UNIVERSITY OF NAIROBI
FACULTY OF ARTS
DEPARTMENT OF SOCIOLOGY AND SOCIAL WORK

TOPIC

THE ROLE OF COMMUNITY BASED ORGANISATIONS (CBOS) IN TRANSFORMING PEOPLE'S LIVES: A CASE STUDY OF OMEGA CHILD SHELTER IN MWINGI CENTRAL DISTRICT

A MASTER OF ARTS DEGREE PROJECT

PRESENTED BY

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DECLARATION

I certify that this project is my work and has not been presented in any other university.

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Signed _____ Date 11/11/2009

This project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

I dedicate this work to my son Benvictor Wamaru, my parents Mr. Salvatore and Jeniffer Miriti, as well as to my brothers and sisters with love and appreciation.

Abstract

Kenya is one of the countries in Africa where civil society organizations play a key role in promoting both rural and urban development. Many civil society organizations adhere to the laid down legal requirements are legally registered with relevant government departments and therefore recognized as key stakeholders in development. This gives them power to influence government policies and political decisions in support of the community development initiatives. Civil society organizations including CBOs are seen as effective vehicles to transform peoples' lives and in promotion of sustainable development because they apply integrated, people centered, participatory development approaches through organizing and mobilizing communities into action and exploitation of the rich social capital asset for public good. Through Civil Society organization efforts, the country has made tremendous progress in health, educational, agriculture and food security, community capacity building and awareness raising, infrastructure development and technical development.

The study was set out to establish the capacity of CBOs in promoting sustainable development in communities. This was done through doing a case study of Omega Child Shelter, a CBO in Nzeluni, Mwingi Central. The selection of Nzeluni was done purposively and data were gathered through focus group discussion, unstructured interviews, and observation guide. Data analysis was through establishing the emerging themes and comparing responses by respondents in order to check the validity of the data collected.

The researcher established that the Omega Child Shelter had initiated education programmes, provision of healthcare, food security and nutrition, infrastructure development; environmental conservation, capacity building, and building of community endowment fund. These

programmes were all geared towards development. The CBOs programme on education, especially Early Childhood Development stimulation and socialization have been put in place since 2005; and were meant to run up to 2013. The study however established that there was need for other intervention measures in order to keep students in school.

On food security, the CBO's effort had been a major contribution towards achieving sustainable development. There were four projects initiated by the CBO: a goat project, crop farming, a green house project, and a friut trec nursery. Of all these projects, the goat project was already established amongst the community members.

The general conclusion from this study was that commendable efforts had been made in local resource mobilization and therefore CBOs have a great potential towards the achievement of sustainable development.

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LIST OF ABBREVIATIONS

CBOs	Community Based Organizations
CDF	Constituency Development Funds
ECD	Early Childhood Development
FBOs	Faith Based Organizations
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndromes
GDP	Gross Domestic Product
GOK	Government of Kenya
KCDF	Kenya Community Development Foundation
KSAF	Kenya Social Action Fund
MDG	Millennium Development Goals
NCBO	National Community Based Organization Council
NGO	Non- Governmental Organizations
NPEP	National Poverty Eradication Plan
OVC	Orphaned and Vulnerable Children
PRSP	Poverty Reduction Strategy Paper
PSSP	Poverty Sector Stakeholder Partnerships Policy
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNESCO	United Nations Educational Scientific and Cultural Organization.

CHAPTER ONE

1.1.BACKDROUND TO THE STUDY

Community Based Organizations (CBOs) have in the recent times gained popularity in development circles due to their role in enhancing and implementing locally based development initiatives. This is amid diverse and continuous debate regarding their role and rapid spread both in developed and developing countries. Yet the participation of communities and civil societies group in development is crucial in reaching the poor grassroots communities in the world, Africa and Kenya as a whole. The history of community based organizations in Kenya is traced back after independence, in early 1960s when the Kenyan government called upon local communities to start self help projects e.g. construction of schools, health facilities, among others. The popular slogan "Harambee" was used to motivate people to pool resources together for a common good. Community involvement through development is essential in building various infrastructure and cohesion in communities to further enhance governmental initiatives especially within individual communities (CBO Kenya Consortium, 2005). Hence the key purpose of any government initiative has and is to create effective community based mechanisms that can make use of skills and resources available within communities to facilitate integrated community based development at a faster rate. Continued efforts on capacity building of community based organizations have been at the core of both governmental and non-governmental organizations to ensure their development objectives are accomplished within a participatory and community framework.

Yet by its measures, it has become clear that the developing world continues to face dramatic shortage in resources, trained personnel, retention mechanisms and systems necessary to address

the overwhelming needs within their communities. These have rendered ineffective most of these community based organizations reducing their capacities to facilitate community based development processes.

This is paper sought to survey the effectiveness of community based organizations in Mwingi District in transforming peoples' lives and promotion of development. Data was collected and analyzed through qualitative methods from Omega Child Shelter a Community Based Organization carrying out development activities in Central Division, Mwingi District.

1.2 PROBLEM STATEMENT

The rapid growth of population in developing countries has lead to increase in the demand for basic services. As the nations grow in size, the provision of houses become more costly; the health related problems emerge; safety and communications issues also strain the still 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 of especially major rural communities. The inability of government to deliver development to communities necessitated the emergence of CBOs as an alternative development vehicle

This has lead to the evolution of CBOs in response to these pressures to articulate the needs of the community mobilize local resources and external funding and carry out development priorities that address the development gaps of communities at a local level. Yet as these CBOs implement and engage in development initiatives of their communities, many experience myriads of challenges that limit their effectiveness in developing the local communities. Start up

challenges, lack/inadequate organizational capacity, changing power relations in times of political and economic transition, social and cultural issues, legal issues, sustainability and capacity for CBOs to meet the needs of the communities are some of the constraints that have limited the functions and the future potentials of CBOs especially in Africa. The study is designed to evaluate the ability of CBOs in transformation of peoples' lives and promotion of sustainability efforts in Mwingi district.

In Kenya, the numbers of CBOs have grown from 18,000 in 1995, 35,000 in 2002 to more than 50,000 in 2005, since the early 1960s when the Kenyan government called upon communities to start community based self-help development initiatives. (CBO Kenya Consortium, 2005)This phenomenal growth shows that CBOs are filling a void left by the government and other development partner. The CBOs have emerged as a response to the scarcity of social, cultural and economic resources and/or services to communities who cannot obtain or satisfy them on their own and the inability of government to reach all areas. CBOs have played a crucial rural in building capacities of communities to respond to their own development issues and improving the livelihood of communities (Wanyama, 2001). Yet as in any other developing nations the place of resources has led many Kenyan CBOs to rely on external resources which are not self-sustaining. However, many development experts have argued that the key problem is not lack of resources but the technical knowhow/capacities to identify, manage and utilize the local resources for the benefits of the community. This and many other challenges have had adverse effects on sustainability of community development initiatives in Kenya (Wanyama, 2002; CBO Kenya Consortium, 2005).Despite the large number of CBOs implementing community development initiatives in Mwingi district, the district still experiences persistent high levels of poverty as evidenced by frequent national appeals for relief food support. Currently, Mwingi

district is one of the poorest districts in Kenya with 62% of the population living below poverty line.

Though previous studies have examined the existing community based organizations in some rural areas in Kenya, there are few studies focusing on CBOs in Mwingi District in transformation of peoples' lives and promotion of development. Several studies done on community based organizations in Kenya and elsewhere have focused on different aspects of CBOs. For instance, Yasuko (2008) has done a study on Education and Empowerment of Women: Impact of the Community Based organization in Kenya to explore if and how community-based organizations impact women in the rural community of Takaungu, Kenya. The study examined examine the projects of the non profit organization, the East African Center for the Empowerment of Women and Children (EAC) with a view to analyze its influence on the rural community and women's lives and status. The main focus of this study was on the impacts of the EAC in Takaungu in order to scrutinize education and empowerment of women.

Chuma, et al (2007) have done a study on the role of community-based organizations in household ability to pay for health care in Kilifi District, Kenya. The main focus of this particular study was the potential of working through the community based organizations to reach and protect the poor. The study highlighted the challenges around several interventions: community-based health insurance schemes; micro-finance initiatives; and the removal of primary care user fees.

Another study on CBOs was done by Nyomba et al (2007) in *Community Development Journal* on strengthening community-based organizations for the challenges of rural development. This

study investigated the constraints of CBOs in providing services to their communities by examining leadership development, networking with both local and external organizations.

With these and other studies on CBOs it is apparent that a lot has yet to be established about community based organizations. Despite the fact that CBOs have operated amongst Kenyan communities, poverty alleviation and development are yet to be attained. The focus of this study was intended therefore to fill in the gaps towards the understanding of community based organizations. Data generated has attempted to establish the role of CBOs in transforming and promotion of development by examining the activities of omega Child Shelter a CBO in Mwingi Central Division.

1.3 OBJECTIVES OF THE STUDY

The overall objective of this research was to survey the role of Community Based Organizations (CBOs) in promotion of development in Mwingi District. The specific objectives of this research therefore were:-

1. To establish the opportunities exploited by Omega Child Shelter in transformation of peoples' lives and promotion of development in Mwingi.
2. To assess the contribution made by Omega Child Shelter in developing the community in Mwingi District.
3. To assess the capacity of Omega Child Shelter in implementing development activities in Mwingi Central Division.
4. To establish the challenges Omega Child Shelter faces in formulating projects geared towards transforming people's lives?

1.4 SIGNIFICANCE OF THE STUDY

The study was important in bringing more understanding and insight on structure and function of CBOs, their role and effectiveness in transforming peoples' lives and in promotion of development not only in Mwingi district but also nationally. It would also be used to inform future policy, both governmental and non-governmental organizations to design frameworks for building capacities of on-going and upcoming CBOs to support community development efforts. The dwindling government and donor resources and the rise in development challenges have necessitated a new development approach led by local communities. The inability of government to deliver development to communities necessitated the emergence of CBOs as an alternative development vehicle. Hence it was of significance to examine the influence of this new approach and its potentials for the future.

1.5: SCOPE OF THE STUDY

Though the study was related to other development aspects in communities, it was limited the role of CBOs in transforming and promoting development. The study focused on Omega Child Shelter in Central Division Mwingi. The results of the study would help inform other development activities in Mwingi District but may not be generalized to CBOs in other parts of Kenya since the environmental and material conditions in Mwingi district are not similar to those in other parts of Kenya.

1.6: DEFINITION OF KEY TERMS

a) **Community** is a group of people who are leaving within a specific geographical location sharing common interest, problems and with capacity to generate common solutions

b) **Community Development** is a structured intervention and action by local community based organizations to generate solutions to common problems affecting the community.

c) **Community Based Organizations:** These are organizations registered under the Ministry of Gender, Culture and Social Services and located within a specific community with a local mission, composed of local members with an aim of promoting development in the community.

d) **CBO Capacity** is the skills capabilities, ways of organizing resources, the presence of physical assets and the cultural norms of the CBO that contribute to accomplishment of its objectives and mission

e) **Effectiveness** is the capacity of CBOs to promote change that addresses poverty, marginalization through building the capacity of communities to address their own development.

CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 CONCEPTUALIZATION OF CBOS AND COMMUNITY DEVELOPMENT

2.1 Community Development- a Sociological perspective.

Community development has had different understanding in different disciplines. In sociology community development has been defined differently by various authors with many viewing it as the diverse activities within a community that lead to improvement of quality of life. Anglin and Hill (1982) for instance defined community development as encompassing a broad range of activities, institutions, and policies that seek to improve quality of life and create opportunities for change in communities. Community development according to the authors can be viewed as the process by which residents/communities are engaged in mobilizing and building assets to chart their future. These assets include philanthropic capital, investment capital, human capital, natural resources, culture, diversity and many others. Frank and Smith (1999) on the other hand see community development as the planned evolution of all aspects of community well-being (economic, social, environmental and cultural). It is a process whereby community members take collective action and generate solutions to common problems.

The scope of community development can vary from small initiatives within a small group such as CBOs to large institutions that involve the whole community. The primary outcome of community development is improved quality of life. According to Frank and Smith (1999), effective community development results in mutual benefit and shared responsibility among community members and recognizes the connection between social, cultural, environmental and economic matters; the diversity of interests within a community; and its relationship to building capacity. Community development requires and helps to build community capacity so that they can make informed choices for the community's progress. Effective community development

also happen when a challenge or an opportunity present itself, and the community/community based organization is aware of their power to act together to benefit their community; there is a desire to build on diversity and to find common ground; and/ or change is taking place and community development is understood to be a positive approach to manage this change.

Community development started mainly as initiatives of locally based organizations whose explicit goal was to serve their communities due to the inadequate attention from government agencies and the private sector. Unlike FBOs and other organizations, CBOs have come up to play the role of harnessing market forces and using locally available resources to improve quality of life and opportunities in communities.

2.2 Community Based Organizations (CBOs)

CBOs are generally assumed to form part of the civil society, along with NGOs, social movements and other associations. In some instances CBOs have been referred to as Community Based Corporations. According to Buxton and Prewitt (2003), a community based organization is composed of a group of people living in the same locality who organize for their common interest (as opposed to an NGO) which operates in a wider network. CBOs, according to the same authors are public or mutual beneficiary organizations. They are mainly composed of two groups brought together to work on new externally supported projects. These are the so-called initiative groups whose members may be related to each other in a variety of ways (through family, policies, profession or business) and who form a committee to carry forward a particular project. Second, are the traditional forms of community associations which vary widely across the region as to their characteristics and activities engaged in.

Many activities start as self-help or mutual-help groups. Over time, they develop into Ngo's-wider associations or micro-credit agencies. According to Acord (2002), 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. CBOs use local 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. CBOs have sprouted over time due to the diminishing role of government in bringing development to the people. As noted by Frank and Smith (1990), community based corporations [organizations] are locally based organizations whose explicit goal is to serve within communities that receive inadequate attention from government agencies and the private sector.

2.3 Development

In 1987 the World Commission on Environment and development coined the word 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 full-fledged source of development by the Universal Declaration of Cultural Diversity adopted by Unesco (Unesco 2002, 2001). Today development has been used in many disciplines as a tool of analysis and framework for developing policies and plans both within states and internationally. The UN General Assembly in 2000 for instance has adopted some 60 goals that focus on peace, development, environment, human rights and poverty (2000).

Development has broadly been referred to as 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 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 community as environmentally sound: where decision making focuses on reducing the impacts of population growth and development on natural resources and the environment; economically productive; 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. UNCED for instance in an effort to encourage the creation of a broadly based social movement in support of development, was the first international, intergovernmental conference to provide full access to a wide range of NGO/CBO to encourage 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 development in Johannesburg). The one voice was for communities, states, regions to engage in community exercises to define a desirable future and the actions needed to attain it. The main

efforts were to create livelihoods, globally and within states. This included creating livelihood through local authorities, creating opportunities for work and sustenance that offer credible alternatives to current process of development and modernization (2006).

Development thus has evolved as both a set of guiding principles and values, based on the Brundtland Commissions standard definition to meet the needs, now and in the future, for human, economic and social development within the restrain of life support systems of the planet and a broad spectrum framework for development. Development upholds the values of freedom, equity, tolerance, solidarity, respect for nature and shared responsibility. For the success of 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, 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 CBOs 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.

2.4 Poverty in Kenya

Poverty, a situation in which resources are not adequate to meet basic needs is at the root of community organization and action. Some schools of thought see poverty as being caused by unequal and complex power dynamics and the persistent inability by the vast majority of local communities in Kenya to identify and tap into the vast natural resources available. This situation is often exacerbated by poor and non-accountable leadership not only at community level but across the board. Due to this, the Kenyan economy has continued to perform poorly with declining GDP, diminishing social situation and low economic growth in the country. Estimates from Poverty Reduction Strategy Paper (PRSP) show that poverty has risen from 48.8 percent in 1990, 55.4 percent in 2001 and 56 percent in 2003. This increase of poverty among the majority of the Kenyan proportion has manly been determined by the various factors such as household size, gender, educational levels, land and agricultural outputs according to the PRSP (2003-2007). Further unequal distribution of land and inadequate access to land, low wages and low labor productivity, low labor absorption capacity of the economy poor implementation of development programmes, lack of focus and commitment to poverty reduction programmes have been the major causes of poverty in Kenya (Ikiara, 2005).

These high levels of poverty and increasing population have impeded economic and social development. As projected by World Bank (2002), the population of Kenya was to increase from 30 million in 2005 to 73 million in 2025. Currently the population is estimated at 42 million according to Central Bureau of Statistics (2008). These high levels of poverty, increasing population have lead to increase in development strategies to improve infrastructure, water systems, sanitation to sustain the community. The rising of high numbers of CBOs in Kenya

therefore for strategizing for poverty alleviation in Kenya through ways to cater not only for the current population but the future too.

2.5 POLICY FRAMEWORK ON DEVELOPMENT AND COMMUNITY BASED ORGANIZATIONS

2.5.1 Poverty Reduction Strategy Paper (PRSP)

The poverty Reduction Strategy Paper (PRSP) developed in consultation with the government, development partners, private sector representatives, 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 community development (PRSP, 2005-2007;3).

2.5.2 Public Sector Stakeholder Partnerships Policy Paper (PSSP)

PSSP was developed to increase and encourage participation of stakeholders to respond actively in poverty alleviation though 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 CBOs 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. PSSP thus pointed especially to the role of CBOs 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)

2.5.3 United Nations Development Programme: Government of Kenya Country Development Programme

UNDP was the first among the UN bodies to launch a Country Development Programme in the endeavor to reducing poverty in Kenya. The Programme through participatory assessments established lack of capacity at community and national levels for participatory approaches and methodologies to development. The programme 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 community health services; community based environmental protection, and community based infrastructure development. These programmes have gone a long way in increasing the role of community based organizations in transforming peoples' lives and facilitating development within their communities. UNDP continues to partner with local organizations in resource management, infrastructure to development, health, education and many other areas to ensure development (UNDP, 2003)

2.5.4: National CBO Council

The National Community-based Organizations Council was created in consultative partnership with the Commissioner of Social Services in the Ministry of Gender, Sports, Culture and Social Services. It is legally constituted as a society under CAP 108 of the Laws of Kenya. Under

Standardization, the council re-builds the CBO'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.

Currently there are more than 50, 000 CBOs existing in Kenya registered under the Commissioner for social services and National CBO council undertaking different grassroots projects mainly in rural areas. CBOs 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).

2.5.5: THE PLACE OF CBOS IN DEVELOPMENT

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

According to Ali 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 lead to an escalating concern regarding the strengths, weaknesses, opportunities and threats of CBOs vis-à-vis their functions as catalyst of development. Hence self-organized CBOs 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 forums 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.

All these endeavoring factors are based on the geographical set up of each CBO, 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.

2.6: IMPLEMENTING DEVELOPMENT AND ITS CHALLENGES

As Community Based Organizations 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, programme/project design, service delivery and impact on the targeted community, governance, inadequate/poor financial management systems and many other challenges that many CBOs are facing especially in rural areas. This section discusses these major constraints experienced by CBOs in promoting development.

2.6.1: Poverty as a Proxy for Social and Economic Distress

Although the main role of CBOs has been to transform and promote development through alleviation of poverty, many of CBOs in rural community have been rendered dysfunctional 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 CBOs are unable to tackle and more so overcome themselves. Poverty reduces the contribution power both in cash and kind to the prioritized community development initiatives as such; there is an overriding factor of competition between the immediate family felt needs and community needs.

2.6.2: Fragmentation of Development Initiative

Joseph (2000) in his book '*Sustainable Development in Mega cities*' has put forward an important constraint in achieving development that all stakeholders in development initiatives including CBOs have succumbed to. He brings forward the issue of fragmentation as a growing human development especially within Community Based 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 CBO concept which does not necessarily address the structural and ethical challenges surrounding poverty but focus on some 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 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 weakened community based organization. By focusing on a single issue and not trying to build common interest and goals, community based organizations are less likely to interact with organizations that have different interests. This often leads to conflicts, distrust and loss of the wider development perspective, weakening the vision and will open 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 CBOs relied on. This has made them loose their power to 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).

2.6.3: Governance and Functioning of Community Based Organization

Community Based Organizations 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. CBOS 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. As 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 development programmes (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 development governance. Moreover, what is most alarming is that most pertinent for promoting 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 loss to help them move ahead on the road to development.

2.6.4: Inadequate Capacity

The lasting impact of community development programmes is dependent on the capacity of CBOs to provide services and goods through sustainablemeans. Organizational capacity building and strengthening linkages with formal institution is a critical area in investment among CBOs. The need for managerial and technical skills to undertake necessary tasks is critical to CBOs initiatives. Yet many of this organizations lack the capacity to undertake development.

Most of the CBOs 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. Most CBOs lack the competencies in developing and implementing monitoring and evaluation plans and systems to tract progress, measurement of impact and lesson learning from their activities and projects. They also have inadequate skills in communicating technical information and skills to collect, document and disseminate relevant information. CBOs also lack effective networking and experience sharing skills with partners and other CBOs, 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, identify and mobilize local resources, manage finances and effectively report to donors. These challenges make it difficult for CBOs to grow and achieve development within their communities (Kisiangani, 2008).

2.6.5: Funding challenges

According to Coetzee, funding CBOs have become a highly and widely debated issue in recent times. These have created constraints of meeting the demands of development with limited resources among CBOs 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 periods of as little as 1 year and up to 3 years) as Coetzee reflects, generally acts against 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.

2.7: Empirical Literature Review

This section is dedicated to the addressing the gaps that the researcher intends to fill in as transformation of people's life. Through the examination of Omega Child Shelter, a CBO operating in rural Mwingi, it was expected that the cbo would engage itself majorly in activities characteristic of the rural setup like agriculture.

2.71: Limited Economic Diversity

Around three quarters of Kenya's population is dependent on the agriculture industry, but with its erratic weather patterns and vast regions of arid desert, it is a very unstable sector. Periods of drought can be crippling, not only in terms of food supply, but in jobs as well.

Even when crops have been sufficient, poor government policies and international trade terms hampered agricultural growth, leading to further declines in the industry through the 70s and 80s. Starting in 1991, further serious problems in the country's GDP became evident, leading to

extended government action which has not proven to be successful at stemming the tide of poverty in Kenya. It would therefore important for the study to establish the role the CBO under study had played in the establishment of structures that would ensure development. This is in view that Mwingi district is a semi arid region and therefore agricultural activities are usually hampered by lack of sufficient rainfall.

7.7.2 Lack of Opportunity

Weak overall infrastructure for the country means that nearly all the rural population is forced to rely on their own subsistence farming for their own food as well as monetary income. Jobs are scarce, leaving people with little opportunity for employment. There are considerable obstacles for starting small scale business. Micro credits may be one way to foster small entrepreneurs but these are not even accessible to most rural people. They will be important when eradicating poverty in Kenya. Another factor is education. School fees are often out of reach for poor families, leaving each generation to continue trying to find work while lacking the education to advance. Cultural biases towards women create further limitations for the growing number of female-led households. A recent survey of these organizations in Western Kenya shows that discussion at the meetings of CBOs is limited to such matters as individual contributions to the development projects of the organizations and mobilization of external resources for the projects of the organizations. (Alila and Wanyama, 1995). In general, the CBOs are more concerned with the mobilization and distribution of development resources. However, it is important therefore to go beyond establishing the activities of CBOs and determine the manner in which these initiatives have helped shape up the lives of the rural folk.

2.7.3: Women and Development

Many studies have devoted their concerns on the role of women in development. According to the UN (2008) women bear a disproportionate burden of the world's poverty. Statistics indicate that women are more likely than men to be poor and at risk of hunger because of the systematic discrimination they face in education, health care, employment and control of assets (Foster, 1988) Poverty implications are widespread for women, leaving many without even basic rights such as access to clean drinking water, sanitation, medical care and decent employment.

According to some estimates, women represent 70 percent of the world's poor (Webb, et al 1996). They are often paid less than men for their work, with the average wage gap in 2008 being 17 percent. Women face persistent discrimination when they apply for credit for business or self-employment and are often concentrated in insecure, unsafe and low-wage work. Eight out of ten women workers are considered to be in vulnerable employment in sub-Saharan Africa and South Asia, with global economic changes taking a huge toll on their livelihoods.

The concern of the study is not however to establish the disparities between men and women and development. The researcher chose this dimension due to the fact that rural poverty is deeply rooted in the imbalance between what women do and what they have. Building women's capabilities and addressing gender inequalities are crucial factors in enabling them to transform their lives and the lives of their families and communities. Women must be empowered to lead the fight against poverty and hunger. It has been argued tha there was a link between women and poverty. Attention was drawn to the disproportionate number of female-headed households among the poor and the fact that women in poor households were largely responsible for meeting families' basic needs. This led to the spread of income-generating projects for women intended

to help them meet these needs, but which had little effect on their marginalised status in the development process. Genuine anti-poverty strategies, which justified assistance to poor women on the grounds of poverty reduction rather than family welfare, would have meant significant disbursements for women. They therefore ran into the same problems as 'equity-based' programmes. Early initiatives on women in development thus did little to change gender biases in poverty alleviation efforts and left them intact in macroeconomic policies. Therefore, the study shall determine whether the opportunities exploited by Omega Child Shelter recognized women as actors in development.

2.8: THEORETICAL FRAMEWORK

2.8.1: Social Capital Theory

The theory of social capital and its concept have developed mainly by Coleman (1988), Robert Putman (1993) and Pierre Bourdieu. Bourdieu (1986) for instance saw social capital as the social and economic forces created to maintain a capitalist society. He proposed that economic, cultural, and social capital together share the permissible actions in any particular field of operation. According to him when social capital is utilized by individuals and individual families they have collective effects. The concept of social capital is all about establishing relationships purposefully and employing them to generate intangible and tangible benefits in short or long terms. The benefits could be social, psychological, emotional and economical (Portes, 1998).

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 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 organization such as networks, norms, and trust that facilitate coordination

and cooperation for mutual benefit." He emphasized on individual participation on social life and the construct of social trust. All this 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 significant for a country to prosper economically and for development to be achieved. To the social capital is not just the institutions that underpin society-it is the glue that holds them together.

Social Capital network-European Commission (2007) the important aspect of social capital is the ability to handle of 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: Theory of Collective Action

The theory of collective action has been important in explaining human behavior including social movements. The scope Willer (2009) notes that the scope of the theory encompasses collective action situations as conventionally defined, where groups desire the production of a public good that would benefit all members, but face a dilemma in that the production of goods require costly contributions from the group members. The theory discretely explores the fact that formal organizations are central to location and contracting their actions. Collective action theory seeks to understand how groups of individuals are able to cooperate to overcome social dilemmas, assuming that being a self-interested, short-term maximizer is the default position.

According to Willer (2009) collective actions or those "actions taken by two or more people in pursuit of the same collective good" are typically framed as resulting in some shared outcomes, or "public good." This is the essence of the theory which sees public good being at stake in any "group motivation" (which is also critical aspect of the theory) for collective action. Group motivation as defined by Willer (2009) is the extent to which the individual values the groups interests relative to the individuals own. The theory argues that individuals' earn improved status in groups following collective action contribution because group motivation is perceived as meritious that is closely tied to status. The theory therefore predicts that individuals who contribute to collective action earn improved status as well as other social and material benefits because their contributions indicate the group motivation.

Dahal et al (2008) argue that collective actions are those actions taken by a group (either directly or on its own behalf through an organization in pursuit of members perceived shaped interests. Further formal or informal organizations may be helpful in coordinating collective action

although collective action may occur spontaneously. Collective actions can be backed by institutions and involve processes of collective/group actions. Collective actions mostly take the form of development institutions, resource mobilizations, coordination activities and information sharing.

Collective action theory has been used to understand the framework of management of collective issues, sustainability and impact of group motivations in building and supporting public good. Collective action has been seen as having more impact in not only community development level at national but also at international levels (Dahal et al, 2008).

Collective action and social action show great interlinkages and cannot be explained without the other. According to Meizin-Dick et al (2004), relations, trust, reciprocity and exchanging of common rules, norms and sanctions, connectedness, networks and groups are both important aspects of social capital and collective action. Putman (1993) comments that; "application of the social capital framework in the study of management of collective issues is useful because it includes networks (both formal and informal), including user groups, as the structural social capital facilitating collective action and the various norms and institutions as the cognitive social capital which predisposes groups to corporation and collective action." This depict the high level of interconnectedness between social action and collective action as Putman (1993) continue to point out that social capital is the solution to the dilemmas of collective action meaning that social capital is the reason behind engagement of collective actions such as formation of CBO since it is able to resolve pressing issues within a community which could not have been resolved individually.

2.9: RESEARCH QUESTIONS

From the empirical and theoretical literature review, several gaps exist in regard to the role of CBOs in transforming of people's lives. Consequently, in an attempt to address these gaps, the researcher formulated four research questions, which are:

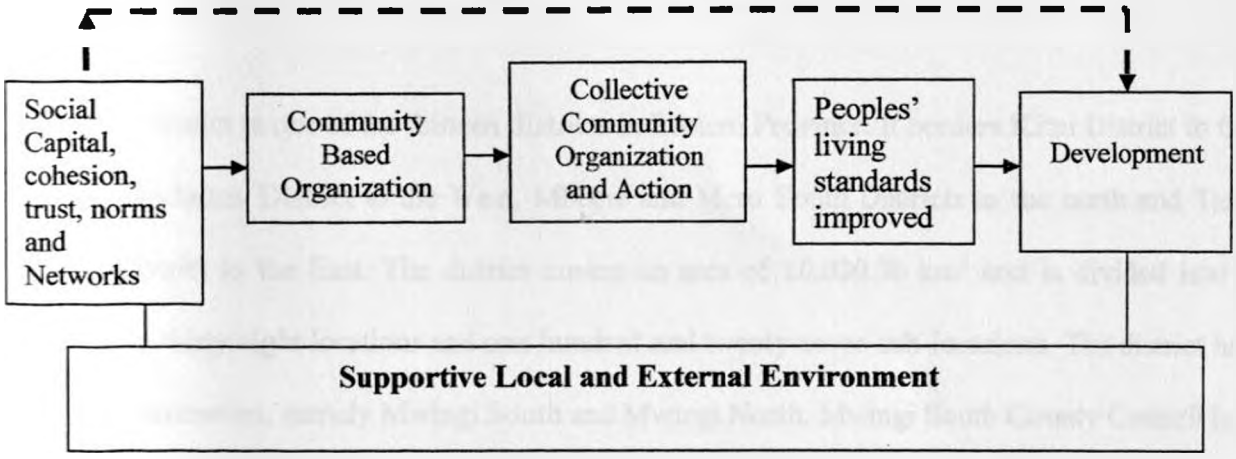
1. What opportunities have been exploited by Omega Child Shelter towards transformation of peoples' lives and achievement of development in Mwingi?
2. What contribution towards development has Omega Child Shelter made in Mwingi District?
3. Does Omega Child Shelter have the capacity to transform peoples' lives and bring development in Mwingi Central Division?
4. What challenges does Omega Child Shelter face formulating projects geared towards transforming people's lives?

2.10: CONCEPTUAL FRAMEWORK

Sustainability of community based organizations has strong linkages to social capital based on the level of bonding of the groups. According to World Bank (2003) social capital play a major role as a developmental tool or "missing link" which is essential for alleviating and achieving societal development. Social capital gives structure to social relationships and facilitates collective action as indicated by various studies (Krishna 2003; Ostrom 1994; Putman 1993; Schmid 2000). Collective action brings the flow of activities through social capital and bonding of groups. When organizations take collective actions of addressing their communities' needs, people's livelihoods are built, development programmes are initiated and economic growth is experienced. This is especially so in community organizations which over the years have shown high level of sustainability of their activities. This is because their membership is forged by

strong social and economic links, members recognize and trust each other and have effective 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 [community based] organizations. Their viability comes due to the stability of the structure and members operational rules and sanctions and an economy of scale which permits specialization. Community based organizations therefore are able to generate strong connectedness among themselves and carry out collective activities. Figure 1 shows the interconnectedness between social capital, collective action and community based organization activities that lead to transformation of people's lives.

Figure 1: Conceptual Framework of Interconnectedness of Community Based organization and Transformation of people's lives



CHAPTER THREE: RESEARCH METHODOLOGY

3.0. Introduction

This study was purely qualitative in nature. This chapter spells out how the data for this study was obtained. 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.

3.1. Site selection and description

Mwingi District has more than 200 active CBOs operating in the area. The study investigated the role of Community Based Organizations in transforming peoples' lives and promotion of people's lives. In this regard, the researcher studied Omega Child Shelter in Central Division of Mwingi District. This is a unique Community Development Organization (CBO) in the mentioned division, currently applying an integrated community development and poverty reduction approach, which includes an Early Childhood Development (ECD) Programme and a special programme for Orphans and Vulnerable Children (OVCs).

Mwingi District is one of the thirteen districts in Eastern Province. It borders Kitui District to the south, Machakos District to the West, Mbeere and Meru South Districts to the north and Tana River District to the East. The district covers an area of 10,030.30 km^2 and is divided into 9 divisions, thirty eight locations and one hundred and twenty seven sub-locations. The district has two constituencies, namely Mwingi South and Mwingi North. Mwingi South County Council has 17 wards and Mwingi North County Council has 15 wards. The district is generally plain with a few isolated rock outcrops in Mumoni, Nuu and Migwani Divisions (GOK, 2002).

The highest point of the district is Mumoni Hill, with an altitude of 1,747 metres above sea level. The landscape is generally flat, with a plain that gently rolls down towards the east and northeast where altitudes as low as 400 m. the highlands, namely Migwani, Mumoni, Central and Mui divisions receive more rainfall compared to lowlands Nguni, Kyuso, and Tseikuru divisions. The drier arrears experience severe droughts, which have led to livestock deaths and food shortages. The district has red sandy soils, loamy sand soils and patches of black cotton soil. River valleys have saline alluvial soils of moderate high fertility. Otherwise soils are of low fertility and prone to erosion. Most hills are covered by shallow and stony soils unsuitable for crop farming. Climate of the district is hot and dry for the grater part of the year. The maximum mean annual temperature ranges between 26 ^{0}C and 34 ^{0}C while the minimum mean annual temperatures in the district vary between 14 ^{0}C and 22 ^{0}C. The district has two rainy seasons; March-May (long rains) and October-December (short rains). Rainfall ranges between 400mmand 800mm per year but is erratic. The short rains are more reliable than the long rains. In Migwani, Central and Mui divisions, crop farming is more prominent than livestock keeping because of the agricultural potential.

Mwingi District is a homogenous district inhabited mainly by the Kambas. The district has a population of 303, 828 (1999 census) and is projected to rise to 377,081 people in 2009 with a growth rate of 2.4 per cent. It has an average population density of 30 persons per square kilometer. More than 95% of this is rural based while 5% is the urban population of which Mwingi Town has 4% percent while the rest is distributed in other trading centres (GOK, 2002).

Migwani is the most densely populated division (101 persons per km^2), followed by Central, Kyuso, Mui, Nuu, Mumoni, Tseikuru, Nguni, and finally Ngomeni being the least densely populated (7 persons per km^2). The district shows a very high prevalence of poverty, which is estimated at 60% with the poor residing in the driest divisions in the district namely Tseikuru, Kyuso, Ngomeni, Nguni, and Nuu divisions. Migwani, Central and Mui have least poverty prevalence (GOK, 2002).

The selection of Mwingi was done purposively. Mwingi, like most other areas of Kenya, has a large population of the poor having limited access to resources and hence high rates of unemployment among school leavers. The district has a large number of CBOs implementing various community development programmes.

3.2: Research design of the study

This section presents the research design that was used for 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 can be obtained with sufficient precision or so that a hypothesis can be tested properly.

This study adopted the case study design, a qualitative research method. 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. Case-studies involve measuring what is there and how it got there. In this sense, it is historical. It can enable the researcher to explore, unravel and understand

problems, issues and relationships. It is an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used.

The case study design in this case was useful in determining the present situation of Omega Child Shelter as well as gather background information about the past and key variables which was useful in assessing it role in transforming people's lives.

3.3 Methods and tools of data collection

Primary methods of data collection were interview, observation, and focus group discussion. The sources of data were the key informants who were drawn on one part from the leadership of the CBO under study, the pupils and students supported by CBO; while on the other it was the community, i.e. the members who are direct beneficiaries of the organization and selected stakeholders collaborating/networking with the CBO.

Data was also obtained through observation. According to Koul (1992:168), observation is "the process in which one or more persons observe what is occurring in some real life situations, and they classify and record pertinent happenings according to some planned scheme." Koul (1992) further point out that observation is an essential element in evaluation in order to secure benchmark and descriptive data to document programme activities, processes, and outcomes. The researcher made observations on certain indicators on poverty interventions by the organization to the beneficiaries, i.e. the members.

The secondary sources of data were journals, as well as the CBOs reports. The other source of secondary data was the reviewed literature.

The researcher spend two weeks in the field and the following schedule was adopted:

- Observing food security demonstration plots in two locations and discussing with beneficiaries.
- Visiting and observing fruit /trees nurseries in three divisions
- Observing eight ECD centres and holding discussions with Teachers and ECD committees.
- Visiting, observing and holding discussions with twelve dairy goats in the beneficiary families
- Visit to observe the Green House Pilot project.
- An Observation visit to Farm Africa Goat Breeding site/ Farmers Educational Site in Nzeluni market/location.

3.4 Tools of Data Collection

The researcher employed four tools of data collection. These were focus group discussion guide, interview guide; the unstructured questionnaire, and observation guide. In total, the study gathered information from twenty participants. Out of these, four were key informants (3 male and 1 female), 12 participated in the focus group discussion (3 male and 9 female), and four were beneficiaries. The beneficiaries were two high school students: a girl and a boy aged 15 and 17 respectively while the other two were guardian mothers over 50 years of age. The researcher used a short unstructured questionnaire to interview the beneficiaries. Through records available at Omega Child Shelter, the researcher traced the two student beneficiaries to their schools and the guardian mothers to their homes.

3.5 Units of analysis and observation units

Beker (1994:102) defines unit of analysis as the social entities whose social characteristics are the focus of the study. According to Singleton et al (1988:69), "units of analysis are the activities

(objects or events) under study." In this study, the unit of analysis was the CBO under study- Omega Child Shelter.

The observation unit which is also known as the unit of data collection is the element or aggregation of elements from which one collects information. The observation units were members of the community who are the beneficiaries of the CBO, the leadership of the CBO, the collaborators and students benefiting form the CBO.

3.6: Sampling techniques

Convenience sampling was used in selecting the area and the CBO under study. This is because the general objective of the study was to examine if the CBOs was playing any role in transforming peoples' lives and in transforming of people's lives and therefore it was important to select CBOs undertaking development projects. The researcher proceeded to use criterion sampling in order to select the 42 respondents, twelve of whom participated in the focus group discussion, four were key informants and the others were beneficiaries. Criterion sampling involves selecting subjects that meet some predetermined criterion of importance (Patton, 2001).

3.7 Data Analysis

The data that was collected was mainly qualitative in nature. The researcher examined raw data in order to find linkages between the research objectives 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 will deliberately look for conflicting data to disconfirm the analyses. The researcher categorized, tabulated, and recombined data to address the initial propositions of the study, and conducted cross-checks of facts and discrepancies in accounts. The data gathered from the community, collaborators and the leadership of the CBO enabled the researcher do comparisons and note emerging themes in relation to the study objectives.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1: Introduction

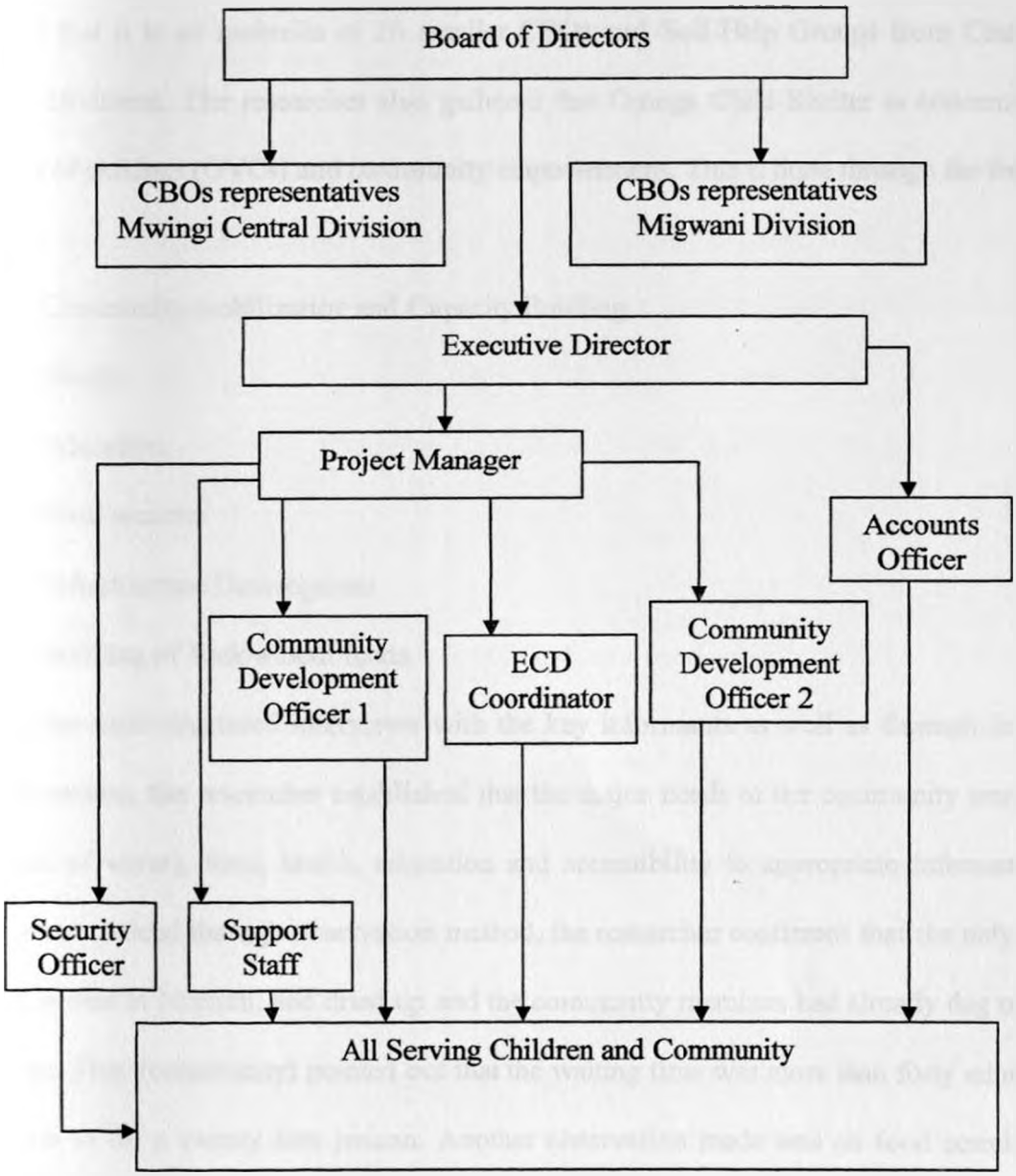
In this chapter, the researcher presents and analysis the study findings. In particular, data are presented through the identification of emerging themes from the field, concepts, propositions and observations. Through this, the study attempted to seek for answers to the three research questions in order to establish whether the Community Based Organization under study has the capacity to transform peoples' lives in Mwingi Central Division, Mwingi District.

4.2: Background information of the Community Based Organization

The CBO under study was Omega Child Shelter in undertaking development initiatives in Central Division, Mwingi District. The CBO's office is located in Nzeluni market, Nzeluni location, Central division, Mwingi district. Omega Child Shelter is an umbrella CBO made up of 26 CBOs and Self- Help Groups and supports community development initiatives in three locations namely: Nzeluni, Migwani, and Nzatani in Central Division, Mwingi District. The running of the CBO is done through a team of 10 elected Board members and the board's resolutions are executed by a team of 7 staff members headed by the Executive Director. The team of Board members comprise of: The Chairperson, treasurer, secretary and six members; while the staff is composed of the Executive Director, Programme Manager, ECD Coordinator, 2 Community development officers, Office Secretary, Laboratory Assistant. There are 3 volunteers including the fruit/tree nursery assistants. The CBO works closely with relevant collaborators who add value to omega programming and service delivery through skills and related resources. The team of collaborators mainly comprise of development partners and Government of Kenya relevant departments. The collaborators include; Farm Africa (an NGO), World Vision-Kenya, Rise-Kenya, Jomo Kenyatta University of Agriculture and Technology (JKUAT), ministry of

Education, Ministry of Health, Ministry of Agriculture, local primary schools, religious institutions and ECD and ECD Centers. Figure 1 presents the organizational structure of the CBO.

Figure 2. Flow Chart of the organizational structure of Omega Child Shelter



Source: Omega Child Shelter-Mwingi

All the operations of Omega Child Shelter are conducted under two board objectives which are: providing equal opportunities for orphans and vulnerable children (OVCs) and transforming communities' by empowering them through capacity building. Through one of the key informants-the Executive Director, it emerged that the CBO has been in operation for seven years and that it is an umbrella of 26 smaller CBOs and Self-Help Groups from Central and Migwani Divisions. The researcher also gathered that Omega Child Shelter is concerned with education of children (OVCs) and community empowerment. This is done through the following activities:

1. Community mobilization and Capacity Buidling.
2. Health
3. Education
4. Food security
5. Infrastructure Development
6. Building of Endowment funds.

Through the semi-structured interviews with the key informants as well as through the focus group discussion, the researcher established that the major needs of the community were water (total lack of water), food, health, education and accessibility to appropriate information for development. Indeed through observation method, the researcher confirmed that the only source of water; a dam in Nzeluni, had dried up and the community members had already dug up wells in the dam. They (community) pointed out that the waiting time was more than forty minutes for one person to fill a twenty litre jerican. Another observation made was on food scarcity. The farms had dried up and there were no food reserved in the stores of the homesteads visited. During the focus group discussion, participants pointed out that for more than three seasons, the

locality has not received sufficient rainfall and thus there was total crop failure. This was clearly evident through observation of the farms in the families visited.

Through the key informants, the researcher established that finances for the CBO are raised through local and external fundraising from organizations, key among them being the Kenya Community Development Foundation (KCDF), World Vision, through the corporate sector e.g. the Safaricom Foundation. The organization also runs some income generating Activities which earn them some income including selling of fruit/tree seedlings. The manager pointed out that the average capital base per year for Omega Child Shelter was between Ksh 4.6-5.8 million, an amount which he stated was not enough for the CBO to operate successfully. In effect, lack of finances was the key challenge that the CBO faced in that there were far too many priority activities that required funding in the community. In order to continue operating, the CBO has devised certain coping mechanism like having income generating activities as a source of supplementary funding and for building their endowment funds. In addition, the CBO uses part time personnel like in the laboratory of their clinic as well as using volunteers. For the time the CBO has been in operation, the director indicated that they have learned that poverty alleviation can be achieved through empowering the community and therefore the CBO is focusing more and investing in knowledge and skills capacity building, community mobilization, education, as well as offering material support.

It is important to recall that the study aimed at establishing the role of CBOs in transforming peoples' lives and in transforming lives. From the onset therefore, it is apparent that the efforts being made by the CBO were geared towards development. According to Anderson, (2002)

development is a pattern of resource use that aims to meet human needs while preserving the environment so that these needs can be met not only in the present, but also for future generations. The concept of development is based on the assumption that societies need to manage three types of capital (economic, social, and natural), which may be non-substitutable and whose consumption might be irreversible. Essentially, the field of development can be conceptually broken into three constituent parts: environmental sustainability, economic sustainability and sociopolitical sustainability. In essence, by concentrating its efforts towards community mobilization, capacity building for community, support for OVCs and support for community development initiatives, the intentions of Omega Child Shelter are geared towards transforming peoples' lives.

The next part of this chapter are presents in detail the particular activities the CBO is engaged in. from the insights gained, it was possible to make judgments on whether the organization has so far achieved its role of transforming the lives of local community and in achievement of development. To achieve this, the researcher relied on explanation building, pattern matching, and time-series. Through explanation building, the researcher was able to analyze case study data by building an explanation about the cases and identifying a set of casual links. On the other hand, pattern matching involved comparing empirically linked patterns with the predicting ones. The researcher had also "how" and "why" questions about relationships and changes of events over time. This meant identifying theoretically proposed sequences of events that were expected to lead to certain outcomes.

4.3. Study Findings

4. 3. 1 Community mobilization and capacity building

From the discussion with Omega Board Members and Staff, the researcher found out that the CBO had invested a lot in community mobilization to form smaller and more manageable village groups for effective service delivery and programme reach. The community mobilization efforts concentrated on educating community members on the importance of approaching community challenges in groups rather than individuals and also on the importance of each individual's active participation in every identified development activity. The researcher further found out that the Omega Board and staff had been trained through the support of KCDF and world vision on key organizational development aspects including: Governance and public accountability issues, project design and management, community mobilization, involvement and participation, financial management systems, fundraising and local resource mobilization, networking, collaboration and partnerships building and on sustainability of their programmes. They were further trained in programme management matters including: monitoring and evaluation, Rights of the child, ECD Concepts, appropriate farming practises and value addition, environmental conservation, proposal preparation and marketing, lobbying and advocacy, documentation and data management, report development, Information and Communication Technology (ICT) and on processes of endowment funds building.

4.3.2 Education Support

Omega Child Shelter supports education programmes in Mwingi Central Division in ECDs, primary school feeding programmes, and secondary school scholarships.

4.3.3: Early Childhood Development Support

From the focus group discussion, the researcher established that the CBO has a feeding programme for schools which is funded by KCDF in which ten centres with 740 pupils supported get nutritional support in form of nutritional porridge. During the focus group discussion, participants were in agreement that the feeding programme had helped keep children in school unlike in the past where drop out rates were very high. One of the participants, an ECD teacher, said, "Before the feeding programme by Omega Child Shelter, drop out rates used to be very high." This participant for instance pointed out that in 1999, 60 children had been enrolled in term one in one the ECD centre but by term 3 of the same year, the ECD centre had only 35 pupils. This was attributed to lack of food. This contrasts with the year 2005 when Omega Child Shelter took over to support the school feeding programme. The participants pointed out that in term one 45 children had been enrolled and the number considerably grew to 57 and the 3rd term, who successfully completed the ECD Programme. Bearing in mind that the study was out to establish the role of CBOs in transforming people's lives, it can be argued that omega by supporting ECDs has put measures in place towards attaining development. This is because their feeding programme targets young children who would easily drop out of school due to lack of food and ensuring their completion and successful transition to higher levels of education. According to the World Bank, a quality ECD Programme is a key strategy in poverty reduction and in realization of development. Analyzed keenly, at least five Millennium Goals contribute to quality Early Childhood Development.

The researcher also established that the CBO has got other ways and means of retaining children in schools not only in ECDs. The CBO has a programme on Orphans and Vulnerable Children

(OVCs) in primary schools. To identify the OVCs, Omega has appointed a committee from among the guardian groups in each sub-location within Nzeluni location, to furnish the CBO with information about the OVCs within the locality. A board member of omega who also belongs to a guardian group makes visits to the children's home in order to ascertain that a child is needy. Such information about OVCs is also sourced from the school where the child is learning. The guardian groups in the sub-locations are representative of the sub-locational management committee of the CBO. The sub-locational management committee has 6 members. The following is the breakdown of the membership of the guardian groups per sub-location, with one of the members of each guardian group being a representative in the CBO board.

Table 1: Membership of the Guardian Groups

Sub-location	No. of members	Representative
Nzatani	36	1
Ilalambyu	35	1
Nzeluni	42	1
Total	113	3

The guardians make visits to the children home to access their needs. They then hold meetings once per week to present their reports. Each guardian gives a report about the child/children she/he is in charge of. The reports are forwarded to omega CBO by the representative so that the CBO can access the type of assistance to be offered. In most cases assistance is in the form of food, educational support and health care. The guardians have a special responsibility on the children being looked after. On each visit, they take supportive materials to the children. As a

requirement this should be five kilograms of beans or maize and a contribution of fifty shillings for purchasing necessities like paraffin and related requirements.

The CBO makes home and school visits to give out their cheques for scholarships, food, and to provide psychosocial-support to the OVCs and their guardians. This form of support is usually made once in a month. However, should the CBO get assistance from other donors, the distribution is done immediately. For instance, Omega child shelter Executive Director indicated that the month of April 2009 they had received food stuffs worth 300,000/= from a well wisher which was distributed to the community immediately.

The ECD programme covers two divisions which are Mwingi central and Miwani divisions. From Mwingi central divisions, 58 schools and from Miwani division 51 schools are covered. From the discussion, it emerged that in these 109 schools, lower primary school teachers receive ECD education and training for instance, through daily work shops which are necessitated by the CBO, teachers are trained on how to make and use locally available materials for teaching and for children's play. A participant who is an ECD teacher provided samples of such materials which have been made using locally available materials like gunny bags, manila papers, grains and pebbles. This was meant to cut on the costs of purchasing training materials and therefore access to all children. Through the CBO, ECD teachers are facilitated to make learning and experience sharing visits to other ECD centers within and outside the district. For instance, on 30th October 2008, they visited St. Mary's ECD centre in Machakos district. They are also keen on health and nutrition and any complications on children are freely examined at the omega health clinic. Besides trainings in material development, the ECD teachers are taken through

refresher courses and trainings on; Child development, rights of the child, ECD concepts, and child centered teaching methodologies, child nutrition, psychosocial support, identification and timely referrals on children with special needs, smooth and successful transition and in managing children infected and affected by HIV/Aids. At the primary school level, the school management boards are trained on the smooth transition of the ECD children, school management, public accountability and on community mobilization for quality education. Emphasis is laid on the importance of close networking between ECD and primary schools committees for successful transition of children. Therefore ECD has incorporated parents, teachers, the guardians and community. With the CBOs support, Early Childhood Development Programme has been in place since 2004, meant to run up to 2015. The CBO informed the researcher that they were already putting measures in place to ensure the sustainability of this importance programme because it lays the foundation of children lives.

The CBO also provides building materials for ECD centers, for instance at Mikwili ECD centres, the CBO came in and supported with roofing materials after the community built the structure. In addition, at Ngoni ECD centre, the CBO build two classes, one for young children as a day care centre and the other for children being prepared for class one. One of the participants commented that the CBO has changed the lifestyles of the community because before the classrooms were built, children were taught under a tree but now they have a a good structure that shelters them from bad weather conditions. The CBO has also promised to help floor the schools classrooms and equip them with furniture.

The CBO had also supported primary schools. This was in the form of nutritional support whereby ten schools had benefited from this project. In these schools, there are 4293 children who were being supported. This was meant to ensure that the children were retained in school since the area was frequently affected by severe droughts and famine.

4.3.4: Secondary School Scholarships

This is through sponsorships/school fees support offered to bright students whose parents/guardians are unable to raise school fees and the bright children from poor families. The CBOs selection criteria for beneficiaries of secondary school fees programme is based on performance and the level of need at which the child. Even though a child might not be orphaned, they may be vulnerable mainly because their parents are not in a position to raise their school fees. The CBO also has flexibility in consideration of the students to be supported. The researcher established that up to 2009, the CBO had supported 29 students. One of the participants in the focus group discussion, who was then working as the CBOs' secretary/support staff, was a beneficiary of the Omega scholarship programme.

The researcher carried out a detailed interview with four students under the scholarship programme of Omega Child Shelter. One of the respondents was a student who had been orphaned while in primary school. He was a first born in a family of three, under the care of the grandmother. The second born was also a student in secondary and had challenges paying his fees since he had been supported through the Constituency Development Fund (CDF) initiative. The student under the CBO scholarship indicated that he had received support in fees and uniform worth Ksh 20,900 in 2006 while in Form One. The respondent said: I have never been

sent home for fees since I joined Form One… I was also assisted one time with foodstuffs-maize, beans, and cooking oil…Omega has assisted me so much. I am confident of doing well in K.C.S.E since I have never been sent home for school fees."

The researcher also visited another student supported by the CBO currently a Form Four student in Nzeluni Girls' Secondary School. Through interview, it turned out that the student was not orphaned but vulnerable, being a fifth born in a family of eight; both parents did not have adequate means of livelihood. The first born had been educated through the father's farming project in Klungu Village. However, the current drought which has persisted for more than three years has left the family with no means of livelihood. In this case, the student had no joined the school which she had been admitted to in Form One due lack of school fees and money for sustenance because the school was far from her home. Omega Child Shelter has been paying her school fees since 2005. The respondent pointed out that in Form One alone, the CBO paid Ksh 24,000 in school fees and uniforms. To show the magnitude of the assistance from the CBO, she said: "I think if it were not for Omega, I would not have been in school. My parents could not afford at all to educate me but through Omega's assistance, I have been educated now up to Form Four."

The fact that Omega Child Shelter has been supporting education in both primary and secondary schools is in itself geared towards changing the of people's lives. It has been established that in arid and semi-arid areas, education levels and especially of women, is low. Though there is the Free Primary Education programme in Kenya, it has been established that the transition rate for girls from one level to another was still low in semi-arid areas due to high levels of

poverty(Isiolo District Development Plan, 2003-2008). In Isiolo for instance, it was established that in the year 2003, enrollment for girls in primary schools was 54%, to 13.6% in secondary schools. Therefore, the provision of scholarships for secondary school students is a major boost to the transition rates not only for girls but also for boys.

Considering these four cases, the researcher makes the following observations. One is that levels of poverty are very high in this community since the four students had indicated that their parents/guardians totally lacked means of livelihood. In addition, there were other children in the families who had dropped out of school and others who had difficulties in fees payment. Another observation is that there was need for other intervention measures in order to keep students in schools, otherwise many students would not go through schooling and this would ultimately lead to more poverty in the community.

4.4.0 Food security

The key informant pointed out that the Food Security Programme Campaign was initiated in 2004 and it has 4 components.

1. Dairy Goat Farming,
2. Crop Farming,
3. Fruit/Tree Nursery Project, and
4. The Green House Project.

4.4.1: Dairy Goat Farming

Data on the dairy farming project was obtained in two ways. The first was through focus group discussion and then interviewing. The two were supplemented by observation at the homesteads

where the goats were being reared. The goats, a crossbreed had been bought by Omega for the Guardian Parents from Farm Africa organization. Through the discussion, a collaborator from Farm Africa, acted as the trainer to the goat farmers as well as the animal health worker. The dairy goats were a project of Kitui-Mwingi Breeders' Association (KMGBA), which is supported by Farm Africa. Farm Africa's inception incorporates the poorest members in the community.

The CBO bought the crossbreeds for the guardian parents at Ksh 1,000 each from Farm Africa, this price being one of the benefits of the CBO's partnering with other organizations. The goat project continues to benefit the members through their sale. One of the participants indicated that she had already sold two crossbreeds at Ksh 5,000 each and another two had been sold to farmers from Makueni District at Ksh 10,000 each. From the proceeds of the sale of the goats, the farmers have to give 10% to the association.

Omega Child Shelter has also organized for training for the goat farmers on raring of the goats as well as breeding. For instance, they have been trained on the timing of the goats in readiness for breeding. Besides each village has a male got for breeding under the care of a buck-keeper. The CBO also uses trained members to train the local community on matters to do with marketing of the goats and their products. Milk produced by the crossbreeds was selling at Ksh 100 per litre in Mwingi. The association was planning to sell the milk outside Mwingi District once production was high. Another source of income was from the charges crossbreeding. The buck-keeper charged Ksh 20 and 50 for members and non-members respectively at the buck station. The buck-keeper retained 50% of the money generated from the service.

A visit to a buck-station at Ilalambyu revealed that three types of goats are brought in for breeding. The buck-keeper indicated that one of the types is the East Africa Goat (a local breed), Galla Goat, and the F1 crossbreed. Visitors who visit the buck-station are charged Ksh 3,000 with 30% of the amount going to the buck-keeper. Other benefits that farmers got from the goat project include manure. One of the buck-keeper said, "Before I got the goat, I did not have manure…I only had 10 chicken and they could not provide adequate manure. Now I can grow vegetables which thrive very well because I have sufficient manure. This supplements the nutrition of my family as well as being a source of income through the sell of vegetables. I expect to start selling milk from my crossbreeds."

Despite this initiative of the goat project, poverty levels were still high in this community. For instance, at the buck-keeper's homestead, the structures were semi-permanent, there was no latrine available, the compound was not fenced and the children looked malnourished. At another homestead, despite having the crossbreed goat, the guardian indicated that taking care of the orphaned children was burdensome to her since she did not have a means of livelihood.

A challenge to the goat project was the cost of maintaining the goats. For instance, the buck-keeper indicated that there were costs on veterinary services and food for the goats. Since the goats had to be closely monitored unlike the local breeds, they were reared through zero-grazing and therefore they had to be fed with special plants feeds. In sum the maintenance cost would be an average of Ksh 1,000 per month.

A critical examination however indicated that the goat project would be viable in this community. Omega Child Shelter has been a major facilitator in community capacity building.

According to Deborah, (2003) Capacity building often refers to assistance which is provided to entities, usually developing country societies, which have a need to develop a certain skill or competence, or for general upgrading of performance ability. Deborah goes further to indicate that most capacity is built by societies themselves, sometimes in the public, sometimes in the non-governmental and sometimes in the private sector. Capacity building in this context then is taken to be more than training and it should be regarded as human resource development, the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively. It is organizational development, the elaboration of management structures, processes and procedures, not only within organizations but also the management of relationships between the different organizations and sectors-public, private and community (Aguirre, 2002).

Bearing this in mind the CBO has done a lot in that it has given farmers the goats which are expected to have high returns. The project manager indicated that the CBO had so far given 45 goats to the members. The CBOs policy is that the owner of the F1 crossbreed gives the first kid to another member. The association monitors breeding, birth and giving out of the first kid to its members. Over time, this multiplier effect would mean that most of the community members would have acquired a goat at very minimal cost or non at all. An examination by the researcher of the records at the buck-keepers revealed that the CBO members were at the three quarter stage of breeding towards the pure breed. In essence, the CBOs effort has been a major contribution towards the achievement of development through capacity building.

In addition, out of the sales made by the members, 10% is distributed from the group to the division, then the district and finally to the region. Each gets 25% of the 10% contributed. The

regions association is comprised of Mwingi Central and Nuu in Mwingi District, Ngomeni in Kyuso District and Kitui Central and Cyuluni in Kitui District. Out of these contributions, the association has been able to start a SACCO-Mwingi Rural SACCO based in Mwingi town, which was started in 2007. Its membership now stands at 1,200 and members started getting loans in 2008. Members get loans three times their saving. From the focus group discussion, participants indicated that they were now able to acquire property through such loans, educate their children, as well as enable them to participate in community development projects. The associations SACCO was a success since its capital base was Ksh 3.8 million. In conclusion, the goat project was viable and it was expected to contribute towards the development of the local community.

The dairy goat project was by then the leading in as far as community empowerment was concerned. This is because so far the members had benefited through selling two crossbreeds. In addition, they had also gained in knowledge through Omega's involvement. The members had been trained in rearing of the crossbreed goats with some selected members having been trained as buck-keepers. When the researcher interviewed the buck-keepers, it emerged that they were conversant with the process of buck-keeping. From this, it is evident that the CBO has succeeded in capacity building.

The goat project in Mwingi has helped the guardian mothers since it has given them that source of income they had previously lacked. In some cases, the beneficiaries of the goat project were windowed and this meant that the level of poverty was high for their case. For such families, meeting financial obligations was a major hurdle. This would affect children more so those in school. Other studies lent support to this argument. Seeley et al. (1993) found that children in

Kibuye, Kampala Uganda were looked after by extended families. The financial strain involved had led to the households with orphans failing to raise funds to send them to school. In rural Masaka, they found that extended family members had various reasons for failure to care for the relatives. In effect then, the community based organization's goat project in Mwingi was vital in ensuring that orphaned and vulnerable children could have access to education besides getting other necessities.

The goat project by Omega Child Shelter in Mwingi also gives support to the fact that women have played a major role in development in society. All the goats provided by the CBO were under the management of women, including the veterinary parson who had been trained through the initiative of Omega. Indeed, the issue of women and development in society has been championed even by the United Nations. It has been variously argued that inclusion of women in development was a major step towards achieving development (Synder and Tadnesse, 1995:6). Indeed, based on past experiences of the Kenyan government,, Non Governmental Organizations, donor agencies, and women organizations themselves, it has been recognized that development initiatives impact differently on men and women. According to the National Gender and Development Policy (2002:3-4) "...different actors should employ empowering strategies, and adoption of equity as a goal to overcome existing disparities between men and women and contribute to the achievement of gender equality..." this policy stamen bring in the focus the fact that women have been denied opportunities in initiating development in society though they are most affected by poverty in society. In fact, the Government of in 2006 observed that there are significant differences between women, men and children

This study takes into consideration that in many countries around the world, women's property rights are limited by social norms, customs and at times legislation, hampering their economic status and opportunities to overcome poverty. Even in countries where women constitute the majority of small farmers and do more than 75 percent of the agricultural work, they are routinely denied the right to own the land they cultivate and on which they are dependent to raise their families. In view of this, the goat project by the CBO is a milestone in the empowerment of women since the hybrid goats were kept in pens around the homestead

4.4.2: Crop Farming

The crop farming initiative by Omega Child Shelter was initiated in 2002. The CBO facilitates farmers' training through seminars, workshops and practical demonstrations on appropriate farming. Through such demonstrations, farmers in the community have also been trained on making and application of organic manure. In addition, Omega has assisted farmers with certified seeds and drought resistant as well as early maturing crops. Participants in the focus group discussion indicated that they had also been trained in kitchen gardening.

The crop farming initiative was also intended to ensure that farmers were adequately prepared for the planting season. Farmers are advised to prepare farms early and they are also provided with farm implements. One Hundred and Fifty farmers in this community had benefited from Omega Child Shelter by being supplied with seeds for two seasons. The group of beneficiaries who benefited were the guardians who take care of the OVCs. Three sub-locations viz: Nzeluni, Ilalambyu, and Nzetani are under this programme where fifty farmers from each sub-location benefit. After harvest, each farmer is expected to contribute one bag of produce. However, the major challenge that has faced this initiative is shortage of rain. For the two seasons that the

CBO has provided the certified seeds, there was total crop failure and consequently the farmers could not contribute the one bag of produce to Omega Child Shelter.

From this study, a few issue emerged, i.e. that the community in the three Sub-locations have acquired farming skills through the intervention of Omega Child Shelter. Another observation was the community was not food secure despite efforts made by the CBO. This was due to the frequent severe droughts in the region which has persistently led to total crop failure in the last three years.

4.4.3: The Green House Project

From the focus group discussion, the Executive Director Omega Child Shelter pointed out that the green house was already in place. The idea of the green house was initiated in 2009 as a viable farming strategy because the district faces frequent water shortage and rainfall failure is common. The green house project was a pilot in the community. The director of Omega Child Shelter had been trained by Amiran Kenya, a company that trains and sells Green House Kits to farmers. After the pilot project, several green houses would be initiated at the sub-locational level and a phase three would see the individual community members have their own green houses. The objective is to counter the effects of drought thus ensuring that the community was food secure as well as empowering them financially. The management of Omega Child Shelter also projects to export produce from the green house project to international markets.

Through observation, the researcher confirmed the report of the focus group discussion. The green house project had already been initiated in one of the member's farm. We gathered that it would use drip irrigation and that a tank with a capacity of 600 litres of water can be used per week. The house can accommodate 600 tomato plants. In addition, the crop can be harvested

after three months thereby a farmer can plant tomatoes three times in a year. And each harvest was projected to fetch Ksh 150,000. However, produce would be sold at cheaper prices to the local community and only the surplus would be sold out of the district.

Mwingi being a very dry area, the green house project would be ideal in poverty eradication. This is due to the fact that watering is done twice a day for one hour in each session. This project is however not likely to be very viable because of the cost of installation of the house. The key informant informed the researcher that the cost of the house was Ksh 150,000, with cost of transport and installation further moving it up to more than Ksh 180,000. For such a project to be a success, it would require the community to be funded since they cannot meet the cost on their own due to high poverty levels. Recall that Mwingi District is classified as poverty prone zone. Besides, Omega Child Shelter relies heavily on funding from other organizations, the key being Kenya Community Development Fund (KCDF). The director of this CBO indicated that funding was not forthcoming. The capital base of the CBO was between Ksh 4.6-5.8 million per year. In effect, it would not be practical for the CBO to fund the green house project in the community. If for instance, Omega Child Shelter were to fund the green house project for the 45 guardians from the three sub-locations, the installation cost would be Ksh 8.1 million, far beyond the average annual budget for the CBO.

Despite the high implementation cost of the green house, the project would eventually be profitable. It was possible for a farmer to grow crops three times in a year. Records from Amiran Kenya-the supplier of the green houses-show that farmer on average get KSh 45,000 after the sell of each crop. With three planting seasons in each year, this means that a farmer would get an average of KSh 135,000 per year. In essence then, the green house project is sustainable.

The green house project initiated by Omega Child Shelter raises concerns on the constraints faced by CBOs in the process of poverty alleviation. This study has established that the major constraint is inadequate funding of the CBO. This apparently appears to affect many CBOs in the developing world. According to Brachman (2003), CBOs are often viewed as under funded and lacking sufficient capacity to take on the redevelopment of communities.

4.4.4: The Fruit/Tree Nursery

Through the focus group discussion, the researcher gathered that the fruit/tree nursery project was managed by two members. The project has tree nurseries which is an income generating project by Omega Child Shelter. The seedlings are sold to the local community as well as in Mwingi town. The income generated from the sale is retained by Omega Child Shelter for its operations.

The two attendants indicated that the nurseries have grafted mango seedlings, pawpaws, avocados, oranges and passion fruit. There are also other types of seedlings like acacia, pine tree, whistling pine, Cyprus and tissue culture banana. The nursery attendant pointed out that the major challenge was lack of water. She said, "Lack of water in the locality has made it very difficult to sustain the project…It is not easy to keep the seedlings watered on daily basis."

When the researcher visited the site of the fruit/tree nursery, it was confirmed that it had quite a number of seedlings as the attendants had mentioned in the focus group discussion. It was also noted that the grafted mango seedlings were on high demand within the community. Further, the attendants indicated that initially they used to get a specialist from Nairobi to graft the mango and orange trees but one of them was trained in due course. Eventually, she trained the second

attendant thereby cutting production cost since the project does not spend money in hiring the specialist any more.

The following observations were made for the fruit/tree nursery project. The first was that quite a number of the seedlings were drying up, almost 30% due to lack of water. Indeed, the only source of water available, a community dam, had dried up. Apparently, there was the danger that the fruit/tree nursery project would fail bearing in mind that the rain season in the area was usually between October and December. The other observation was that the sales from the project were low since the community only bought the seedlings during the rain season and recall that the area has experienced drought for a long time. Consequently, it can be argued that the fruit/tree nursery project is not viable and in effect cannot be a means of achieving development in this community.

4.4.5 Community Endowment Funds for Sustainability.

The researcher found out that Omega Child Shelter is currently mobilizing resources to establish their endowment funds whose annual returns will continue to be utilized for projects already in place and ensure the sustainability of their other development initiatives beyond donor funding. The omega management explained that endowment funds is capital invested permanently and in such a way that only a portion of the yields on the investment can be utilised. The group making the investment is referred to as the fund builder and in this case utilize 45% of the profits to support the CBOs selected community development projects and the balance is ploughed back to the portfolio kit so as to earn more income. A minimum of Kshs. 500,000 is required to formally start a permanent fund with the Kenya Community Development Foundation (KCDF).

The concept of the community endowment fund is a new in Africa and was introduced to the Omega Child Shelter by the Kenya Community Development Foundation, a national community development foundation that is currently popularizing the same in the whole country. After intensive community sensitization and education on the concept and the process involved in this venture, Omega Child Shelter bought the idea as a key strategy to the sustainability of her development initiatives. During the Focus Group Discussions with Omega management, it came out strongly that the members and the community have bought the idea and is effectively mobilizing local resources to ensure that it succeeds. It emerged that commendable efforts have been made in local resource mobilization since 2005 towards building of the endowment funds and the organization had already commenced the endowment building processes with the KCDF.

The concept of the endowment fund by Omega Child Shelter can be viewed from the point of view of trying to break the poverty cycle. According to Appadurai, (2004), the environment of poverty is one marked with unstable conditions and a lack of capital (both social and economical) which together create the vulnerability characteristic of poverty. Because a person's daily life is lived within their environment, a person's environment determines daily decisions and actions based on what is present and what is not. Dipkanar Chakravarti argues that the poor's daily practice of navigating the world of poverty generates a fluency in the poverty environment, but a near illiteracy in the environment of the larger society. Thus, when a poor person enters into transactions and interactions with the social norm, their understanding of it is limited, and thus decisions revert to decisions most effective in the poverty environment.

According to Arjun (2004), the key to the environment of poverty, which causes the poor to enter into this cycle, is the poor's lack of capacities. He claims that the better off one is, the more

chances one has to not only reach aspirations but to also see the pathways which lead to the fulfillment of aspirations. By actively practicing the use of their capacity of aspiration the elite not only expand their aspiration horizon but also solidify their ability to reach aspirations by learning the easiest and most efficient paths through said practice. On the other hand, the poor's horizon of aspiration is much closer and less steady than that of the elite.

Thus, the capacity to aspire requires practice, and, as Chakravarti argues, when a capacity (or decision making process) is not refined through practice it falters and often fails. The unstable life of poverty often limits the poor's aspiration levels to those of necessity (such as having food to feed ones family) and in turn reinforces the lowered aspiration levels. Ways through which to change the situation of the poor is changing the terms of recognition and creating programs which provide the poor with an arena in which to practice capacities. Chakravarti, (2006), further argues that through this, the poor are able to not only show their abilities but to also gain practice dealing with governmental agencies and society at large. Through collaborative projects the poor are able to expand their aspiration level above and beyond tomorrows' meal to the cultivation of skills and the entrance into the larger market.

This chapter has presented data on the activities that the community based organization caries out in Central Division, Mwingi District in endeavor to empower the community economically and transform peoples' lives towards development. It is important to recall that this study had three objectives: To establish the opportunities exploited by Omega Child Shelter in trsnforming peoples' lives and promotion of development, to assess the contribution made by Omega Child Shelter in enhancing development in Mwingi District, and to assess the capacity of Omega Child

Shelter in transforming peoples' lives and in implementing development activities in the area. The study findings reveal the following:

1. That one of the opportunities exploited by Omega Child Shelter is the collaboration and strengthening of relationships with other community based organizations. For instance, through the focus group discussion, it emerged that Omega has been net-working with Farm-Africa, an NGO that was also involved in goat-rearing in the community. Indeed, Omega Child Shelter had purchased the goats for its members from Farm-Africa. This link was intended to achieve capacity building. Through this link, members of Omega Child Shelter have gained skills on goat rearing which including setting up breeding centers in the community.
2. Omega has also exploited opportunities to work with more diverse funding partners. For instance, the CBO has benefited in the form of funding from Kenya Community Development Foundations (KCDF) and the World Vision Kenya. In 2008, Omega child Shelter benefited from funding from Safaricom foundation in the form of material to construct a health unit and foodstuffs which benefited school children in the Orphans and Vulnerable Children support programme of Omega Child Shelter.
3. Omega has also exploited the peaceful environment and the political goodwill in the district to implement various community development activities.
4. The study was also set to establish the contribution made by Omega Child Shelter in developing the community in Mwingi District. The CBO has got four projects for its members, which are: education scholarships, a goat project, the fruit/tree nursery, a green house, and community endowment funds for sustainability. Through interview and observation, the conclusion is that the CBO has contributed towards the development of

the local community. For instance, when the researcher visited the goat rearing projects and student beneficiaries, each pointed out how they had benefited from Omega Child Shelter. For instance, the collaborator from Farm Africa, the two guardian mothers, and the two high school students were very enthusiastic about the support lend by the CBO. Besides the programmes supported, Omega has done a lot of community mobilization activities for social action. The results are evident through active community participation in development initiatives by gender. This therefore is an indication that the community was receptive to the activities of the CBO.

5. On one side, Omega Child Shelter has strengths that give it the capacity to implement development; which are clear vision and mission, community support, commitment and harmony between staff and board members. The community's resilience is also a key strength that the CBO rides on in the implementation of her programmes. The CBOs mission and vision are guiding principles in an effort to develop the local community. The vision is to provide equal opportunities for orphans and vulnerable children, transforming families and communities through empowering them to develop their potential to the full, while the mission is to improve opportunities for orphans and vulnerable children to grow up holistically; and building communities' capacity for self sustainability and reliability. Omega Child Shelter has a board which usually meets with the staff once in a month to get reports from the representative of the members. They can also be called upon to meet whenever there was an issue to be addressed. These reports are on the Orphans and Vulnerable Children (OVCs) supported by Omega as well as on the goat rearing and fruit/tree nursery projects. From the focus group discussion which included staff members and board members, the researcher observed that each of the

groups were interlinked thus creating harmony among them. However, the CBO is faced by weaknesses which include insufficient staff and funding. Omega Child shelter has six staff which is not sufficient in carrying out its objectives in Mwingi central Division.

CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1: Introduction

This is the last chapter of the study. The researcher summaries the findings on the role of community based organizations in development. Out of the summary, the researcher then makes recommendations on how best development can be achieved in Central Division, Mwingi District. The last part of the chapter makes suggestions for further research.

5.2: Summary

The findings of this study established that the capacities of the community based organization-Omega Child Shelter-operating in Central Division, Mwingi District, has been enhanced through knowledge and skills capacity building programme supported by the KCDF, World vision, relevant government of Kenya departments and development organizations closely collaborating with the CBO. Related to this, the CBO has been very effective in community mobilization campaigns as evidenced by the many groups formed and the level of community participation initiatives by gender. Secondly, the CBO has initiated various development projects/programmes in the local community. Three of these projects were under the education sector. These were ECD Programme, primary school feeding programme, and scholarships for secondary school students. For the ECD Programme, the CBO has undertaken the training of ECD teachers in selected schools as well as providing in-service and facilitating learning and experience sharing exchange programmes for them in other districts. Besides this, the CBO provides support through the feeding programme in the ECDs as well as offering material support in some ECD centres. For instance, the CBO assisted in the roofing of an ECD centre as well as the construction of two ECD classrooms. In addition to ECD support, Omega Child Shelter offers

support to orphaned and vulnerable secondary school students in form of scholarships for tuition fees and school uniforms.

On food security, Omega Child Shelter ha initiated the dairy goat project in addition to providing farmers with farm implements and certified seeds. The CBO had also embarked on a green house project to counter the effects of drought in the area. A fruit/tree nursery project had also been initiated as a means of poverty alleviation.

5.3: Conclusions

A critical examination of data generated from the field leads to the following conclusions. The first is that the initiative by Omega Child Shelter has a great potential in transforming peoples' lives and in achieving development in Mwingi Central Division. However, the magnitude of the need for support cannot be accommodated by the CBO due to the high financial support required for the projects.

Another conclusion is that some of the projects supported by Omega Child Shelter have not succeeded due to harsh climatic conditions in the district. In spite of this, some of the initiatives have great potential in changing the lifestyles of the local community. These include the capacity building programme, food security programme, ECD programme and the secondary school scholarship project. The dairy goat project too has a great potential towards the achievement of development.

The general conclusion is that community based organizations have the capacity to achieve developments for communities as long as they have sufficient funding. In addition CBOs are better placed in initiating development compared to other agents of development. This is due to

the fact they operated at the community level instead of using intermediaries to reach community members. Even with this manner of operation, there are gaps that CBOs needed to fill in order to fully achieve development for the communities. The major area of concern is equity as CBOs endevour to initiate development projects in communities. Another gap that exists is the consideration by CBOs on the link between achievement of development and the environment. Present-day economic development is rendered compatible with investment in environmental resources for the future. In this regard, there is need for CBOs to deal with issues that enhance the natural environment in order to ensure achievement of effective development.

5.4: Recommendations

The researcher makes the following recommendations.

1. There is need for sufficient funding to CBOs by NGOs and government agencies to enable CBOs effectively initiate development projects at the community level.
2. CBOs should emphasize more on capacity building of organizations in order to achieve community participation in development initiatives, more so capacity building for individuals that relates to advocacy skills, training abilities, and technical skills.
3. There is need for concerted efforts by the government and NGOs to address water scarcity in Mwingi District before embarking on other initiatives to do with development.

5.5: Areas of Further Research

The researcher makes suggestions for further researcher on the following.

1. The link between capacity building and achievement of development.

2. The actual impact of partnership and networking by CBOs and their funding agencies.

3. Role of community endowment funds in promoting sustainability of community development initiatives and development.

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Appendices

Appendix 1: Discussion Guide for Omega Management Board and Collaborators

Division_____ Location _____Sub- location_____

Q1. Operational Area_____

Q2. Number of Years in operation_____

Q3. Number of board/management Committee members by gender: F_____ M_____

Q4. CBO vision, mission and goal.

Q5. Number of Self Help Groups affiliated to the CBO_____

Q6. Number of people directly benefiting from the project?

Q7. What kind of capacity building training have you received, and from whom?

Q8. What kind of activities is your organization you engaged in?

a) Health
b) Education
c) HIV/AIDS
d) Integrated Activities
e) Food security activities
f) Infrastructure Development
g) Others (Please specify)_____

Q9. What are the major needs in this community?

Q10. How well have you been able to meet these needs in the community?

Q11. How are beneficiaries and affiliated groups involved in your organization activities?

Q12. What changes have occurred to the community since inception of your CBO?

Q13. How do you raise finances for the activities you undertake?

Q14. What is the basic capital base for implementing the activities of your organization?

Q15. Which other development groups/agencies/organizations do you work with?

Q16. How can they rate Omega's effectiveness in efforts to achieve development?

Q17. What are the challenges encountered in your work? Coping mechanisms and lessons learned?

Q18. What measures have you put in place to ensure the sustainability of your organization and programmes?

2: Interview Guide for community members/Omega organization beneficiaries.

Background information

1. Name (Optional)_____

2. Age_____

3. Village_____

4. Sub-location_____

5. Location_____

Assistance from CBO

6. What form of assistance have you received from Omega Child Shelter?

7. For how long have you been assisted by Omega Child Shelter?

8. What economic activity are you involved in?

9. Roughly state your earnings per month from the activity named in 8.

10. Rank the success of Omega Child Shelter in promoting development in your area.
    i. Very Successful
    ii. Successful
    iii. Not Successful
    iv. Failed

11. (a) Have you been assisted by any other organization operating in Mwingi District?
    Yes No
    (b) If your answer is 'Yes', which one?
    (c) Was this assistance given directly or through Omega?

12. (a)Do you think Omega Child Shelter should continue to operate in your region?
    Yes No
    (b)If Yes, why_____

    _____

    (c)If No, why_____

    _____

13. Make suggestions on the best way through which organizations operating in your area can assist in initiating development.

Thank you for your participation

3: Unstructured Questionnaire Guide for Students/OVCS supported by Omega

	Interviewer Instructions
Thank you for joining this discussion. We want to find out about school uniforms, food, and fees. You can say what you want, and what you say will not be quoted individually. If you like to talk a lot, please make sure that others get a chance, and if you are quiet please try to participate.	Introduction (To explain objectives and establish ground rules)
Please tell us your name and something you like about your school. I'll start. My name is X and I think XX,	Get students to introduce themselves.
1. Who pays for your school fees? 2. How much of the school fees is paid by Omega? 3. How bout your school uniform? Are they bought by tour parents or by Omega? 4. How often do you have your uniform changed? 5. Do you get any assistance of food from the organization? 6. How has this assistance helped in your learning?	1.1 Key question-assistance given PROBE: (only to be asked after the participants have given their own answers)
Thank you for your participation. Please let us know if you have any questions.	

4: Semi-Structured Interview guide for selected management board and staff of Omega Child Shelter

Name of interviewer: **Date:** **Location details:** Region/province/district, village/town **Name of person interviewed:** **Position:**
Introduction: We are here to review the role of Omega Child Shelter in development to the community, so your comments and opinions are very important to us. Please feel free to talk freely. Your comments will be recorded, but we will not quote you in our report. We will share a summary of our final report with you later.
1. General Information 1.1. Please tell us about the intervention measure in the community by Omega on development. was your role? 1.2. Have any previous (or subsequent) interventions concerning development been implemented in the community? 1.3. What results do you think the projects initiated have brought to the community? 1.4. Have there been any benefits for the wider community?
2. Food Security 2.1. How does Omega help the community in dealing with food security concerns? 2.2. Does Omega have any food security campaigns for the local community 2.3. Are there any links between Omega and other related institutions and organizations? 2.3. What changes have you observed over time in as far as the community's food-secure state Is concerned?
3. Foodstuffs/Uniforms 3.1. How many school-going children does Omega provide with foodstuffs/uniforms? 3.2. How regularly are the foodstuffs/uniforms provided? 3.3. Do children get the food in school or at home?
4. Fees 4.1. Please tell us the percentage of fees that Omega pays for the beneficiary. Does Omega pay the fees directly to the school or through the beneficiaries? 4.2. How do you determine who qualifies for the award of the fees assistance? 4.3. How many children do you have in the fees programme? **5. Wrap-up** 5.1. What recommendations do you have for improving food security and education for children in this community?

D: Structured Observation guide of projects funded by Omega Child Shelter

Location details: village, Sub-location, Location,
1. How many projects initiated by Omega in the Central Division? 2. What is your assessment of the projects? 3. How are the projects distributed? 4. What particular types of projects have been initiated?