

FACTORS INFLUENCING THE EFFECTIVENESS OF COMMUNITY BASED
ORGANIZATIONS IN KIBWEZI DISTRICT, KENYA

BY

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A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILMENT OF THE
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2012

DECLARATION

Except as acknowledged by the references in this document to other authors and publications, this research project report is my original work and has never been submitted to any university for examination purposes.

Signature _____



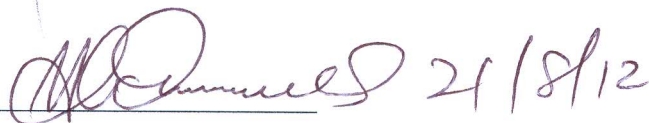
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This research project report has been submitted with my approval as the university of Nairobi supervisor.

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Senior Lecturer

Department of Educational studies

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DEDICATION

I would like to dedicate this work to my immediate family members for their understanding and support during this research project: My wife, Susan; My daughter, Diana; My son, David.

ACKNOWLEDGEMENT

I wish to acknowledge in a special way all the people who supported me and enabled the successful completion of this research project. Special appreciation goes to the University of Nairobi, Mombasa Campus, for giving me the opportunity to undertake this course and the research project. Special recognition too goes to my supervisor Dr. Harriet Kidombo for her patient support and guidance during the writing and completion of this research project report. I must also acknowledge the support from District Social Development Officer (DSDO), Kibwezi district for availing the district CBO register and details related to the CBOs that enabled sampling procedure and data collection to take place. Many thanks to all the respondents to the questionnaire instrument for agreeing to participate and provide responses to questions. And lastly to my classmates whom we compared notes and encouraged one another along the journey of research project.

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ABBREVIATIONS AND ACRONYMS

CBO – Community based organizations

DSDO – District Social Development Officer

FBOs – Faith based organizations

OVCs – Orphaned and Vulnerable Children

PLWHIV – People Living with HIV and AIDS.

ABSTRACT

This research project set out to study the factors that influence effectiveness of CBOs in community development programmes in Kibwezi district, Kenya. The four objectives of this study were: i) to establish if governance affects effectiveness of CBOs in community development programmes; ii) to determine if resource mobilization capacity affects CBOs' effectiveness in community development programmes; iii) to determine if the CBO formation process determines its effectiveness in community development programmes; iv) to establish if effective internal management determines CBOs' effectiveness in community development programmes. Literature review did not reveal any study that has been carried out in Kibwezi district of Makueni County in Kenya on the study topic. Thus this study is the first of this nature in the study area. Review of literature also revealed that studies done in the past describe to an extent the independent variables in CBOs but do not go further to show the relationship between the independent variables and the dependent variable (CBO effectiveness). This study has attempted to establish if there is a relationship between the independent variables and the dependent variable. The research design used for this study is descriptive survey that explored the independent variables that influence effectiveness of CBOs in development programmes in Kibwezi district, Makueni County. The district has 65 CBOs and six CBOs were sampled for the study using stratified random sampling method. The six CBOs have a total of 1536 members and out of 164 sampled 135 participated in the study. Data collection methods that were used are questionnaires. Since the study was descriptive in nature, data was analyzed using descriptive statistics like frequencies and tables. Linear regression model was also used to establish if the relationship between the independent variables and the dependent variable was statistically significant. The findings show that the four variables taken jointly are significant in their relationship to CBO effectiveness. This means that the four variables taken together can be controlled to influence CBO effectiveness (dependent variable). However, the individual independent variables have no relationship with CBO effectiveness. This means that each independent variable on its own cannot be controlled to influence CBO effectiveness. However, resource mobilization and effective internal management taken together are statistically significant in relation to CBO effectiveness. This means that the two variables, resource mobilization and effective internal management, can be controlled to influence CBO effectiveness even without the other two variables, governance and CBO formation process. The recommendations for this study are that the CBO leadership should ensure information sharing and enhanced accountability. The CBOs also should embrace participatory monitoring of CBO activities. Recommendations for future research include use of CBO records for data collection for the same variables. This is to ensure the respondents views are collaborated by the CBO records.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Poor performance of government in meeting the socioeconomic needs of citizens has been identified as one of the reasons behind the proliferation of community based organizations (CBOs) in the new millennium, according to Abegunde (2009). Abegunde (2009) further argues that community based organizations (CBOs) are increasingly being presented as vehicles for development and most Non-Governmental Organizations (NGOs) and development aid agencies are keen to show that they are working with CBOs as a demonstration of local ownership of development initiatives by the recipient communities. The CBOs are also presented as a means to mobilize and organize local communities for participation in development of their own communities. Working with CBOs is seen by development aid agencies as a guarantee of sustainability of community development initiatives

While there is logic in the argument that CBOs can be vehicles to mobilize and organize local communities to participate in and own development initiatives and therefore assure sustainability of the initiatives and the benefits thereof, the extent to which they have succeeded in this goal largely remains to be seen. A number of factors account for this situation.

In a study of Faith-Based and Community Organizations' (FBCO) Participation in Emergency Preparedness and Response Activities , Josh (2010) identified lack of established relationships with the emergency response system, which leads to poor cross-sector collaboration resulting in several challenges with implementing response efforts and the inability to meet some needs. He adds that low staff and funding levels before disaster; limited funding for preparedness and limited reimbursement for FBCO participation in emergency response; constrained capacity to deliver a high volume of services in the long term and a limited number of staff designated with responsibilities are some of the challenges affecting performance of CBOs.

The Non-profit Quarterly “Do You See What I See?” study in a Philadelphia neighborhood in the USA, reports a “disturbing gap...challenging the assumption that community-based organizations are on the same page with the resident populations they serve.” (2008, pg 28). This is because the CBOs are perceived to deviate from their visions and missions in pursuit of grant opportunities regardless of consistency with vision and mission.

In response to the need for CBOs by NGOs and aid agencies, development workers either prompted by the NGOs or by the need to seize the opportunity to partner with the NGOs have hurriedly collected individuals and groups together to form CBOs with little regard to processes and principles of community organizing, which requires the member with the vision of forming CBOs to mobilize their fellow community members and sell the idea to the members. Community members debate the merits and demerits of forming the CBO, and other issues related to membership, leadership and organization structure. Local elites have also formed brief-case CBOs in an attempt to access funding from the NGOs.

From the literature evidence, it seems that for CBOs to achieve their objectives and be effective in community development, they must have effective internal management, high capacity in resource mobilization, follow principles of community organizing in their formation, and employ sound governance practices and principles. Without these, CBOs will remain ineffective in their community development efforts and channels of self-enrichment for corrupt elites in rural communities.

1.2 Statement of the problem

Studies have pointed out that CBOs in community development programmes are affected by various factors which account for their being ineffective. Many CBOs exist yet there is no tangible evidence of the change they seek to effect. This study sought to explore why this is so.

Internal mismanagement characterizes many CBOs. Many are run like private clubs with no clear vision and mission, the CBO is inseparable from the leader, they do not have strategic plans to guide their activities and plans, among other leadership problems. Inability to mobilize internal resources has promoted their over-dependency on external resources and often

operations cease when the external sources of funds stop, Abegunde A.A. (2009, pg237). Poor processes of CBO formation are equally to blame for their ineffectiveness. Membership is often unclearly defined; no common interests among members are identified and often CBOs are motivated by desire to attract funding for personal benefit of members and not by passion to cause positive change in quality of life in the community they serve. Without proper community mobilizing many CBO members may join the CBOs without clarity on why the CBO was formed, who and what interests it serves. A Harley et al (2003, pg 7) in a study of Southern African CBOs states that undemocratic practice (poor governance practices) like lack of accountability and transparency in CBOs operations have also contributed in making CBOs ineffective in their community development efforts.

This study was carried out to explore or investigate the factors that influence effectiveness of CBOs in community development programmes in Kibwezi district, Makueni County, Kenya.

1.3 Purpose of the study

This study sought to explore the factors that influence the effectiveness of CBOs in community development programmes. The study explored whether effective internal management, high capacity in resource mobilization, applying principles of community organizing in CBO formation and employing sound governance practices influence the effectiveness of CBOs in community development programmes. The study was conducted in Kibwezi district, Makueni County in Kenya where no such study has been done before.

1.4 Objectives of the study were

1. To establish if governance affects effectiveness of CBOs in community development programmes.
2. To determine if resource mobilization capacity affects CBOs' effectiveness in community development programmes.
3. To determine if the CBO formation process determines its effectiveness in community development programmes.
4. To establish if effective internal management determines CBOs' effectiveness in community development programmes.

1.5 Research questions of the study were:

1. How does governance affect CBO effectiveness in community development programmes?
2. In what way does resource mobilization capacity affect CBO effectiveness in community development programmes?
3. To what extent does CBO formation process affect its effectiveness in community development programmes?
4. What is the influence of effective internal management on CBO effectiveness in community development programmes?

The study also tested the following hypotheses:

- 1 Ho. There is no linear relationship between the independent variables and the dependent variable (CBO effectiveness).
H1. There is a linear relationship between the independent variables and the dependent variable
- 2 Ho. There is no linear relationship between individual independent variables and the dependent variable.
H1. There is linear relationship between individual independent variables and the dependent variable.

1.6 Significance of the study

CBOs have become important actors in community development and attract high amount of resources from donors for development. They therefore have a chance to significantly improve quality of life for their communities. However, due to ineffective internal management practices, low capacity for resource mobilization, poor governance practices and questionable CBO formation processes their effectiveness remains low. This study explored these factors with an aim of finding out the important role these factors play in effectiveness of CBOs and thereby hope the findings will help to persuade the key players in CBOs activities to pay due attention to these factors. The findings of this study will help in ensuring that the huge resources given to CBOs achieve the objectives they are intended to achieve and ultimately contribute to positive

changes in the lives of the CBO members and their communities in general. The potential beneficiaries of this study include:

NGOs and development aid agencies

The findings of this study may be used to inform organizational development activities of NGOs and development aid agencies with CBOs as they grant them funds. They may utilize findings contained in this report to assess certain aspects of the CBOs and be in a position to determine if the potential CBOs for funding are likely to achieve objectives for funding.

CBO leadership/management

The leadership/management of CBOs may also utilize the research findings to strengthen their CBOs and position them for possible partnerships as well as work for sustainability of the CBOs.

Government Ministries

Relevant Government Ministries working with grassroots organizations like CBOs may use the findings of this research to focus their capacity strengthening efforts and activities. .

1.7 Delimitation of the study

2. This study was based in Kibwezi district, Makueni County in Kenya. Its focus was limited to internal management of CBOs, governance practices in CBOs, resource mobilization capacity in CBOs as well as CBO formation processes. The study was seeking to establish how these factors influence effectiveness of CBOs in community development programmes. The study targeted all registered CBOs in Kibwezi district, Makueni. The CBO was the study unit. From the sampled CBOs, CBO leaders and CBO members were sampled to form the respondents for this study.

2.6 Limitations of the study

Time was a limiting factor since the University had provided time frame within which the study must be completed. Putting in extra working hours including working late and over the weekend became necessary to complete the study within the set time frame.

Financial resources too was a limiting factor since carrying out the research required financial commitment to cater for the university fees related to the study, travelling costs, necessary stationary, and hiring of data collectors. This was managed by strict budget control and using personal printer at home to print the questionnaires and the report to reduce cost of printing and photocopying. It would have been quite expensive to print and photocopy questionnaires in a bureau.

2.7 Assumptions of the study

The assumptions of this study were:

3. The CBOs that would be selected for the study and the subsequent respondents would be representative of the CBOs population
4. That respondents would be comfortable to discuss and divulge information that may not be very appealing about their own CBOs,
5. That the instruments of data collection would be valid and collect the desired information.

5.6 Definition of significant terms

- a) **CBOS (community based organizations)** are defined as voluntary associations or organizations of community members who reflect the interests of a broader constituency. They are generally small, informal organizations; often membership-based, initiated by local residents and located within the communities they serve.
- b) **Community development programmes** – these includes all activities or interventions carried out by CBOs for the benefit of the CBO members or the communities they serve in general regardless of the sector , that is, the activities could

be social, economic, health, or environment. However, political activities are not included in this definition.

- c) **CBO Effectiveness** - The degree to which CBO objectives are achieved and the extent to which targeted problems solved. Effectiveness in this study also means doing the right thing which means that the CBO activities are aligned with the CBO vision and mission.

1.11 Organization of the study

This report is organized into five chapters. Chapter 1 is the introduction which includes the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, research hypotheses, significance of the study, delimitations of the study, limitations of the study, basic assumptions and the definition of significant terms.

Chapter 2 presents the literature review which looked at the various aspects of CBOs and what other researchers have done in relation to the research topic. Surveys on CBO activities, leadership and management, and capacity levels were reviewed. Finally, the conceptual framework was presented.

Chapter 3 outlines the research design, the target population, methods of data collection, validity and reliability, data collection procedures, ethical consideration, the operational definition of variables and the data presentation techniques.

Chapter 4 contains the response rate of the study, demographic presentation of the population and data presentation around the themes of CBO formation process, governance issues, internal management and resource mobilization.

Chapter 5 presents a summary of the findings and discussions, the findings around the themes of CBO formation process, governance issues, internal management and resource mobilization.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of existing literature, both empirical and theoretical, on the study topic. First, literature on effectiveness of CBOs and development is presented and discussed, and secondly, review of literature on the factors that affect effectiveness of CBOs in development is discussed. Review of literature has helped to identify what is already known about the study topic as well as identifying gaps that may require study. It also improved the quality of this research by helping to focus the study.

Literature on the topic tends to be descriptive rather than analytical. For instance, most of the literature describes the role of CBOs or performance of CBOs but does not analyze factors influencing the role of CBOs or performance of CBOs. The empirical literature is also highly contextualized and specific to particular regions or sectors. The literature review led to development of a conceptual framework that shows the relationships among various variables of concern in this study.

2.2 CBOs and development programmes

CBOs have come up to respond to the many socio economic and development challenges facing poor communities. Abegunde (2009, pg234) states that poor performance of government in meeting socio-economic quests of citizens has been identified as one of the reasons behind the proliferation of community based organizations in the new millennium. They constitute the media for resource mobilization to confront local challenges. These include the finance and execution of projects, lobbying and nomination of representatives to Government offices to air their views and press their needs and developing of human resources against future developmental needs of their immediate communities. Thus, their impacts have been felt in the areas of economic development, policy matters, and health and infrastructure, environmental and physical development among others (Agbola, 1998; Akinola, 2000; Akinbode, 1974; Onibokun and Faniran, 1995). CBOs therefore are instruments for addressing felt needs by community members who organize themselves to solve their own problems. CBOs are concerned with

development problems of and development prospects in their various areas (Esman and Upholt, 1984). They respond to community felt needs rather than market demand or pressure.

CBOs are set up by collective efforts of indigenous people of homo or heterogeneous attributes but living or working within the same environment. Their coming together creates conditions which broaden the base of self-governance and diffusion of power through a wider circle of the population (Adeyemo, 2002; Adejumobi, 1991). It is seen as voluntary, non-profit, non-governmental and highly localized or neighborhood institutions whose membership is placed on equal level and whose main goal is the improvement of the social and economic wellbeing of every member (Abegunde, 2004). (CASSAD, 1992; Agbola, 1998)

Community development programmes are processes in which efforts of the people are united with those of government authorities and development aid agencies to improve the economic, social and cultural conditions of communities, so as to integrate them into the life of the nations and to enable their people to contribute fully to national progress (United Nations, 1963). Fakoya (1984) argued that community development provides avenue for people to organize themselves for planning action, define their common and individual needs and problems, make group and individual plans to meet their needs and solve their problems, execute these plans with a maximum reliance upon community resources and supplement these resources when necessary with services and materials from government and non-governmental agencies outside their communities.

2.3 Influence of resource mobilization on effectiveness of CBOs

Abegunde (2009, pg237) states that many CBOs have rose and fell like old empires while some have had no significant impact since their establishment due to poor funding. This is more so because CBOs in African communities are micro-systems within the macro environment that is afflicted by economic regression, poverty and low standard of living. There is therefore the need to appraise the socio-economic status of existing CBOs in the communities of developing nations like Nigeria and identify the degree of impact they have exerted on their physical environments.

Joshi (2010) in her study of CBOs participation in emergency preparedness and responsive activities, reports that CBOs have low levels of collaboration with government agencies. This limits their ability to access funding from Government sources. However, the writer does not analyze or discuss to what extent this limited Government funding to CBOs affects their effectiveness in the activities they carry out. Pamela Joshi (2010) in the same study identified low funding and staffing as among limitations faced by CBOs.

A report on a survey of CBOs in Southern Africa by A. Harley et al (2003, pg 7) reports that two-thirds of the organizations surveyed received funding from various agencies. The funding came from more than one source, for the CBOs that received funding. The study further adds that the funding is short term, being of a year or less in duration. 83% of the organizations engaged in some kind of fund raising activity, with approaches to donors being the most significant followed by the sale of products and services. 87 out of 89 organizations were reported to experiencing some kind of a problem, funding being most frequently cited. The funding problem, the study adds, was related to other problems mentioned by the organizations, like office space and equipment, transport and the inability of the organizations to keep good workers.

Ulrika (2007, pg 36) in a Master Thesis report states that access to resources was mentioned by many CBO interviewees as a main challenge. The report states that many donors hesitate to fund office, technical equipment as well as transportation. As a result, the report adds, day-to-day concerns related to the survival of the organization take priority over long term development work.

The study further reports that funding and training feature prominently in the solutions suggested by CBOs. The CBOs also most often cited funding and training as the factors which would help them to do their work better. According to the study, 53% of the CBOs believe that funding would help them to do their work better. The study further adds that nearly all the CBOs surveyed needed information about funding.

While the above cited literature document the critical role of resource mobilization in CBOs work, none illustrates whether the resource mobilization challenges were linked to CBOs effectiveness in their work. The study by A. Harley et al (2003, pg 7) reports that CBO members believed that funding would help them to do their work better but does not show how low funding affected effectiveness of the CBOs. This research attempted to demonstrate whether there is direct link between resource mobilization capacity and how effective CBOs are in their work.

2.4 Effective internal management in CBOs

The experiences of CBOs in Kano state differed. Their government assisted them in discharging their responsibilities to the communities through fund provision (Adeju-mobi, 1991). Their problems were the conflict of interest, level of education of community development workers among the two tiers of government (state and local), low and poor public acceptance.

Similar economic problems afflicted CBOs in Cross River state. Ugal (1992) discovered that CBOs in the state were not properly organized, were ineffective in performance, made decisions in isolation and wasted their meager resources. For instance, it was recorded that they built schools and health centres without carrying the government along, thus the buildings lie idle without personnel and equipment from appropriate authorities (Ugal, 1992). This depicts a gap in planning of interventions and involvement of key stakeholders in the planning process of CBOs. Proper management would require that planning processes are inclusive of key stakeholders whose decisions and actions are crucial to the success of planned interventions. Fayez A. Simadi in an article published in International NGO Journal Vol 3 (3) pg 38-47 reports that services will not meet the quality promised unless there is a good management that works at all levels to achieve the goals of these organizations (Weinbach, 1994). This article does not discuss what good management includes though it rightly points out that good management is important in achievement of set goals.

Many congregations (Faith based community organizations) provide services using small amounts of funding and low numbers of staff. A recent nationally representative survey by Chaves et al. (2009) finds that from 2006 to 2007, more than 80% of congregations provide some

level of services; however, only 15% have any paid staff working at least a quarter of the time on the program. Findings from this survey highlight low levels of collaboration between congregations and government agencies (6%) in service delivery. Inadequate staffing combined with low skilled staff is an internal management issue that affects how effective a CBO may be. A report on a survey of CBOs in Southern Africa by A. Harley et al (2003, pg 6) reports that less than half of the organizations (surveyed) had paid staff. Those that had employed staff had few staff, with 43% of the CBOs with employed staff employing less than five people. This study did not explore how under-staffing or use of unpaid staff affected the effectiveness of CBOs.

Joshi (2010, pg 70), in her study of CBOs participation in emergency preparedness and responsive activities reports that CBOs collaborations were found to be mostly unplanned and based on personal and professional ties rather than a planned response. As already mentioned, work guided by plans is a sign of good internal management. Study reports that CBOs participation consisted of ad-hoc response efforts developed to meet immediate needs and fill in service gaps, rather than relying on formal planning and management activities. This study however does not explore how the lack of response plans affected the CBOs response work. Were the CBOs effective in response work despite lack of response plans? This study does not address this question.

In Rivers State, Oludimu (1990, pg120) showed that it was local customs and traditions that guide operations of the CBOs. Their inefficiency was as a result of irregular attendance at meetings. Unfortunately, it is in such meetings that they could generate funds and ideas, which are required for ensuring progress in CBOs activities. Several other aspects related to internal management are also not addressed in the reviewed literature. Keeping of records, operating bank accounts, approval processes for plans and authorization of resource or funds use, are all key internal management issues that would determine how effective a CBO would be in its work.

2.5 Governance in CBOs

A report on a survey of CBOs in Southern Africa by A. Harley et al (2003, pg 7) reports that 97% of members had seen their CBOs' constitution and 90% said that the constitution was regularly used by the organization. In the same survey most respondents believed that the

chairperson/president and or governance structure of the organization to be the leader of the organization. The survey also reports that the leaders are elected, although elections sometimes infrequent. 94% of the organizations surveyed had some form of governance or management structure.

In the above study, in 36% of the organizations surveyed the governance /management structure was responsible for day-day work of the organization. The study adds that there were a number of leadership and management problems within the CBOs, citing undemocratic practices in some CBOs as a cause for concern. 78% of the organizations surveyed had some kind of access to space in which to meet and conduct the business of the organization.

Schirin (2008, pg 201) reports that leadership capacity in the case of the CBOs was expressed through strong pioneers. They were the main driving forces of the CBOs but could also tend to dominate the organizations. He further argues “leaders determine how the organization understands and stays true to itself and sustains its legitimacy within the community”

He further reports that volunteerism plays an important part in the functioning of CBOs, which was described as strength. But energetic commitment is also a threat for leaders and members because of the risk of burnout and personal deprivation in a context of material poverty and insecurity.

Ulrika (2007, pg 38) in a Master Thesis study reports that many CBOs are started without any formal structures and do not have adequate knowledge about governance and matters of legislation. The report adds that the CBOs have limited knowledge about budgeting, report writing, evaluations and other skills demanded by donors.

Governance aspects critical to CBO effectiveness includes vision and formulation process, membership and participation of members in decision making processes, accountability to members, constitution and adherence to the constitution, governance structure and body or committee and democratic practices. In the literature reviewed above some of these aspects have

been explored though the question on how they influence the effectiveness of CBO work remains unanswered. This study attempted to answer this question.

2.6 CBO formation process and effectiveness in community development programmes

CBOs are membership organizations formed and managed by local communities. Organizations for participation (CBOS) are not designed and implanted but are themselves a process which occurs overtime (Constantine-David, 1983, castillo,1983; Rahman,1984). The key features of such organization are building, where possible, upon existing patterns of local organization; the importance of time and allowing organizational structures to evolve; the redefining of the notion of leadership- and the need for professional, external management; and emphasis upon action to tackle issues and not the passive response to externally identified problems. Implied here is that CBO formation is a process which takes time to complete. CBOs cannot be designed and implemented like a one-event activity. Work with establishing organizations of the rural poor is a lengthy, time-consuming process. Essentially, the organizations should not be imposed but be allowed to evolve. Similarly, an internal structure appropriate to the organization must be allowed to emerge and not be hastened on.

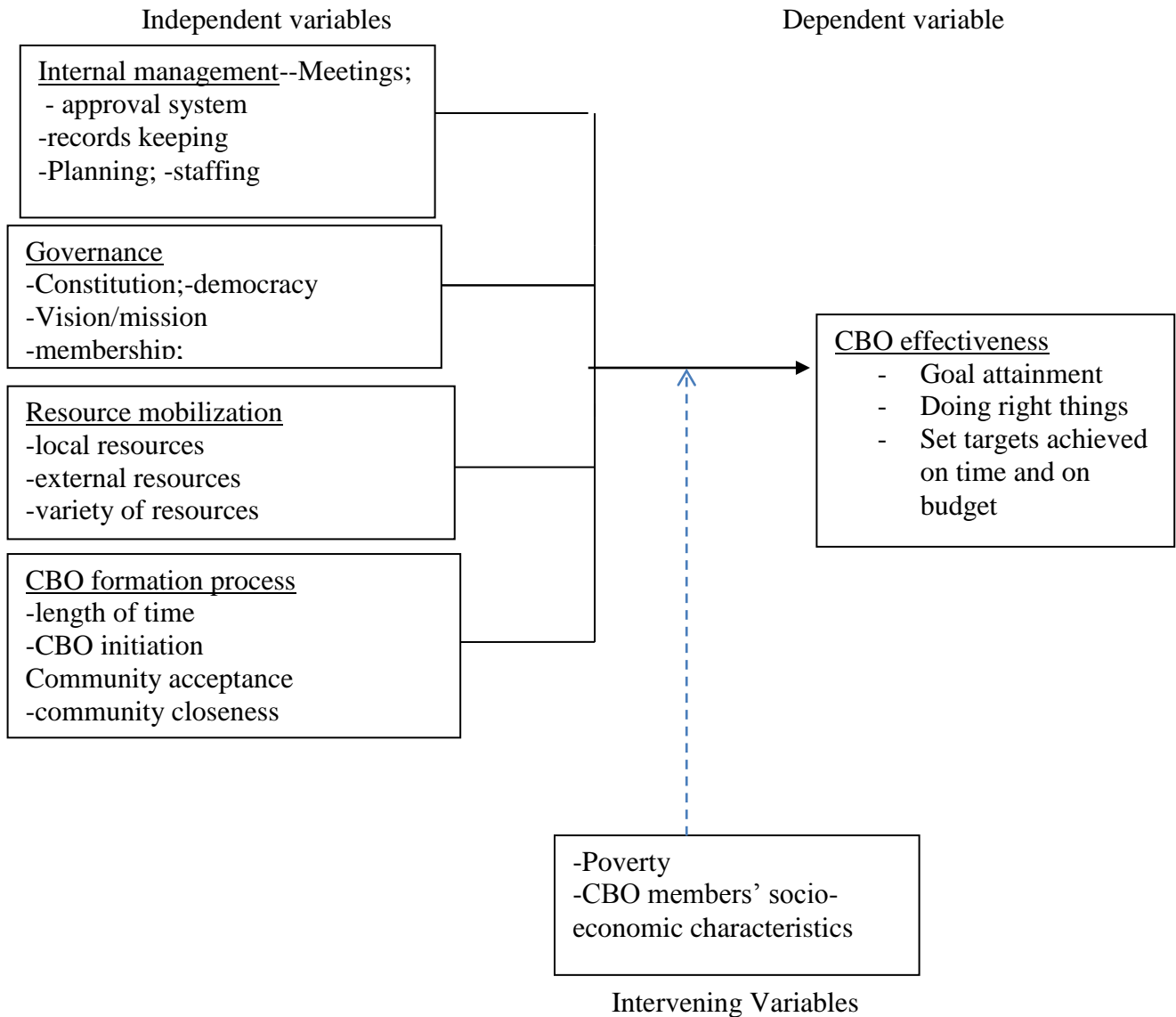
CBOs need to be accountable to their members and the larger community just as they are to the donors. However, in reality CBOs tend to be more accountable and more influenced by donors than to their membership. For all CBOs studied, closeness to the community was of vital importance for their existence as well as for the relevance of their activities, where governance requirements often became a burden. Donor demands put CBOs under a tension between wanting to meet such requirements while staying true to their purpose and accountable to the community they serve (pg 198) Schirin (2008). He continues “On one hand, ignoring the need for finance in community organizations may romanticize poverty. On the other hand, the current model of external donor control often reproduces the dependency and subordination that people in poor communities are already experiencing. Without care, supporting CBOs to become eligible for donor funding may contribute to their disempowerment. This occurs, for example, through disconnecting from community, as well as depoliticizing activities” (198) .On the relationship between CBOs and donors he writes, “one needs to consciously choose whether to support a CBO-driven process, by engaging with and challenging the current structural

contradictions at various levels, or to reproduce a capacity development sector where the rules of the game are directed by those with financial or positional power through hierarchy”

A report on a survey of CBOs in Southern Africa by A. Harley et al (2003, pg 6) reports that most organizations (CBOs) cited lack of community participation or community resistance as one of the difficulties they experienced in their campaigns (work).The same CBO study also reports that 82% of the organizations have membership and that membership varies widely with some organizations having four members while others have up to 20,000. 82 % of the CBOs surveyed had constitutions and education levels of the staff or volunteers tended to be higher than that of members. The process of CO formation is clearly a key feature in CBO effectiveness in their work. The process of mobilizing community members to form the CBO, the length of time this process took, whether this process was initiated by community members out of felt need to do something about their life situation or whether it was externally initiated by agents/actors outside the community, among others. Though the literature reviewed on this is theoretical it underscores the importance of these aspects. This study tried to establish if there is a relationship between this factor and effectiveness of CBO in community development programmes.

FIGURE 1

2.7 Conceptual Framework



The independent variables studied are internal management, governance, resource mobilization and CBO formation process. The independent variables are the variables that the researcher manipulates in order to determine their influence on the dependent variable. Variations in the variables would predict the amount of variations that would occur in the dependent variable. The changes in the dependent variable therefore indicate the total effect arising from the effect of the changes in the independent variables. This means therefore, CBO effectiveness in development

programmes, the dependent variable in this study, varies as a function of the independent variables.

CBOs are an important player in addressing problems that affect poor communities. They are involved in interventions seeking to alleviate economic, social and cultural problems of their members and communities at large. However, the extent to which they succeed in alleviating such problems is depended on a number of factors including internal management, governance practices, resource mobilization capacity and the process of CBO formation.

2.8 Summary of Literature

This chapter has discussed in some detail CBO aspects that other researchers have identified. Literature review was done around the four variables of the study, that is, CBO formation process, resource mobilization, governance and internal management of CBOs. The reviewed literature advances the view that the failure of the central Government to meet the socio-economic needs of their citizens has led to proliferation of CBOs. BOs are described as neighbourhood, voluntary, non-profit organizations formed to address the socio economic needs of every member (United Nations, 1963). Abegunde (2009, pg237) states that many CBOs have rose and fell like old empires while some have had no significant impact since their establishment due to poor funding. Other writers in the literature identify low funding as a main challenge for the CBOs. External dependency was identified as a concern by the writers. Ugal (1992) discovered that CBOs in the state were not properly organized, were ineffective in performance, made decisions in isolation and wasted their meager resources. Other writers in the reviewed literature found out that CBOs relied on ad hoc response activities rather than formal planning and management activities. Oludimu (1990, pg 120) showed that it was local customs and traditions that guide operations of the CBOs. A report on a survey of CBOs in Southern Africa by A. Harley et al (2003, pg 7) reports that there was a number of leadership and management problems within the CBOs, citing undemocratic practices in some CBOs as a cause for concern. Organizations for participation (CBOS) are not designed and implanted but are themselves a process which occurs overtime (Constantine-David, 1983, castillo, 1983; Rahman, 1984). Work with establishing organizations of the rural poor is a lengthy, time-consuming process.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section discusses the research design, the study population, the sample and sampling procedures, the methods of data collection and methods of data analysis that were used for this study.

3.2 Research design

The research design used for this study is descriptive survey that explored the independent variables that influence effectiveness of CBOs in development programmes in Kibwezi district, Makueni County. According to Donald and Pamela (2003), a descriptive study aims at determining the what, when and how of a phenomena which is the concern of this study. The descriptive survey approach was used because it enabled relatively more data to be collected in a short time using questionnaires. The survey approach was also relatively less time consuming.

3.3 The target population

The target population of this study comprised all registered CBOs appearing on the CBO register of District Development Officer (DDO), Kibwezi district. Any CBOs that did appear in this list did not stand a chance of being sampled for this study. Within the sampled CBOs complete lists of members were obtained from which samples of members were drawn to form the respondents.

3.4 The sample size and sampling procedure

Stratified random sampling procedure was used to ensure a representative sample was obtained. The first step was to obtain the CBO register from the DSDO (District Social Development Officer) Kibwezi district. The register had 65 registered CBOs from the divisions in the district. The area was put into four strata comprising the four divisions to ensure each part of the district was represented. From each division 10% sample was selected resulting in a sample size of 6 CBOs. The 6 CBOs were selected through simple random sampling. All the CBOs in each stratum (division) were numbered from 1 to the last number and small pieces of paper each written a number from 1 to last number. The pieces of paper that were equal in size were then put

in a box. The box was thoroughly mixed then a piece of paper was picked. This process was repeated till the calculated sample for the stratum was obtained and the process repeated for all strata. These formed the selected sample of CBOs for this study.

The next step involved determining the number of respondents per sampled CBO. The CBO members were divided into two strata (groups), i.e., CBO officials and CBO ordinary members. This was to ensure the sample was representative of the two groups. Then 10% of each group was determined using membership numbers for each CBO obtained from the DSDO.20 CBO officials completed the questionnaire while 1115 CBO members completed the questionnaire. The researcher obtained the CBO membership registers from the 6 CBOs and then using simple random sampling determined number of respondents for each category and booked appointments to administer the questionnaire.

TABLE 1
Illustration of Sampling Procedure

Number of CBOs in the district	CBO sample size (10%)	Name of CBO	Division from which the CBO belongs	Total number of members	No. of Officials	Sampled No. of CBO Officials (10%)	No. of ordinary CBO members	Sampled No. of ordinary CBO members
65	6	KABEFA CBO	Makindu	140	15	3	125	13
		Umiisyo People living with HIV/AIDS CBO	Makindu	98	15	3	83	8
		Baraka Orphans HIV/AIDS Initiative	Kibwezi	700	15	3	685	68
		Community development Initiative	Kibwezi	140	15	3	125	13
		Yakitaa Network CBO	MtitoAndei	38	15	3	23	3
		MtitoAndei community Development Organization	MtitoAndei	420	15	3	405	40
		TOTAL		1536	90	18	1446	146

3.6 Methods of data collection

Questionnaire instrument was used to collect data. The questionnaire contained questions that were mainly qualitative. Some questions were open ended while others were closed questions. The questionnaire instrument was filled by research assistants who asked respondents questions and filled in the responses. The questionnaire is an instrument of data collection that contains questions that will be asked to the respondents to get their responses for analysis and interpretation. The questions in the questionnaire operationalize the study variables. The

questions sought to know respondents positions or opinions on the study variables in relation to their CBOs.

3.7 Validity of data collection instruments

The validity of data collection instrument was attained through designing questions that cross-checked each other. The answers in some questions were used to verify and clarify earlier given answers. The questions were properly phrased and logically sequenced.

3.8 Reliability of data collection instrument

Reliability of the data collection instrument was ensured through conducting a pilot test before administering the questionnaire to the respondents. The results of the pilot test were used to fine tune the questions and produce the copy of the questionnaire used in the actual data collection.

3.9 Data collection procedure

The questionnaire was administered by research assistants who asked respondents questions and wrote down the responses on the questionnaire. This provided an opportunity to clarify the questions in case a respondent misunderstood the question. The research assistants were trained before data collection by the researcher on how to ask questions and record down responses.

3.10 Methods of data analysis

Data analysis involved reducing accumulated data to manageable size, developing summaries, looking for patterns, and applying statistical analysis techniques (cooper & Schindler, 2006; Colhari, 2000; Emmory, 1985). Data was categorized, coded, manipulated and summarized to obtain answers to research questions. The process involved data preparation and undertaking descriptive analysis.

Since the study is descriptive in nature, data was analyzed using descriptive statistics like frequencies in tables for quantitative variables and linear regression to explore the relationship between the independent variables and the dependent variable.

3.11 Operational definition of variables

Table 2 shows the operational definition of variables used in the study.

TABLE 2
Operational Definition of Terms

Objective	Variable	indicators	measure	scale	Tool of analysis
Independent variables					
To establish If governance affects effectiveness of CBOs in Community development programmes.	governance practices	constitution	exists	ordinal	median
		vision & mission	exists	ordinal	mode
		membership	register	ordinal	
		decision making	procuderal	ordinal	
		governance structure	exits	ordinal	
		democratic practices	good	ordinal	
To determine If resource mobilization capacity affects CBOs' effectiveness in community development programmes.	resource mobilization capacity	local resources	exists	ordinal	median
		external resources	exists	ordinal	mode
		variety of resources	exists	ordinal	
		fund raising skills level	exits	ordinal	
To determine if the CBO formation process determines its effectiveness in community development programmes.	CBO formation process	length of time	appropriate	ordinal	median
		CBO initiation	local	ordinal	mode
		community acceptance	positive	level	ordinal
		closeness to community	close	level	ordinal
		problems addressed by CBO	local	ordinal	
To establish If effective	internal management	meetings	regular	ordinal	median
		role/responsibilities	work division	ordinal	mode

Internal Management Determines CBOs' Effectiveness in community development programmes.	records kept planning staffing approval mechanisms	presence activity plan paid approval levels	ordinal ordinal ordinal ordinal
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Dependent variable

Effectiveness of CBOs in community Development programmes	achievement of goals doing right things (activity alignment to vision/mission) achievement of set targets on time and on budget	level	ordinal median	mode
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3.12 Ethical consideration

Respondents were informed of the purpose of the study and their consent to participate in the study was sought before proceeding to administer the questionnaire.

Respondents were also assured that the information that was collected will remain confidential and will only be used for the study purpose. Respondents were also assured of anonymity, that their names will not be revealed in the study report.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the data with analysis and interpretations. This research set out to answer the following questions: How does governance affect CBO effectiveness in community development programmes?; In what way does resource mobilization capacity affect CBO effectiveness in community development programmes?; To what extent does CBO formation process affect its effectiveness in community development programmes?; What is the influence of effective internal management on CBO effectiveness in community development programmes?

The data is presented in different sections; CBO and respondent characteristics; and the research objectives CBO formation process; Governance in CBOs; Effective Internal Management; Capacity in resource mobilization; CBO effectiveness in community development; and linear regression to explore relationship between independent variables and dependent variable (CBO Effectiveness).

4.2 Response rate

The sample size selected was 164 respondents and during the data collection 135 respondents were reached. This represents 82.3% response rate. This response rate is acceptable and does not affect the reliability of the research findings.

4.3 Demographic characteristics

Table 3 below shows that the majority of the respondents were CBO members with 85.2% while CBO Officials or committee members were 14.8%. Female respondents were 69.6% while male respondents were 30.4%. In term of education level the majority had completed primary education at 43.7% followed by those who had completed secondary education at 16.3%. Only 2% had university education. There were a good number of respondents who did not have any formal education at all (13.3%) while 16.3% had some education (dropped out primary school). Most respondents were farmers (72.6%) while self-employed respondents were 14. 8%. Six CBOs participated in the study with social activities being the main focus of their work as cited

by 87.4% while 28.9% respondents reported that economic activities were also work of the CBOs/. The social activities included caring for OVCs (Orphans and vulnerable children), creating awareness on HIV and AIDs, sanitation and hygiene campaigns in market places, as well as taking care of People Living with HIV and AIDs (PLHV) and providing mobility aids for the disabled persons. The economic activities included table banking, supporting farmers with farm input as well as running income generating activities (IGAs) for the CBOs like fish ponds and poultry keeping projects. These are important activities for the CBO members since the majority of the members are famers or self-employed. The CBO activities targeted general community (61.4 %), children (24.2%) and CBO members only (11.4%).

TABLE 3
A summary of CBO and respondents characteristics (N=135)

CBO and Respondent characteristics	Number (%) in sample N=135	
Position in CBO	Member	115 (85.2)
	Official	20 (14.8)
Gender	Female	94 (69.6)
	Male	41 (30.4)
Age in years	18 to 35	36 (26.7)
	Above 35	97 (71.9)
Level of education	None	18 (13.3)
	Some Primary	22 (16.3)
	Completed Primary	59 (43.7)
	Complete Secondary	22 (16.3)
	College	12 (8.9)
	University	2 (1.5)
Employment status	Formal employment	4 (3)
	Self employed	20 (14.8)
	Farmer	98 (72.6)
	Business person	10 (7.4)
Age of CBO in years	1 year	23 (17)
	2 to 5 years	38 (28.2)
	6 to 10 years	36 (26.7)
	more than 10years	36 (26.7)
Activities of CBO	Economic	39 (28.9)
	Social	118 (87.4)
	Cultural	8 (5.9)

CBO Targets/Serves	Emergency	3 (2.2)
	General community	81 (61.4)
	Children	32 (24.2)
	Women	2 (1.5)
	Men	2 (1.5)
Benefits to target group	CBO members only	15 (11.4)
	Training	35 (25.9)
	Education for OVC	56 (41.5)
	Farmer support	20(14.8)
	Help to group	14 (10.4)
	Support to children with supplements	14 (10.4)

4.4 CBO formation process

TABLE 4
A summary of CBO formation process (N=135).

CBO formation process		Number (%) in sample N=135
Who initiated CBO formation	Community member	90 (68.2)
	Government Officer	10 (7.6)
	NGO worker	19 (14.4)
CBO formation process	Community meeting	51 (37.8)
	People asked to join	52 (38.5)
	people engaged in activities	12 (8.9)
CBO formation time	less than a month	23 (18.1)
	6 months	25 (19.7)
	One year	31 (24.4)
Reasons for forming CBO	Urge for development project	33 (24.4)
	Raising number of OVC	41 (30.4)
	Poverty/Needy people	35 (25.9)
	Addressing community problems	6 (4.4)
Who owns CBO?	Community	40 (29.6)
	Government	4 (3)
	Board/Management committee	2 (1.5)
	CBO members	87 (64.4)
	Yes	132 (97.8)

Is the CBO accepted?	No	1 (0.7)
Why is CBO (not) acceptable?	Working in community	76 (56.3)
	OVERWHELMING SUPPORT	23 (17)
	Minimal people seek to be members	4 (3)
	People are happy about CBO	12 (8.9)
	Formed by community members	3 (2.2)
	Meet people's needs	12 (8.9)

The CBO formation process was led by community members with 68.2% of the respondents stating that the formation of their CBO was led by a community member. 14.4% and 7.6% reported that the formation process was led by a NGO worker and Government Officer, respectively. This compares well with the CBO formation process which conducted was through community meetings (37.8%), referral by other community members (people asked to join) (38.5%). Concern for the welfare of other community members, for example, raising number of OVCs and PLWHIV was reported as the main reason for joining CBOs (30.4%), followed by concerns about poverty and needy people (25.9%) and urge for development projects (24.4%). Not surprising, 97.8% of the respondents said that the CBOs were accepted by the community. Although 29.6% of the respondents said that the CBOs are owned by the community, 64.4% reported that the CBOs are owned by the CBO members only. It may be important to note that the CBO members are themselves members of the same community. Reasons accounting for the high CBO acceptance by the community include: the CBOs are working in and for the community (56.3%), CBOs had overwhelming community support (17%), CBOs meet people's needs (8.9%) and people are happy with the CBOs (8.9%). Respondents in this study reported that it took from six months (19.7%) to one year (24.4%) to form the CBOs while 18.1% said that it took less than a month.

4.5 Governance in CBOs

In table 5 73.3% reported that their CBOs had written vision statements while a sizeable 25.2% did not know whether there was one. Out of those who knew there was a vision statement only 20% could state the vision while a further 27% had some idea of the vision. A majority of 46.7%

could not state or express some idea of the CBO vision. The statistics are not very different in relation to mission statements. 69.6% state that there is a mission statement, 5.2% believe there is no mission statement while the rest had no opinion on whether or not a mission statement for their CBO exists. A majority of 51.1% could not state the mission while 23% could state it accurately. 22.2% had some idea of the mission. This is consistent with the data on how the members believe the mission was developed. Only 17.8% report that CBO members contributed to the mission development, 14.8% believe that it was developed by the management board or committee and a majority of 47.4% did not know how it was developed. Regarding the CBO constitution, a large majority (78.5%) report that their CBO has a constitution and 64.4% believe that the constitution is adhered to. However, only a tiny minority (3%) report having a copy of the CBO constitution while 29.6% have not seen the constitution. 40% of the respondents said the constitution was read to them while only 17.5% participated in writing the constitution. The CBO leadership was reported to be Board (37%), Management Committee (50.4%) and Patron (8.2%). The membership of the six CBOs in the study ranged from 42 members to 620. 80% of respondents believe that Annual General Meetings (AGMs) are held while 14.1% believe there are no AGMs.

TABLE5
A summary of CBO governance issues (N=135).

Governance Issues		Number (%) in sample N=135
Written vision	Yes	99 (73.3)
	Don't know	34 (25.2)
State CBO Vision	Not able to state	63 (46.7)
	Has an idea	37 (27.4)
	Accurately state the vision	27 (20)
Written Mission	Yes	94 (69.6)
	No	7 (5.2)
State CBO Mission	Not able to state	69 (51.1)
	Has an idea	30 (22.2)
	Accurately state the vision	31 (23)
How was mission developed	Members contribution	24 (17.8)
	Developed by committee	20 (14.8)
	Don't know	64 (47.4)
	By coordinator	3 (2.2)

How many members does CBO have?	Below 50	21 (15.6)
	51 to 100	3 (2.2)
	101 to 200	21 (15.6)
	501 to 600	1 (0.7)
	601 to 700	15 (11.1)
	Above 700	18 (13.3)
	Don't know	39 (28.9)
CBO has a constitution	Yes	106 (78.5)
	No	2 (1.5)
Does CBO adhere to constitution	Yes	87 (64.4)
	No	21 (15.6)
CBO Constitution says?	No, I haven't seen it	40 (29.6)
	yes, it has been read to us	54 (40)
	Yes, I have a copy	4 (3)
	Yes, I participated in writing	24 (17.8)
CBO Leadership	Board	50 (37)
	Management committee	68 (50.4)
	Patron	11 (8.2)
Hold annual general meetings	Yes	108 (80)
	No	19 (14.1)

4.6 Effective Internal Management

The CBOs in this study hold meetings at varying intervals. 31.9% reported weekly meetings, 19.3% monthly meetings and 32.6% quarterly meetings. 51.1% reported giving reports or evaluating their activities during such meetings, 27.4% used meetings for planning, 12.6% for sharing information and 19.3 % for carrying out group activities. 54.1% reported that the CBOs had paid staff while 28.1% reported that there was no paid staff. 42.2% reported that the staff had written job descriptions while 14.8% reported that such staff had no written job descriptions. 78% said the CBOs had written plans while 1.5% reported no written plans. NGOs and Government were the main partners for the CBOs with 76.3% and 55.6%, respectively. CBOs could have several partnerships with NGOs and Government at the same time. 49.6% reported that the CBOs had annual budget plans whereas 8.6% reported no annual budget plans. On how well the budgets had been utilized 34% of the respondents did not have an opinion while only 40% of those who had an opinion said that the budgets had been utilized between 75% and 100%.

TABLE6
A summary of internal management issues (N=135)

Internal management issues	Number (%) in sample N=135	
CBO meetings	Quarterly	44 (32.6)
	Monthly	26 (19.3)
	Biweekly	2 (1.5)
	Weekly	43 (31.9)
Purpose of meetings	Reporting/evaluation	69 (51.1)
	planning	37 (27.4)
	Group activities	26 (19.3)
	Sharing information	17 (12.6)
Paid staff	Yes	73 (54.1)
	No	38 (28.2)
Written job descriptions	Yes	57 (42.2)
	No	20 (14.8)
Written plans	Yes	106 (78.5)
	No	2 (1.5)
Type of plans	Monthly activity plan	53 (39.3)
	Annual action plans	51 (37.8)
	Strategic plans	32 (23.7)
Partners	NGOs	103 (76.3)
	Government	
	departments	75 (55.6)
	Church	17 (12.6)
Had Annual budget plan	Community	28 (20.7)
	yes	67 (49.6)
Extent of budget utilization	No	11 (8.2)
	25%	4 (3)
	About 50%	7 (5.2)
	About 75%	30 (22.2)
Budget used for planned activity	About 100%	25 (18.5)
	Yes	62 (45.9)
	No	2 (1.5)

4.7 Capacity in resource mobilization

As shown in table 7 70.4% and 68.8% of the respondents mentioned NGO/donor and members contributions are sources of CBO funding. This level of dependency on NGO /donor funding is

too high for a self-reliant CBO. Although member contributions rates as high as NGO/donor funding the reality is that member contributions are in small amounts and not able to support large scale projects. On whether the respondents perceived their CBO as self-reliant, a majority of 83% said no with only 17% reporting in the affirmative. Surprisingly though a large majority (65.9%) reported that their CBO had never written a successful proposal for funding by NGO/donor. This may indicate low capacity in resource mobilization skills despite the belief in external funding.

TABLE 7
A summary of resource mobilization (N=135)

Resources issues		Number (%) in sample N=135
CBO Resources	Land	56 (41.5)
	Livestock	39 (28.9)
	Offices	32 (23.7)
	Building	20 (14.8)
	Vehicles/Computers	50 (37)
	Manpower	7 (5.2)
	Raw materials	1 (0.7)
Source of CBO funding	NGO/Donor	95 (70.4)
	Government	20 (14.8)
	Members contribution	93 (68.9)
	Grants	4 (3)
	Fines/penalties	3 (2.2)
	IGAS/consultancy	10 (7.4)
Most important source of funding	Internal	107 (79.3)
	External	113 (83.4)
CBO self-reliant	Yes	23 (17.0)
	No	112 (83)
CBO written successful proposal	Yes	29 (21.5)
	No	89 (65.9)

4.8 CBO effectiveness in community development

Table 8 shows that 55% of respondents were able to state the goals of their CBOs while 25.2% could not. 28.2% and 49.6% of respondents felt that goal achievement was low and medium,

respectively. Respondents indicated low (17%) and medium (54.8%) satisfaction with the CBO work. 76.3% believed that the beneficiaries are happy with the CBO work. A significant 27% believed that the CBOs had reached less than 50% of the target beneficiaries while 28.2% believed the CBOs had reached above 50% of the target. 38.5% did not have an idea of the extent to which the CBO had reached its target beneficiaries. Asked about the challenges facing the CBOs an overwhelming majority, 83.7% cited inadequate resources, followed by uncooperative members (20.7%).

TABLE 8
A summary of CBO effectiveness in development (N=135).

CBO effectiveness		Number (%) in sample N=135
Goals of CBO	Able to state	75 (55.6)
	Not able to state	34 (25.2)
Level of achievement	low	38 (28.2)
	Medium	67 (49.6)
	High	19 (14.1)
Level of satisfaction	Low	23 (17)
	Medium	74 (54.8)
	High	35 (25.9)
Beneficiaries happy	Yes	103 (76.3)
	No	14 (10.4)
CBO challenges	Inadequate resources	113 (83.7)
	Inadequate basic needs for clients	12 (8.9)
	Poor leadership	5 (3.7)
	Uncooperative members	28 (20.7)
	Too large group	3 (2.2)
	Lack of accountability	9 (6.7)
	poor management	12 (8.9)
	poor coordination	2 (1.5)
	Poor communications	12 (8.9)
	Transport challenges	9 (6.7)
% of target meet	Below 50%	37 (27.4)
	Above 50%	38 (28.2)
	Don't know	52 (38.5)

4.9 Linear regression to explore relationship between independent variables and dependent variable (CBO Effectiveness)

TABLE 9

Overall linear regression model table

	Coef.	95% CI	t-test	P-value
Intercept	1.26	0.314 to 2.207	0.010	0.01
Governance	-0.256	0.531 to 0.192	1.87	0.07
CBO formation	0.149	0.026 to 0.555	0.74	0.47
Internal Management	0.029	0.004 to 0.062	1.76	0.09
Resource				0.18
Mobilization	0.056	0.026 to 0.139	1.37	
F-test value	3.38			0.02
R-squared	0.2064			

CI 95% Confidence interval

The overall model is statistically significant (F-test P value F-test P-value of $0.02 < 0.05$) meaning the four variables taken together have a linear relationship with CBO effectiveness (dependent variable).

Testing hypothesis 1:

The goodness of fit of the overall regression model was tested using F-test. The hypothesis tested was;

H_0 : There is no linear relationship between independent variables and the dependent variable.

H_1 : There is a relationship between independent variables and the dependent variable.

From table 9 above, the F-test was 3.38 and P-value of 0.02. Since the F-test P-value of $0.02 < 0.05$, the model is significant and therefore we reject the null hypothesis of there being no linear relationship between independent variables and the dependent variable. We conclude that a linear regression model fits the data well and therefore there is a relationship between independent variables and the dependent variable. We therefore accept the alternative hypothesis that there is a linear relationship between the independent variables and the dependent variable.

However, R-squared is 0.2064, meaning that only 20.64% of the total variation is accounted for by the regression model. Thus the linear model does not account for much variation. For each individual independent variable, t-test was used to test the goodness of the variable in the model, for the four variables, none was found to fit in the model (all their P-values>0.05). To fix a linear regression model with ‘good fitting’ independent variables, we used stepwise elimination method to eliminate ‘not good fitting’ independent variables. Only two independent variables (Internal management and resource mobilization) remained significant in the model as shown in the table 10 below.

TABLE 10
Linear regression with only significant independent variables

	Coef.	95% CI	t-test	P-value
Intercept	0.859	0.303 to 1.414	3.08	0.003
Resource mobilization	0.078	0.018 to 0.139	2.59	0.012
Internal Management	0.026	0.001 to 0.051	2.1	0.039
F-test value	6.75			0.002
R-squared	0.1542			

CI 95% Confidence interval

Testing hypothesis 2:

The goodness of fit of the overall regression model was tested using F-test. The hypothesis tested was;

H₀: There is no linear relationship between individual independent variables and the dependent variable.

H₁: There is linear relationship between individual independent variables and the dependent variable

The F-test value was 6.75 with a P-value of 0.002. Since the P-value<0.05 then we have enough evidence against the null hypothesis, we conclude that the model does fit the data. R-squared is 0.1542, meaning that only 15.42% of the total variation is accounted for by the regression model. The goodness of fit of each individual independent variable in the model was tested using t-test as follows;

For resource mobilization variable, the t-test value was 2.59 and a p-value of 0.003. Since the P-value<0.05, it is significant and we reject the null hypothesis and conclude that the variable does fit in the model. We therefore reject the null hypothesis which states that there is no linear relationship between the individual independent variables and the dependent variable and accept the alternative hypothesis which states that there is linear relationship between the individual independent variables and the dependent variable.

For internal management variable, the t-test value was 2.1 and a p-value of 0.039. Since the P-value<0.05, it is significant and we reject the null hypothesis and conclude that the variable does fit in the model.

Therefore, both the two independent variables fit the model perfectly well. Below is the model;

$$\text{CBO effectiveness} = 0.859 + 0.078(\text{Resource mobilization}) + 0.026(\text{Internal management})$$

This implies that internal management and resource mobilization taken together influence CBO effectiveness and they can be controlled to increase CBO effectiveness.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of findings, discussion, conclusions and recommendations. This section has subheadings beginning with brief summary of findings on each independent variable and the dependent variable and then gets into discussion section which has different paragraphs each dealing a variable. The discussion section looks at the findings of indicators under variable and attempts to interpret them and make inferences or conclusions in relation to the variable and the dependent variable. A conclusion section follows where the researcher makes a conclusion on what the findings mean in relation to the study and its application. A final section on recommendations makes suggestions for further study.

5.2 Summary of findings

Respondents comprised CBO members (85.2%) and CBO official (14.8%). Female were 59.6% and male (30.4%). In terms of age 18-35 years bracket were 26.7% while those above 35 years were 71.9%. Community members led the process of CBO formation (68.2%) followed by NGO worker (14.4%). The CBOs were accepted by the community at 97.8%. 73.3% reported that the CBOs had written vision though 46.7% could not explain it. Likewise, 69.6% reported that the CBOs had written mission statements though 51.1% could not state the mission. 78.5% reported that the CBOs had a constitution but 29.6% did not know the contents of the constitution and only 3% reported to have a copy of the constitution.

78.5% reported that the CBOs had written plans and 49.6% reported CBOs had annual budget plans. But only 48.6% had an opinion on utilization of the budgets. NGO and donors were cited as CBO funding sources by 70.4% of the respondents and 83% respondents reported that the CBOs were not self-reliant. Achievement of goals was cited as low by 28.2% and medium by 49.6% while level of satisfaction with CBO performance was cited as low by 17% and medium by 54%. 83.7% respondents cited inadequate resources as the main challenge facing CBOs.

Linear regression model was used to establish if the relationship between the independent variables and the dependent variable was statistically significant. The findings show that the four independent variables taken jointly are significant in their relationship to CBO effectiveness.

This means that the independent variables taken together can be controlled to influence CBO effectiveness (dependent variable). However, the individual independent variables have no relationship with CBO effectiveness. This means that each independent variable on its own cannot be controlled to influence CBO effectiveness. However, resource mobilization and effective internal management taken together are statistically significant in relation to CBO effectiveness. This means that the two variables, resource mobilization and effective internal management, can be controlled to influence CBO effectiveness even without the other two variables, governance and CBO formation process.

5.3 Discussion of findings

The practice of community members leading the process of formation of CBOs is good because it promotes ownership of the CBO and by extension the sustainability of the CBO activities. The CBOs in this study rated well with 68.2% of the respondents stating that the formation of their CBO was led by a community member. 14.4% and 7.6% reported that the formation process was led by a NGO worker and Government Officer, respectively. CBO formation process and the time it takes to form the CBO are equally important. In this study community meetings (37.8%) and referral by other community members (people asked to join) (38.5%) were the main mobilization means used to sell the idea of forming the CBOs. Having community meetings allows community members to discuss the idea and forms the basis of key aspects of the CBO such as its vision and goals, mandate and geographical coverage as well as possible intervention areas. Eventually when the CBO is formed it brings together a critical mass of like-minded individuals who share common interests having recruited one another through person to person discussions and debate. This process sieves out individuals who may not share in the CBOs vision and may act as detractors when the CBO begins work later on. When sensitization for CBO formation is through community meetings and person to person discussions the potential members are likely to share in the initial vision of the CBO and be willing to participate in and contribute towards the CBO activities. It is not surprising therefore that when asked whether the CBOs were accepted by the community an overwhelming 97.8% respondents answered in the affirmative. This seems to confirm to the reasons cited for joining the CBOs such as raising number of OVCs and PLWHIV (30.4%), concerns about poverty and needy people (25.9%) and urge for development projects (24.4%). This indicates that the members joining CBOs had high

interest about the community welfare so much so that they were willing and ready to act to change the situation. This is a good context for stimulating formation of CBOs that address the felt needs of the community and have the support of the community. Abegunde A.A. (2009, pg234) supports this when he states that poor performance of government in meeting socio-economic quests of citizens has been identified as one of the reasons behind the proliferation of community based organizations in the new millennium. Literature review showed that CBOs are concerned with development problems of and development prospects in their various areas (Esman and Upholt, 1984) which is supported by responses to why the CBOs were formed. The CBOs formation process practiced by the CBOs that took part in this study is good and portends well for the sustainability of the CBOs.

Ulrika, (2007, pg 38) as reported in literature review states that many CBOs are started without any formal structures and do not have adequate knowledge about governance. The findings of this research seem to agree with that position. The CBOs that participated in this study appear to have serious issues with governance practices. Majority of the respondents could not state the vision (46.7%) and mission (51.1%), while 29.6% reported they did not know what the CBO constitution says and only 3% had a copy of the constitution. 40% report that the constitution was only read to them. When members do not know the vision and mission of the organization it is difficult for them to determine whether the plans or even goals are aligned to the stated vision. Although the CBO members have low education levels (never attended school 13.3%, dropped out at primary school – 16.3%, completed primary school – 43.7%), CBO Boards and Management Committees should have a way of simplifying the vision, mission and constitution to ensure they are understood by all the members. Establishing a shared understanding of the CBO vision and mission across the CBO membership ensures that all members are pulling towards the same direction and promotes synergy. It enables members to act as a check when the CBO leadership seems to pursue goals or funding opportunities not aligned to the CBO vision and mission. It is difficult for CBO members to enforce rules and by-laws governing the CBOs when they do not know what the constitution says. This allows the leadership to run the organizations as they like safe in the knowledge that the membership has no idea of the do's and don'ts of the CBO.

A survey of CBOs in Southern Africa by A. Harley et al (2003, pg 7) which reports that there was a number of leadership and management problems within the CBOs, citing undemocratic practices in some CBOs is in agreement with findings of this research. Although the CBOs have some kind of management structure in place as reported in the findings (Board–37%, Management Committee–50.4%), the management may not be entirely transparent and accountable to the CBO membership who are ignorant of their constitutions. Surprisingly, a majority of 64.4% believed that the CBO adheres to the constitution. This can only be interpreted to mean that the membership highly trusts the CBO management structures and believes that the latter can only act in the best interest of the former. It can also be viewed to mean a reluctance of the membership to critique the BO leadership. Otherwise it is difficult to explain why respondents would report that a constitution they do not know what it says is being followed. On governance practices, it is concluded here that the CBO management bodies are not doing well since the membership does not understand the visions, missions and constitutions of the organizations. The good will that embraced the CBOs at their formation is at risk of being lost if the CBOs continue with this trend. This situation is likely to result in lack of transparency and accountability. However, the situation is no yet irredeemable given that the membership appear to trust the CBOs management organs by believing that the constitution is being followed yet the vast majority do not know what the constitution contains(says).

Internal management together with resource mobilization was found to have a linear relationship with CBO effectiveness. Oludimu (1990, pg120) in a study of CBOs in Rivers State showed that it was local customs and traditions that guide operations of the CBOs and that their inefficiency was due to irregular attendance to meetings. Findings of this research show that the CBOs studied hold meetings at varying intervals as shown by the collected data. 32.6% reported having quarterly meetings, 31.9% weekly meetings and 19.3% report monthly meetings. The meetings are used for reporting (51.1%), planning (27.4%), carrying out group activities (19.3% and sharing information (12.6%). This is good management practice for the CBOs. 78.5% reported that CBOs had written plans which included monthly activity plans (39.3%), annual action plans (37.8%) and strategic plans (23.7%). This is yet another good internal management practice for the CBOs. Having annual work plans and annual budget plans helps an organization to remain focused and provides a measure of performance and effectiveness especially if such plans are

aligned to goals and objectives. Plans have to be implemented in a timely manner and in all dimensions for achievement of goals and objectives. The CBOs had annual budget plans which are indicative of budget and resource planning in the CBOs. 49.6% reported that the CBOs had annual budget plans. This is important because it means that activities that are carried out are only those within the budget plans and annual plans. If implemented as planned in a timely manner and with planned quality and quantity such accomplishments would contribute to the goals and objectives of the organization in the short term and long term goals if implemented consistently over a couple of years.

However, the information on whether the budgets were fully utilized by the end of the previous fiscal year does not appear good for the CBOs. Only 48.2% responded to this question with 8.2% believing it was utilized below 50%, 22.2% about 75% utilized and 18.5% about 100% utilized. Having 41.1% respondents not aware if the budgets had been fully utilized could be indicative of limited participation of members in monitoring and reporting of CBO activity progress and accomplishments and or limited information sharing of the CBO progress of implementation of set plans. It could also mean that the 41.1% respondents had opinions that could be interpreted as critical of the leadership and choose to withhold their opinion in the 'don't know' response. This needs to be viewed in the light of earlier discussed point where respondents reported that they believed the constitution was being followed when actually they did not know the contents of the constitution.

When asked if the planned budgets were used for the planned activities, 45.9% believed so while only 1.5% did not believe so. A percentage similar to that did not express an opinion on whether the budgets were fully utilized also gave a "don't know" response here. This further reinforces the view that information sharing is limited and selective and participation in monitoring of implementation of planned activities was also limited to a few. This again is a question of transparency and accountability for the management organs in the CBOs to address. The same conclusion on governance made above also applies here. For the CBO management bodies to continue enjoying the current trust of the members and to have a chance of realizing their goals and objectives and therefore be effective they will need to enhance transparency, accountability and member participation in monitoring implementation of planned annual plans and planned annual budgets.

Resource mobilization together with internal management was found to have a linear relationship with CBO effectiveness. Abegunde (2009, pg237) states that many CBOs have rose and fell like old empires while some have had no significant impact since their establishment due to poor funding. For a CBO to carry out any planned activity it must have adequate resources that are available in the right quality and quantity when required. To be sustainable a CBO must be self-reliant in terms of mobilizing resources and have minimal reliance on external support. Internal resources are more valuable in terms of sustainability of CBOs compared to external resources that may promote dependency and also may cause CBOs to deviate from their stated goals and objectives. The data obtained for this variable is mixed in terms of good and not so good for the CBOs. On the question of sources of CBO funding 70.4% mentioned NGOs and donors, 14.8% Government and 68.9% members' contributions. This high level of dependency on NGOs and donors for funding does not portend well for the sustainability of the CBOs and their activities.

A. Harley et al (2003, pg 7) reports that two-thirds of the organizations surveyed in Southern Africa received funding from various agencies like the CBOs surveyed in this research.

Although 68.9% state members contribution was also a source of funding this need to be put in context. Majority of the CBO members are farmers (72.6%) while self-employed and those in formal employment are 14.8% and 3%, respectively. Bearing in mind that the area where this study was carried out is categorized as Arid and Semi-arid lands (ASAL) with irregular rainfall and prolonged drought periods, farming is not a reliable and consistent source of income. Members' contributions' therefore cannot fully fund the CBOs. The 68.9% respondents who cited members' contribution as a source of CBO funding can be viewed as expressing the view that for ownership members must be ready to fund the CBOs. However, in terms of actual financial contribution it is safe to conclude that it may not be significant. This therefore leaves NGO and donor funding as the main source of funding for CBOs and the conclusion that the CBOs are highly dependent on external funding. This is confirmed by responses to the question on whether the CBOs are self-reliant. An overwhelming majority (83%) responded with a no to this question.

This research argues that external funding can help CBOs to be effective because it avails necessary resources to carry out activities. However, the sustainability of the CBOs will always be at stake once the external funding ceases. It can be concluded that the CBOs in this study are not self-reliant and heavily depend on external funds to do their business and while this may

appear effective in the short term since plans are funded and activities accomplished, such CBOs do not have a viable plan for sustainability. While benefitting from this external funding the CBOs need to explore projects for generating income that can be used to supplement external funding and reduce dependency on NGOs and donors.

The data on indicators measuring the dependent variable (CBO effectiveness) is quite revealing. Goals and objectives are an important measure of an organization's effectiveness. Annual plans and annual budgets need to be aligned to the CBOs goals and objectives for long term effectiveness. The short term goals (annual plans and annual budgets) need to be accomplished in a timely manner, in all aspects and consistently for long term goals to be achieved (effectiveness).

Fayez A. Simadi in an article published in *International NGO Journal* Vol 3 (3) pp 38-47 reports that services will not meet the quality promised unless there is a good management that works at all levels to achieve the goals of these organizations. A good percentage of respondents were able to state their goals (65.6%) while 25.2% were not able to state. 28.2% and 49.6% felt that the goal achievement level was low and medium, respectively. Only 14.1% reported that there was high achievement of goals. This rating may indicate that the CBOs are not on track in terms of effectiveness measure. This is because a good number of respondents (28.2%) felt that goal achievement level was low. A further 25.2% were not able to state the goals and therefore could not give an opinion level of goal attainment. Since attainment is an important measure of effectiveness, it can be concluded that the CBOs are tending towards low effectiveness on this indicator.

On the respondents' satisfaction with CBO work or performance, 17% reported low satisfaction, 54.8% medium satisfaction and 23.9% high satisfaction. Asked what percentage of the targeted beneficiaries the CBOs had reached/served, 27.4% reported below 50%, 28.2% reported above 50% and 38.5% reported a 'don't know' response. On the most difficult challenges facing the CBO, 83.7% reported inadequate resources, 20.7% reported uncooperative members, and poor management and poor leadership combined scored 11%.

On the indicator of members' satisfaction with CBO work or performance the level is medium for the majority of the members (54.8%). Given that this is self-reporting for members and given that already there is a trend from the responses that CBO members would rather give the

management benefit of doubt there is still a chance that the satisfaction is much lower than what is reported by the respondents. This is also reflected in the responses to what percentage of targeted beneficiaries the CBOs had reached. A significant 27.4% reported below 50%, 28.2% reported above 50% and 38.5% reported a 'don't/t know' response. This again reflects that the CBOs are not doing so well in terms of reaching their planned beneficiaries. This is consistent with the responses to completion of planned work plans and utilization of annual budgets. If the annual work plans are not fully implemented and within the set timeframe and the planned annual budgets fully utilized and for the purposes planned, clearly the targeted beneficiaries cannot be reached in full.

The challenges cited as the most difficult currently facing the CBOs seem to reflect the findings discussions above. 83.7% cited inadequate resources. The issue of resources and dependency on external funding has been discussed above and it emerges as the main challenge facing CBOs. Other challenges mentioned were poor management (8.9%), poor communication (8.9%) and uncooperative members (20.7%). The question of inadequate information sharing and a possible lack of transparency were also discussed above. These can be viewed as manifested in the large number of respondents' who respondent that they did not know what the constitutions contained, could not state the CBO vision and mission, could tell to what extent the set annual plans had been implemented or what percentage of annual budgets had been utilized and if they had been utilized for the planned purposes. The CBOs' management has to address these issues in ways that enhance the members' goodwill, which the management still enjoys and ensure that the CBOs become more effective in their work.

A linear regression model was performed to determine the significance between the independent variables and the dependent variable (CBO effectiveness). The overall model was statistically significant, that is, the four variables taken together have an association with CBO effectiveness and that they influence CBO effectiveness. However, the individual independent variables were not statistically significant. This implies that each independent variable on its own would have no association with CBO effectiveness.

Through stepwise elimination method only two independent variables (Internal management and resource mobilization) remain in the model. Meaning only resource mobilization and internal management have a linear association with CBO effectiveness.

5.4 Conclusion

The data analysis shows that the four independent variables jointly have an influence on CBO effectiveness. CBOs need to pay special attention to all the four independent variables to enhance their effectiveness. However, the individual independent variables have no relationship on CBO effectiveness. This means controlling one individual independent variable while disregarding the other three independent variables will have no influence on CBO effectiveness. However, the study found out that two independent variables together have an influence on the dependent variable (CBO effectiveness). These two are internal management and resource mobilization. Effective internal management combined with high capacity in resource mobilization can be controlled to increase CBO effectiveness. CBOs therefore need to consistently work on these two independent variables for increased effectiveness. However this does not imply that governance and CBO formation process should be totally ignored since the independent four variables taken together have an influence on CBO effectiveness.

5.5 Recommendations for the study

The CBO leadership needs to ensure that the CBO members understand and actually can state the CBOs vision, mission and goals. This is because vision and mission focuses the CBO activities and creates synergy for the CBO.

It is also crucial for the CBO leadership to share with the CBO members the CBO constitutions and ensure that the members understand the contents of the constitutions. This is because the CBO members can help the leadership to live by its bylaws. The CBO members should also take responsibility for ensuring that they understand the CBOs constitution and hold the CBO leadership accountable for ensuring CBO transactions are in line with the by-laws.

For CBO sustainability it is vital that CBOs diversify internal resource mobilization mechanisms to reduce dependency on NGOs and donors. The CBOs should work more on income generating activities that assure of sustained flow of funds for CBO activities.

Lastly, the CBOs should adopt participatory monitoring and information sharing among the members. This will enhance transparency and accountability in the CBO and enhance CBO leadership credibility that may result in enhanced trust and support by the members.

5.6 Recommendations for further research

The researcher recommends further research in this area. It is recommended that future research focus more on quantitative data in factors like governance, internal management, and CBO formation processes as opposed to qualitative data. This is because respondents tend to rate themselves and their organizations highly even when the reality is different. It is also true that rural people do not readily critique their leaders and when asked their views on issues touching governance and management they would rather express no opinion (as in “don’t know” response) rather than express an opinion critical of their leaders. If pressed to give an opinion they will most likely be positive.

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APPENDICES

Appendix I: Letter of transmittal

Dear Respondent,

My name is Thomas Luvai and I am a student of University of Nairobi taing a Master of Arts degree in Project Planning and Management. I am currently working on my project on factors influencing effectiveness of CBOs in community development programmes in Kibwezi district, Makueni County. Your responses to the questions I will ask you will help me in compiling data for writing of my project report.

Please answer the questions as truthfully as you can. The results of this study will be held in highest confidentiality. They will be combined in a general report and no individual members will be identified as the report will not include any specific names.

If you have questions about the study or the questionnaire feel free to ask.

Kind regards,

Thomas Luvai

Reg. no. L50/66742/2010

Appendix II: CBO Survey questionnaire

CBO NAME _____

QUESTIONNAIRE NUMBER _____

SECTION A: CBO AND RESPONDENT CHARACTERISTICS							
101	What is your position in the CBO ?	1. Member 2. Official					
102	Gender	1. Male 2. Female					
103	Age	1. 18- 35 yrs 2. 35 and above					
104	Level of education	1. Class 8/7 2. Form 4 3. College education 4. University 5. Never went to school 6. Dropped out before class 8/7					
105	Employment status	1. Formal employment 2. Self employed 3. Farmer 4. Business person 5. Other (write here)					
106	How long have you been a member of the CBO?	1. Less than 1 yr 2. Between 2-5 yrs 3. More than 5 yrs 4. Founder member.					
107	What is your role in the CBO?	1. A member 2. Board/Committee member – specify position 3. Other (specify)					
108	How long has the CBO been in existence?	1. 1year 2. 2-5 year 3. 6-10 years 4. More than 10 year					
109	Tell me the activities the CBO has been involved in.	1. Economic – IGA, microfinance, 2. Social- education, health, water, agriculture, etc 3. Cultural – ecotourism, cohesion, etc 4. Emergency – disasters,					
110	Tell me who are the members of the	1. Individuals- men & women 2. Women					

	CBO	3. Men 4. groups							
111	Who does the CBO serve/who are the CBO targets?	1. General community 2. Children 3. Women 4. Men 5. CBO members only							
112	What benefits do the target groups get?	Write responses here.							
113	Who first gave you the idea to join this CBO?	1. Founder member 2. Was told by a community member 3. Heard in a community meeting 4. I do not know how I joined. 5. Others (write down)							
114	Why did you agree to join?	Write response here.							
115	How does your CBO make the community better?	Write response here.							
SECTION B: CBO FORMATION PROCESS									
201	Who initiated the CBO formation?	1. A local community member 2. A government Officer 3. An NGO worker 4. Other (write down)							
202	What was the process of the CBO formation?	1. Community meetings 2. People approached individually to join 3. People engaged in a certain activity 4. Other (write down)							
203	How long did the CBO take to be formed?	1. Less than a month 2. 6 months 3. 1 yr 4. Other (write down)							
204	What reasons made it necessary to form the CBO?	Write response here.							
205	Would you	Write response here.							

	say you have achieved your goals for joining the CBO?								
206	Who owns the CBO?	<ol style="list-style-type: none"> 1. Community 2. Government 3. Board/management committee 4. CBO members 5. Other(write down) 							
207	Is the CBO accepted by community?	<ol style="list-style-type: none"> 1. Yes 2. No 							
208	Reasons for answer to QN 208 above	Write reasons here.							
SECTION C: GOVERNANCE									
301	Does the CBO have a written vision?	<ol style="list-style-type: none"> 1. Yes 2. No 3. Don't know 							
302	Tell me the CBO vision.	<ol style="list-style-type: none"> 1. Not able to state vision. 2. Not able to state it, but has an idea of the vision. 3. Accurately states the vision. 							
303	Briefly explain how the vision was developed	Write response here.							
304	Does the CBO has a written mission?	<ol style="list-style-type: none"> 1. Yes 2. No 3. Don't know 							
305	Tell me the CBO mission.	<ol style="list-style-type: none"> 1. Not able to state mission. 2. Not able to state it, but has an idea of the mission. 3. Accurately states the mission. 							
306	Briefly explain how the mission was developed	Write response here.							
307	How many members does	Write response here. Separate number of men and women.							

	the CBO have?								
308	How are decisions made in the organization?	Write response here. Ask for examples.							
309	Who decides on the CBO's plans, budgets and activities?	Write response here.							
310	Does your CBO have a constitution?	<ol style="list-style-type: none"> 1. Yes 2. No 3. Dn't know 							
311	Does the CBO adhere to the constitution?	<ol style="list-style-type: none"> 1. Yes 2. No <p>Ask for examples for the answer.</p>							
312	Do you know what the CBO constitution says?	<ol style="list-style-type: none"> 1. No, I have not seen a copy 2. Yes, it has been read to us 3. Yes, I have a copy of it 4. Yes, I participated in writing the constitution.. 							
313	What is the leadership of the CBO?	<ol style="list-style-type: none"> 1. Board 2. Management committee 3. Patron 4. Other(write here) 							
314	How often is the leadership elected?	Write response here.							
315	Does the CBO hold Annual General meetings?	<ol style="list-style-type: none"> 1. Yes 2. No <p>Specify when the last AGM was held?</p>							
SECTION D: INTERNAL MANAGEMENT									
401	Describe how your organization is managed.	Write response here.							

402	Who decides how resources e.g. funds will be used?	Write response here.						
403	How regularly does your CBO hold meetings?	<ol style="list-style-type: none"> 1. Quarterly 2. Monthly 3. Biweekly 4. Weekly 5. Other. Specify) 						
404	How is the attendance to the meetings?	<ol style="list-style-type: none"> 1. 100% attendance 2. Between 50% - 80% 3. Below 50% 4. Poor. 						
405	Who normally attends these meetings?	Write response here.						
406	What is the purpose of these meetings?	Write response here.						
407	Does the CBO have paid staff?	<ol style="list-style-type: none"> 1. Yes 2. No 3. Don't know 						
408	If YES to question 407 above, how many staff	Write response here.						
409	If NO to question 407 above, who carries out CBO activities?	Write response here.						
410	Do all staff (paid or voluntary) have written role descriptions	<ol style="list-style-type: none"> 1. Yes 2. No 3. Don't know 						
411	If NO to QN 410 above,	Write response here.						

	how do they know what to do on a daily basis?							
412	Does the CBO keep any type of records?	<ol style="list-style-type: none"> 1. Yes 2. no 						
413	If YES to question 412 above, give at least 3 types of the records kept.	Write response here.						
414	Does the CBO have written plans?	<ol style="list-style-type: none"> 1. Yes 2. No 3. Don't know. 						
415	If YES to QN 415 above which of these plans does the CBO have?	<ol style="list-style-type: none"> 1. Monthly activity plans 2. Annual action plans 3. Strategic plan 4. Other (Specify) 						
416	Which partners does the CBO collaborate with?	<ol style="list-style-type: none"> 1. NGOs 2. Government departments 3. Church 4. Community 5. Other (specify) <p>NB: it is possible to have several choices for this QN.</p>						
417	For each partner chosen above, specify how they collaborate.							
418	What is the most important part of your work with the CBO?	Write response here.						
419	Did your CBO have an annual budget for the	<ol style="list-style-type: none"> 1. Yes 2. No 3. Don't know 						

	fiscal/financial year?								
420	If yes to qn. 420 above, to what extent was the budget utilized by end of the fiscal year?	<ol style="list-style-type: none"> 1. 25% 2. About 50% 3. About 75% 4. 100% 							
421	In your opinion was the budget used for the planned purposes? (skip if they did not answer qn. 421 above).	<ol style="list-style-type: none"> 1. Yes 2. No 3. Don't know 							
422	Did the CBO have an annual plan for the last fiscal year?	<ol style="list-style-type: none"> 1. Yes 2. No 3. Don't know 							
423	If yes to qn. 423 above, to what extent was the plan implemented by the end of the fiscal year?	<ol style="list-style-type: none"> 1. Below 25% 2. About 50% 3. 75% 4. 100% 							
SECTION E: RESOURCE MOBILIZATION									
501	Name the resources your CBO has.	Write responses here.							
502	In order of priority name the three most important sources of funding for your CBO.	Write responses here.							
503	What resources does your CBO	Write responses here.							

	mobilize locally?								
504	What resources does your CBO mobilize externally?	Write responses here.							
505	Which of these resources, internal or external, are most important in your CBO activities?	<ol style="list-style-type: none"> 1. Internal 2. External 							
506	Would you say your CBO is self-reliant in critical resources?	<ol style="list-style-type: none"> 1. Yes 2. No 							
507	Give reasons for your answer in QN 506 above	Write response here.							
508	Has your CBO ever written a successful funding proposal to an external donor? (successful means the proposal was funded)	<ol style="list-style-type: none"> 1. No 2. Yes 3. Don't know 							
509	Does your CBO has a criteria that guides it in choosing which grants to apply for?	<ol style="list-style-type: none"> 1. No 2. Yes 3. Don't know 							
510	If answer to QN 509 above is YES, name some of the criteria.	Write response here.							

511	Do CBO members contribute any resources towards CBO work?	<ol style="list-style-type: none"> 1. Yes 2. NO 							
512	If YES to QN QN 511 above, give examples of the resources contributed by CBO members.	Write responses here.							
SECTION F: CBO EFFECTIVENESS IN DEVELOPMENT									
601	State the goals and objectives of your CBO?	Write responses here.							
602	How would you describe the level of achievement of the goals & objectives?	<ol style="list-style-type: none"> 1. Low 2. Medium 3. high 							
603	Give reasons for your answer to QN 602 above	Write responses here							
604	As a CBO member, what is the level of your satisfaction with the CBO work?	<ol style="list-style-type: none"> 1. Low 2. Medium 3. high 							
605	Give reasons for your answer to QN 604 above.	Write responses here.							
606	Do you think the CBO beneficiaries are happy with the CBO	<ol style="list-style-type: none"> 1. Yes 2. No 3. Don't know 							

	services?							
607	Give reasons for your answer to QN 606 above.	Write responses here.						
608	What are the three most difficult challenges currently facing the CBO?	Write responses here.						
609	What is the estimated number of the CBO target beneficiaries?							
610	What percentage of the target beneficiaries has the CBO reached to-date?							
611	In your opinion, would you rate this as successful?							
612	Give reasons fo your answer in QN 612 above.							
613	In the last fiscal year, do you think the CBO budget addressed activities that are in line with goals and objectives (vision and mission?)	<ol style="list-style-type: none"> 1. Yes 2. No 3. Don't know 						
614	In the last fiscal year, were the CBO	<ol style="list-style-type: none"> 1. Yes 2. No 3. Don't know 						

	plans agreeing with CBO goals and objectives(vision and mission)?						
615	In your opinion, what three critical factors would determine the success of the CBO?	Write responses here. 1. 2. 3.					

End.
 Thank the respondent for taking time to answer your questions. Reassure them of confidentiality as you end the session.