other small entrepreneurial activities.

Finally, on the fifth objective that sought to investigate whether SAI ensured people's participation in its development initiatives, the majority of the respondents felt satisfied with their involvement with NGOs activities. In regard to provision of space and time for self expression, majority strongly agreed. From the interview that had a question requiring the beneficiaries to explain how they were involved in these projects, almost all the respondents indicated that most of the projects initiated were as a result of their request to the NGO through the CBOs. All the 10 CBOs through their members who were interviewed were in agreement that SAI- CBOs- beneficiaries were working as a team in all the projects touching on all the stakeholders. This was why SAI had grown faster over the years and thereby touching the lives of thousands of residents in Kericho County.

5.2 Conclusions

In order to generate informed and adequate knowledge of the issues raised, the study adopted social capital theory which portrayed the important aspect of social capital as the ability for individuals to participate in social groups that bring about collective effects. Members through CBOs supported by SAI made decisions to bring about development in their communities. Voluntary organization as a model was seen as a governance structure best guaranteed for organizational efficiency and trustworthiness. SAI as an NGO resembled this model whereby the beneficiaries trusted its work and liked the fact that it made their livelihood better. The study adopted several methods of data collection. Primary data was gathered through interviews using a structured questionnaire. The respondents included SAI leaders, CBO's officials and members or beneficiaries of the development projects. A lot more were gathered from interactions and conversations with the NGO and project officials, in addition to participatory observation. Secondary data were obtained from evaluation reports of some of the projects, which were sampled from the lists provided by the NGO and CBOs.

The study found that beneficiaries were involved in the NGO projects mainly through their resource contributions. Their participation was found to have helped in creation of local capacity. The survey data also showed that SAI was making considerable contributions in training and educating its project beneficiaries.

The presence of CBOs was important for SAI and the community members. Existing local institutions were noted to be providing appropriate entry points for NGOs interventions at the grassroots.

We found that the NGO projects had contributed to poverty reduction among the beneficiaries in Kericho County.

5.3 Recommendations

5.3.1 Policy recommendations

- i. Based on the findings of the study, SAI's vision, mission, goals, strategic plan showed that where there is a good lay out plan for NGO's engagement in community work, it will likely bring positive impact to the community. This is an example other NGOs must emulate so as to get better results in their development programs.
- ii. Characteristics of SAI also show that where an NGO work for longer time make a greater impact. This is a lesson for other NGOs.
- iii. SAI's interventions were seen by the CBOs and beneficiaries to have made a positive impact in the community. The relevant County and National ministries involved in community development should come up with interventions that should integrate the activities of NGOs like SAI since they play an important role in community development. Integrated interventions like giving some expert training in various fields and help in the implementation of the needed projects will finally reduce the poverty levels.
- iv. Unlike other NGOs which work directly with communities, SAI worked with CBOs and strengthen them which brought better impact of SAI's projects in communities. There is need for other NGOs, National and County governments to equally work with community organizations as CBOs for better impact of their projects or programs.

- v. SAI encouraged community members to participate in its projects through CBOs and spend considerable amount of money to support the projects. There is need for other NGOs, National and County Governments to learn from this with a view to strengthening community participation.

5.3.2 Recommendations for Further Research

- i. There is need for a study in Kericho County to assess the challenges facing various projects implementation by the NGOs operating in the county.
- ii. There is also need for a study to establish the various strategies adopted by NGOs in implementation of their sustainable projects in Kericho County.
- iii. Finally, a study can be done to examine the influence of politics in NGOs projects implementation in Kericho County.

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APPENDICES

Appendix I : Cover Letter

THE UNIVERSITY OF NAIROBI,
P.O.BOX 30197-00100,
NAIROBI, KENYA

Dear Respondent,

I am carrying out research on the effectiveness of Sere Africa International's (SAI's) Development programs in Kericho County. The study is in partial fulfillment of a Masters Degree course in Rural Sociology and Community Development at the University of Nairobi.

The purpose of this study is to determine whether NGOs promote or hinder development in Kenya. The results of this study will inform on whether NGOs should continue advancing their mission in addressing various public needs or be done away with.

This is an academic research and confidentiality is strictly emphasized, your name or that of your organization will not appear anywhere in the report. Kindly spare some time to give me your feedback on the various questions I will ask.

Thank you in advance.

Yours sincerely,

Ernest Kipkorir Langat- UoN student.

Appendix II : Interview Guide for CBO officials

The Performance of Non-Governmental Organizations’ (NGOs) Development Programmes in Kenya: A case study of Sere Africa International (SAI) in Kericho County.

Interview Guide for CBO officials under Sere Africa International.

Introduction

Dear Respondent,

My name is Ernest Langat. I am carrying out an academic study on the effectiveness of Sere Africa International’s Development programs in Kericho County. The study is in partial fulfillment of a Masters Degree course in Rural Sociology and Community Development at the University of Nairobi. Your contribution in answering the questions will be highly appreciated. All information provided will be treated with confidentiality and will not be used for any other purposes.

Thank You.

CBO Details.

- Q1. Name of CBO _____

- Q2. Operational Area _____
- Q3. Year formed _____
- Q4. Year registered by Department of Social Services (DSS) _____
If not registered, why? _____
- Q5. Goal of the CBO. _____
- Q6. What are the activities of your CBO? _____

Governance.

- Q7. Do you have a constitution? _____. If No, why? _____

- Q8. Frequency of elections as per constitution. _____

Q9. Number of Board Meetings per year as per constitution _____

Q10. Meetings held previous year _____. This year _____

Q11. How do you keep record of your activities? _____

Q12. Number of Directors/ Officials, _____

Membership.

Q13. Number of members of the CBO: At registration time _____; Currently _____

Q14. How active are your members in community development work? _____

Q15. How much is the member fees and contribution? _____

Support.

Q16. Mention the support you get from SAI. _____

Q17. What support do you give to your various groups?

Q18. What are the types of projects you support as a CBO? _____

Q19. What is your recommendation on SAI?

Appendix III : Interview Schedule for household members/SAI beneficiaries

The Performance of Non-Governmental Organizations' (NGOs) Development Programmes in Kenya: A case study of Sere Africa International (SAI) in Kericho County.

Interview Guide

A: Interview Schedule for household members/SAI beneficiaries.

Introduction.

Dear Respondent,

My name is Ernest Langat. I am carrying out an academic study on the effectiveness of Sere Africa International's Development program in Kericho County. The study is in partial fulfillment of a Masters Degree course in Rural Sociology and Community Development at the University of Nairobi. Your contribution will be highly appreciated. All information provided will be treated with confidentiality and will not be used for any other purposes.

Thank You.

Name of the member _____

Member of which CBO _____

Village _____

Ward _____

1. Personal characteristics of CBO member.

- a. Age _____
- b. Gender _____
- c. Formal education _____
- d. Occupation _____
- e. Number of children and dependants _____
- f. Length of residence in the area _____

2. Awareness of SAI

- a. Are you aware of SAI?
 - If yes, what is its main objective? _____

 - Since when did you become aware? _____

- From whom? _____
- b. In what ways does your CBO relate with SAI?

- c. What projects in your community are supported by SAI? _____

- d. What support has SAI provided? _____

- e. Is SAI of any importance to your CBO? _____. Why? _____

- f. Can your CBO able to do its work without SAI's help? _____. Why? _____

3. Participation

- I. Does your CBO encourage members' participation in projects? _____. If yes, How _____

What of SAI? _____

- II. In which of the following ways have you participated in the project?
 - Contributed cash (specify amount) _____
 - Contributed labour _____
 - Contributed materials (sand, stones, etc.) _____
 - Served as a leader in the project committee? _____
 - Contributed Ideas? _____

4. Benefits

- a. In which ways have you benefited from the project?

- b. If you have not benefitted, why? _____

- c. Do you get training sessions to enhance the understanding of your projects? _____.
If yes, who trains you? _____
- d. Do you think SAI and your CBO have helped your community? _____

If No, Why _____

- e. Do you think SAI should continue doing projects in your community together with your CBO?

If No, Why _____

5. Sustainability questions

- a) Does SAI integrate sustainability concerns in their strategic plans?
 - b) Who owns these SAI funded projects?
 - c) Does SAI have an exit strategy?
 - d) Does the exit strategy involve all the stakeholders?
 - e) Are you ready to take over projects once SAI have finished with funding?
- f. What is your recommendation on SAI? _____

Appendix IV: Semi-Structured Interview: Leadership of Sere Africa International

The Performance of Non-Governmental Organizations' (NGOs) Development Programmes in Kenya: A case study of Sere Africa International (SAI) in Kericho County.

Semi-Structured Interview: Leadership of Sere Africa International.

My name is Ernest Langat. I am carrying out an academic study on the effectiveness of Sere Africa International's Development program in Kericho County. The study is in partial fulfillment of a Masters Degree course in Rural Sociology and Community Development at the University of Nairobi. Your contribution in giving me your comments and opinions will be highly appreciated. Please feel free to interact with me. All information provided will be treated with confidentiality and will not be used for any other purposes. I will share a summary of my final report with you later.

Thank You.

Name of interviewer:

Date:

Location details: Region/district, village/town

Name of person interviewed:

Position:

1. NGO Information

- a) Is SAI a registered NGO in Kenya? _____ . (Confirm Certificate) Which Year?

- b) Registered by which body? _____

- c) When was it formed? _____
- d) Number of Directors _____
- e) Do you have a constitution? _____
- f) Frequency of elections as per constitution. _____
- g) Number of Board Meetings per year as per constitution _____
- h) Meetings held previous year _____. This year _____

- i) How do you keep record of your activities? _____
- j) Where is the source of your Money? _____

2. Goals/ Objectives.

What are the goals/objectives of SAI?

3. Intervention strategies.

- a. Please tell me about the intervention measure in the community by SAI on development?
- b. Have any previous (or subsequent) interventions concerning development been implemented in the community?
- c. What results do you think the projects initiated have brought to the community?
- d. Have there been any benefits for the wider community?
- e. How do you ensure people's participation?
- f. Which processes do you have in place to ensure that your sustainability plan is effectively implemented by various project holders?

4. Projects

- a. How many projects have you undertaken in this community?
- b. What projects do you undertake in the community?
- c. How do you identify the projects you support?
- d. How does SAI help the community in dealing with underdevelopment?
- e. Are there any project links between SAI and CBOs in the community?
- f. Do SAI fund directly the projects or through the CBO?
- g. Please tell me the percentage of funds that SAI give to a CBO.
- h. How many projects do you have in your funding programme?
- i. How do you ensure sustainability of the projects?

5. Beneficiaries

- a) How many members or people have you trained since in the community?
- b) What can be the total cost spend so far in various projects in the community?
- c) How many people have benefited directly from your support over the years?
- d) How many CBOs have SAI provided various forms of support over the years?
- e) What is the number of people benefitted from trainings you have offered so far?

f) Do you do training sessions for beneficiaries to enhance sustainability of the projects?

Appendix V: Drug abuse awareness campaign

C O U N T Y

Drug abuse awareness now intensified



Sere Africa Initiative CEO Agnes Mutai addressing stakeholders outside their offices.
PICTURE BY HENRY EGO.

BY HENRY EGO

Drug and substance abuse awareness in Uasin Gishu County has intensified in the recent times with members of County assembly now joining in the fight against the vice.

Uasin Gishu County assembly is in advanced stage of passing a bill that will regulate alcoholic drinks consumption in the county.

Speaking during a Sere Africa International stakeholders meeting in Eldoret, Racecourse member of County assembly Amos Kiptanui said the alcoholic drinks ban act will

reduce the high prevalence of illicit brews consumption in the county.

“Once the bill is passed, the menace will be reduced significantly saving hordes of able youth from the debris of addiction,” said Kiptanui.

The stakeholders meetings sought to bring all the leaders on board in joined efforts of curbing the spread of drugs among the youth who are the majority in the county.

Nominated member of County assembly, Anne Lagat urged the youth to form groups that will enable them get Uwezo funds from the government.

“It is by engaging meaningful activities” said Lagat.

On her part, Sere Africa International CEO Agnes Mutai said the non-governmental organization is

closely working with schools within the county, bodaboda operators and leaders from institutions.

“We are targeting leaders who will implement this idea to all members hence spreading the message to the public,” said Mutai.

She said the initiative is working on a formula that will eradicate the drug and substance abuse in county schools.

“In partnership with NACADA we are striving to reach out to the most vulnerable groups in the society,” she added.

She however, said the funds allocated were less and will not cover the whole expenses

“One sure way of eradicating idleness is by engaging in meaningful activities.”

ACTIVITIES

She said youth groups will help keep the youths busy and avoid engaging in unfruitful activities.

“Idleness is the cause of all the youth problems and

Appendix VI: SAI leading in the fight against drug abuse

KILIMANJARO COUNTY

15 SEPTEMBER - 22 SEPTEMBER 2013

Peaceful The kicks off



ities (Kalenjins and Kikuyus) in Eldoret.

Sere Africa leading in the fight against drug abuse

Sere Africa International in collaboration with the National Campaign against Drug Abuse (NACADA) have stepped up their fight against drug and substance abuse in Uasin Gishu County especially among school-going children.

In a Uasin Gishu County stakeholders meeting, Sere Africa International Chief Executive Officer, Mrs. Agnes Mutai said the non-governmental association is at the forefront in fighting the rampant drug abuse amongst young children.

"We have realized that the stem root of drug abuse starts in primary school before one graduates to hard drug use" said Mutai.

She said most parents have neglected the crucial bringing up of children leaving it to teachers.

She also said many parents have gone down the drain and unable to take care of their children to continued drug usage.

Wareng Deputy OCPD Mr. Isaac Odumbe who was also present in the meeting said the police are also up in fight against the use of illegal drugs in the County with the help from the County Government.

Mr. Odumbe said the fight for drug abuse in the county is a mandate for all and sundry.

On his part, Julius Metto, Wareng sub county District Officer Representative said, the County government should hasten up in setting legislative laws on issuance of licenses to govern the selling of alcohol.

Metto, however, said the County government needs to look for sustainable ways to help those saved from the debris of alcohol and drug abuse. He said a larger number of those saved from the drugs need to be guided on how to kick start their lives after the drugs. Sere Africa International which was the host rolled out its plans for the County in fight against the menace.

-Henry Ego

ervening in settling all the internally displaced persons in who were still in camps in the Rift and closing down all the IDP camps. They said that move was a gesture of goodwill from the two leaders who had decided to work together in improving the lives of all Kenyans of all walks of life. Prof. Mwangi Mbugua who double up as a Kikuyu and a clergy said the two communities have since forgiven each other of their past wrongs and are closely working together. He reiterated that "our communities have not anybody to go and testify in the ICC. More whatever will be testified by any individuals there should be taken purely as a matter of sentiment."