

**INFLUENCE OF RESOURCE MOBILIZATION STRATEGIES
ON PERFORMANCE OF COMMUNITY BASED
ORGANIZATIONS IN TSEIKURU SUB COUNTY,
KITUI COUNTY**

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**A Research Report Submitted in Partial Fulfillment of the
Requirements for the Award of the Degree of Masters of Arts in
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DECLARATION

This research report is my original work and has not been presented for academic award/ credit in any other university.

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DEDICATION

I dedicate this research paper to my beloved husband Brian Kipruto and my daughter Serah Jemutai for their encouragement while working over the weekends and nights.

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ABBREVIATIONS AND ACRONYMS

ADP:	Area Development Programme
CBO:	Community Based Organization
CIG:	Common Interest Group
CSO:	Civil Society Organization
FADC:	Focal Area Development Committee
MDGs:	Millennium Development Goals
MGSCCS:	Ministry of Gender, Sports, Culture and Social Services
NGOs:	Non-Governmental Organization
SHF:	Stake Holders Forum
SPSS:	Statistical Package for Social Sciences

ABSTRACT

The purpose of this research report was to investigate the influence of resource mobilization to the performance of community Based Organizations in Tseikuru Sub County. The report was guided by the following specific objectives: To identify the sources of resources and their influence on performance of Community Based Organizations in Tseikuru Sub County, To assess the influence of effective communication on performance of Community Based Organizations in Tseikuru Sub County, to establish the contribution of local communities to performance of CBO in Tseikuru Sub County, Resource mobilization theory was used in for this report. Descriptive survey design was employed in the study. The target populations for the study were the three divisions in Tseikuru Sub County., purposive sampling was used to select 6 CBO coordinators based at the divisional level by the virtue of being the officers in charge of managing the CBOs in the divisions, 36 CBO officials and 168 households were selected by use of Simple Random Sampling. A total of 186 respondents participated in the study. Data was collected through interview schedules and questionnaires. The instruments' validity were tested using supervisors opinion while split half Technique was used to test on the reliability of the instruments where the instruments were considered reliable. The data were analyzed using Statistical Package for Social Sciences (SPSS). Descriptive statistics such as frequencies, percentages, means and standard deviations were used to analyze the data. The analyzed data has been presented in the form of frequency tables, bar graphs and pie charts. The findings revealed that over 33% of the respondents reported that CBOs should children walk long distances or do not attend school in order to fetch water for the households, this impact negatively on their mental and physical development as well as their education. The study further recommends that, there is need to carry out awareness on the implication of using water of poor quality in the community as it may have adverse health effects on the lives of the community.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Resources are the driving forces of organizations. Strategies for resource mobilization must be identified in order to achieve the intended results (Lestler, 2007). Buechler (2009) defined resource identification as the process of enumerating, enlisting and assessing the availability and utilization thereof. The strategies used fundamentally depend on the organization's vision and mission statement; structure; governance; and policy (Cole, 2009). The basic principle in resource identification is to acknowledge the fact that the greatest resource a community has is its people. Thus, every community has its unique assets upon which its future is built. Communities must strive to discover, rediscover and realign their potential to develop their resources (Cuthbert, 2011).

According to Chiter (2012) resource mobilization strategies does not only mean use of money but it extensiveness denotes the process that achieves the mission of the organization through the mobilization of knowledge in human, use of skills, equipment and services. It also involves seeking new sources of resource mobilization, right and maximum use of the available resources. Studying the various structure and areas of resource mobilization is to seeking out resources that are essential and can be used to achieve one's mission and it maximum use.

In the united States of America for instance, resource mobilization includes two concepts: the first one is that non-financial resource are also important; and second is that certain resources can be generated by the organization rather than accessed from other sources. According to Kiiru (2010) resource mobilization offers people the opportunity to give.

It is not an end in itself but rather the process whereby resources are transferred from those who are able to give to those who have the need to receive. Resource mobilization facilitates this process. It is the enabler of the activity that not only satisfies the need, but also satisfies the giver that the resources have been wisely and effectively used. It is all about building relationships with donors – whether individuals or major corporations.

Cuthbert (2011) points out in India, some of the key elements that strengthen resource mobilization efforts strategies include; having a clear sense and commitment to the organization's vision and mission, effective management and leadership that ensures among others that there is accountability and transparency in the organization, solid reputation, credibility and positive image, the ability to attract, create and sustain new resources while discharging services to their clients/ community.

According to Simiyu (2011) organizations should make adequate preparations for resource mobilization strategies to be effective and to ensure they are maximizing all opportunities. Dillon (2007) noted that organization in Australia, developing resource mobilization plans and tightly integrating them with their organizational strategic and communication plan enhanced the performance of their organizations. Organizations that are well-managed and convey their key messages effectively to their target audiences, are more successful in raising resources, and this, in turn, contribute to the organization's continued growth. Edward and

Hulme (2007) added that resource mobilization plan must follow closely the vision, mission, and goals of the organization or be aligned with specific objectives for raising those resources.

Most Non-Governmental Organization in Australia closely link the strategic plan of their organizations to the management team who must be fully involved in the resource mobilization planning resource mobilization plan (Simiyu, 2011). According to a resource mobilization workshop held in Mongolia (2009) Money was identified as one of the key resources that any organization needs in order to be able to function and carry out its work well. Where an organization cannot raise adequate resources, it therefore means it cannot fulfil its mission, and that it is up to the leadership to ensure in some way or another that those resources are available. Consequently, much attention should be given to establishing a secure and sustainable resource mobilization base as to the design and delivery of effective services.

According to Edwards and Hulme (2008) broadening the resource mobilization strategies in African countries has been found to greatly enhance the sustainability of any organization. The challenge that has remained is how other similar organizations can generate and mobilize their own resources, survive and thrive in the face and midst of an increasingly competitive, difficult and harsh socio-economic environment. Dillon (2006) stated that, in Egypt for instance, the whole system of giving has been based on concept of charity that elevates the donor and downgrades the recipient. The giver is the gracious benefactor, and the receiver is the unfortunate victim of circumstances. He argues that, this is not the Christian way to look at stewardship, more so in the West, where more than 60% of all giving comes from individuals. Feuerstein 2006) commended that resource mobilization is a

people business. People do not give to organizations, or to abstract concepts. Rather, they give to help people or to do something to create a better world. Just like many organizations. This being the case, serious attention needs to be paid to resource mobilization strategies in order to develop.

In a study by Fowler (2004) on resource mobilization strategies in Zambia, he observed that resource mobilization strategies should be able to identify a range of financial and nonfinancial resources of the organization. Non-financial resources include skills, talents and capacities. There is need for more training in resource mobilization and financial management to enable Community Based Organizations, NGOs and national ministries to grow. Jenkins (2011) noted that donor scoping studies commissioned in Ghana by United States Agency for International Development in 2004 and 2008 showed that multilateral and bilateral agencies are now more focused on large-scale, sector-wide funding, awarding bigger grants to fewer organizations, with less money available for medium to small groups. In Tanzania, Mala (2009) in his study on the role CBOs in improving livelihoods of local communities further observed that new CBOs and other organizations, full of energy and enthusiasm are continually being formed to meet many of the needs that organizations are addressing, the exits 'competitors' are each struggling to show that they are 'the best.

According to Lester (2007) resource mobilization is essential for a healthy organization/institution. Availability of resources provides continuity and stability to the organization and its work. In Uganda for example, mechanisms of resource mobilization are the medium through which the organizations receive resources and the government has made efforts to support the various CBOs operating in different parts of the country with the main aim of making them sustainable through resource mobilization. Besides, NGOs and other

stakeholders have relentlessly offered their support in all aspects for such CBOs. Argot (2010) observed that there are mechanisms that can be used to develop and expand relations with the resource providers such as NGOs, Government, Private Sector, Community or any Organization.

According to Muteti (2011) Community Based Organizations (CBOs) perform a key role in complementing initiatives of governments towards meeting the basic needs of its citizens all over Kenya. This has been as a result of using the project approach where different project initiatives are put in place with a view to addressing poverty and ill health within their respective communities/households. Examples of projects implemented by CBOs include health, water, sanitation and hygiene, education, income generation, recreational activities and environmental projects among others.

Wandui (2013) categorized CBOs as self-help and youth groups, community health workers groups, and issue based committees among others and observed that such have been formed with a purpose of addressing various challenges that have culminated to various problems at household level. Among the interventions reported include support to orphaned and vulnerable children, food security interventions through restocking, water and sanitation, care and support to people living with HIV /AIDS, community based healthcare, shelter improvement and round table banking. Although CBOs have made efforts to mobilize resources towards the implementation of these projects, it is noted that a weak resource base has remained a major challenge that has contributed to collapse of noble initiatives.

Argote (2010) in his study on the relationship between resource mobilization and leadership styles among CBOs in Kitui District emphasized that resource Mobilization is meaningless if

the CBO leadership has not thought of making the organization sustainable. This is because resource mobilization does only mean to receive resources for running the donor's program, it is a self –respectful step to develop the organization, to provide continuous service to the community and become self-reliant.

Resource mobilization collects resources from the various resource providers by expanding the relation of the Organization, which in turn brings down the financial risk, gives diversity to the program and enhances the managerial capacity of the program.

1.2 Statement of the Problem

According to Muteti (2011) resource mobilization for the performance of local CBOs in Tseikuru Sub County lacks priority that it should enjoy in relation to the key resources that CBOs require, the strategies employed to mobilize resources and the contribution of the local communities in resource mobilization which translates to facing out of some CBOs. Again despite the many initiatives made by NGOs, CBOs, community and the government, resource mobilization remains a challenge in the sub county. Apparently as far as the current researcher is concerned, the available literature reviews limited studies that have been conducted in the area to investigate the influence of resource mobilization on performance of CBOs.

Previous studies by Warui (2009) and Warui (2013) have investigated the influence of challenges faced by NGOs in achieving their objectives, coping strategies to effective resource mobilization and the evaluation of success of CBOs since their inception respectively. From the above research, he noted that there was a correlation between challenges faced by CBOs and its effectiveness.

According to the Ministry of Gender, Sports, Culture and Social Services of Kenya (MGSCSS) (2012), Tseikuru Sub County has about 60 CBOs of various types formed to address the poverty and other communal issues. However, only 25% of these CBOs are active and implementing various projects at micro level, the rest have remained inactive due to inability to mobilize the required resources for implementing their mandates.

The problem of resource mobilization is of a greater magnitude owing to the fact that some CBOs have collapsed and others stagnated due the inability to properly mobilize their resources. There is therefore need to effectively strategize on resource mobilization for Community Based Organizations and emphasize on the need to embrace strategies that better their performances, operations and services to the communities they serve (Muteti,2011).

According to Argote (2010), CBOs in the 21st century must be prepared to maximize their resource mobilization strategies and improve their performance at the same time ensure sustainability of their organizations. Based on this knowledge, two questions remain unanswered. First, what constitutes ineffectiveness in the performance of CBOs? Second, what mechanisms are put in place to ensure efficiency and sustainability of the CBOs? It is therefore crucial in respect to answering these questions that the researcher is prompted to investigate the influence resource mobilization on performance of CBOs.

1.3 The purpose of the study

The purpose of this study was to investigate the influence of resource strategy mobilization to the performance of community Based Organizations in Tseikuru Sub County.

1.4 Objectives of the study

The study intended to achieve the following specific objectives:-

1. To identify the sources of resources and their influence on performance of Community Based Organizations in Tseikuru Sub County.
2. To assess the influence of effective communication on performance of Community Based Organizations in Tseikuru Sub County.
3. To establish the contribution of local communities to performance of Community Based Organizations in Tseikuru Sub County.

1.5 Research Questions

The study was guided by the following research questions:-

1. How do various sources of resources influence performance of Community Based Organizations in Tseikuru Sub County?
2. What is the influence effective communication on performance of Community Based Organizations in Tseikuru Sub County?
3. What contribution do local communities offer towards performance of Community Based Organizations in Tseikuru Sub County?

1.6 Significance of the Study

The findings of this study may be of practical value to persuade various stakeholders such as Policy makers, Ministry of gender, sports, culture and social services and professionals, with new ideas on key resource mobilization strategies that should be taken into account to ensure

effective performance of community based organizations since efficient and effective resource mobilization offers an opportunity to sustainable and reliable performance.

The findings of the study may be useful to the government officials and the civil society by equipping them with facts and knowledge necessary to ensure effective partnership and collaboration, helping local communities to participate effectively towards the achievement of the set CBOs goals. The key results of this valuable investment will be seen in the lives of the beneficiaries of the local communities and especially the poor and disadvantaged, the entire community and the nation at large after the relevant stakeholders apply the knowledge recommended in this study.

1.7 Limitations of the Study

Most of the Tseikuru area is a rural setting whose cultural, climatic, economic and religious factors have influence on resource mobilization for any community development activities hence the results may not apply to rural population from other parts of the county with different climatic and economic conditions. In addition, the area is a semi-arid region with harsh climatic conditions; poor infrastructure and both natural and human resources are limited and the CBOs are sparsely distributed hence accessibility to some posed a big challenge. The availability of respondents due to their busy schedules was a challenge since some saw it as a disturbance. This required the researcher to take precautionary measures in order to overcome these limitations

1.8 Delimitations of the study

This study was delimited by the following:

The study was delimited to the fact that it only concerned itself with the influence of resource mobilization on performance of CBOs but did not concern itself with challenges associated with the resource mobilization. The study was conducted among local with the CBOs in Tseikuru Sub County of Kitui County but not in other sub counties.

1.9 Basic Assumptions of the Study

This study was based on the assumption that the relevant stakeholders are aware of the importance of laying effective resource mobilization strategies and they are making efforts to implement this noble task. Also, it was assumed that all respondents were to be cooperative and give honest and accurate responses.

1.10 Definition of Significant Terms

Community development refers to the social, cultural, economic and environmental enrichment of individuals who are identified as a community. It is a process of change whereby community members come together to take collective action and generate solutions to common problems.

Focal Area refers to a focal area is a unit of operation selected on the basis of people's livelihoods and administrative factors where development efforts are concentrated for a specific time.

Mapping refers to a methodology used to link community resources with an agreed upon vision, organizational goals, strategies, or expected outcomes.

Mobilization refers to the art of bringing different components of a given item or community to function in harmony and make positive contributions.

Partnership refers to a relationship where two or more parties, having compatible goals form an agreement to work together in a mutually beneficial relationship.

Performances refers to utilization community resources with an agreed upon vision, organizational goals, strategies, with an aim of adding value to the organization through producing the desired results.

Resources refer to the financial and non-financial supplies that help to fulfill organizational needs. They include money, the skills, time contributions and services of humans, and equipment and materials.

Resource Mobilization refers to the process of identifying and obtaining resources for the organization. CBOs need both financial and non-financial resources

Strategic refers to the means ,methods and initiatives an organization employs to invest their energies to mobilize resources such as non-financial resources and when to seek financial resources considering whether to generate funds themselves, or whether to seek funds from other organizations.

1.10 Organization of the Study

This report is organized into three chapters. The first chapter consists of the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, limitations and delimitations of the study, basic assumptions of the study, operational definition of terms and organization of the study.

Chapter two reviews the literature of the study. It consists of the introduction, the key types of resources required by CBOs, influence of resource mobilization strategies on performance of CBOs, contribution of local communities to performance of CBOs, theoretical framework, conceptual framework, summary of literature review and research gap.

Chapter three consists of the methodology, that is, introduction to methodology, the research design, target population, sampling techniques and sample size, data collection instruments, administration of research instruments and data collection procedures, internal validity and reliability, data analyses and operationalization of variables. Chapter four had the following sections, data analysis, presentation and interpretation.

Chapter five has summary of findings, discussion, conclusions and recommendations as well as contribution to the body of knowledge.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In order to review literature, text books, journals, magazines, newspapers and e-learning materials were reviewed in relation to resource mobilization strategies and performance of CBOs, sources of resources, influence of resource availability and contribution of the local community to the performance of CBOs. The literature review will establish knowledge gaps and develop a theoretical and conceptual framework to guide the study and also give summary of literature review.

2.2 Sources of resources and Performance of Community Based Organizations

Chitere (2012) noted that the means in which an organization acquires the resources it needs and the sources of those resources determine what the organization is and what it can be. Feuerstein (2006) observed that in order for an organization to survive, it must understand the importance of identifying resources, particularly local resources. The sources of resources and resource mobilization strategies can help sensitize the organization to the local community, and can lead to insight and inspiration. Identifying and mobilizing resources can reinforce and strengthen an organization and lead it toward sustainability. Generally, sources of resources that reflect low vulnerability, low sensitivity, low criticality, high consistency, substantial autonomy, and high compatibility are more desirable as they enable the NGO to be more agile and adaptive. The studies by the foresaid scholars were conducted in different geographical regions among communities with different socio-economic conditions and

among large organizations hence the need to identify the key resources required by CBOs in Tseikuru Sub County.

According to Mala (2009) in Switzerland for instance, the first major strategic decision that NGOs make in soliciting for resources is to focus on human resources, material resources or financial resources. Since NGOs are usually dependent on external funding, the mobilization of financial resources tends to dominate but mobilizing volunteer and community resources is also a strategy that keeps an NGO close to its community-based roots. In mobilizing financial resources, an organization faces two immediate decisions namely: the organization to generate its own financial resources which leaves it in greater control and the threat to autonomy is reduced. Having autonomy also means less vulnerability to outsiders, less sensitivity, and the ability to replace critical resources because the organization can decide where to put the surplus it produces. Sources of resources for CBOs include members' contributions, loans from financial institutions, selling assets, volunteering of individual skills, expertise, gifts and talents; members' donation of natural resources such as land, water and minerals among others (Edwar and Hulm, 2007).

According to Cole (2009) the other relatively unexplored area of source of resource mobilization is for Non-Governmental Organizations to actively pursue non-financial resources. Non-monetary contributions such as volunteer work from Community Based Organizations and linkages with other organizations should be explored and fully utilized. Often these options receive little attention in resource mobilization because they do not increase the organization's income.

However, they are important options that have many advantages and provide other positive benefits. In addition to reducing costs, nonfinancial sources of resources can build networks, enhance information, create links to power holders, and enhance public awareness and organizational credibility. The key resources cited by the foresaid scholars concern NGOs and are observations made from highly developed countries and regions compared to the local area targeted by the current study.

2.3 Influence of Effective Communication on Performance of CBOs

Resource availability is all the means that an organization should acquire to implement its action plan. It goes beyond fund raising. It entails obtaining various resources from a multitude of partners, by different means. Thus resource mobilization could be seen as a combination between resources: elements necessary for the running of an organization, mechanisms or means which make it possible to obtain resources directly from partners, persons and/or institutions providing resources (McCarthy & Zald, 2007).

The realm of resource availability is very competitive especially for the developing countries. There are numerous organizations out there which are competing for funding from a limited number of donors, who regularly receive requests for support. The use of marketing and selling techniques to generate income will need new skills, approaches and comprehensive resource mobilization strategies. Looking for and developing a strong resource mobilization strategy is not an easy task (Simiyu, 2004).

According to Tice (2012) resource availability mechanisms are the methods used to obtain resources from partners identified beforehand. Communication, sensitization and scientific publications are among others the essential mechanisms to be adopted by CBOs for resource mobilization. These three elements make it possible to arouse the interest of the target public and partners. The identification of resource mobilization mechanisms enables the networks diversifies its approaches beyond drafting of requests. These mechanisms depend largely on the context and subsequently different from one country to another.

According to Norton (2006) effectively mobilizing local resources requires creativity, persistence and flexibility. Schwartz (2010) identified various techniques that were employed in Nepal to avail the required resources. These include: holding regular communication meetings with representatives of local government, businesses, institutions, other NGOs, media and other social leaders or by attending their meetings and informing them about the CBO's activities and objectives. Thompson (2010) added that it is important to send regular project updates to these stakeholders and invite them to visit the office, project site, events, website and its stakeholders in order to see the impact of the CBOs work. The more familiar they are with the work of the CBOs, the more likely they are to support the organization's efforts when asked.

According to Cunningham and Mathie (2009) involvement of NGO/LCI committees is one way to involve respected individuals in the work of the CBO in order to establish a committee to supervise or provide advice on the implementation of a particular project or aspect of the work. In addition to tapping into the knowledge and expertise of various

community members, committees can help inform the community about the impact of the work. Committee members may also be prominent individuals from the community who can contribute their own resources or who have connections to other sources of resources.

Cusworth and Franks (2006) recommended various sources of resource such as requests for funds and solicited gifts, project proposal, correspondences/E-mails, direct contacts through meetings and visits. They further noted that, special events days such organization of research days, conferences, evening dinners, voluntary contributions with new members, CBOs' friends, and sponsors. Akumu (2011) studying the contribution of NGOs to the development income generating activities in Kisumu Municipality noted that there is need for the organization or group to mobilize local resources, and coordinate contributions from different sources. Organizations should develop plans to implement, monitor, and evaluate efforts of their work. Mulwa (2012) added that there is need for current staff and members to be trained, hire or recruit additional staff, or find partner organizations whose areas of expertise complement that of the organization. Regardless of local circumstances, the local community values the work being done; it will find ways to support it. The most important thing is to recognize that there are many ways to sustain and improve the work without large financial contributions. The organization's future ultimately lies in the local community, and depends on the ability to develop creative ways of communicating with for the community to support the services that are provided.

Frank and Smith (2006) noted that in South Africa NGOs conduct site visits with potential stakeholders to encourage them to invest their resources. They share the goals, objectives,

and status of the program with stakeholders and the community. De Beer and Swanepool (2008) observed that no matter how poor, almost every community has services, goods, or expertise that can contribute to local projects and keep the local community and selected local resources updated about the implementation and development of the activity or program, whether they provided support or not.

They should be given the opportunity to reflect on the impact of their work. It is important to develop simple and attractive promotional materials about the organizations' activities with information on how others can support the efforts.

Soko (2009) suggested that involvement of media as a partner in the promotion of community successes is a good resource mobilization strategy. Organizations should be cost-effective. This could be done by looking for ways to keep costs low and limit administrative costs to make resources go farther. CBOs should also seek for resources that complement what is already being done. Build local skills by implement cost-effective training programs, for example, previously trained volunteers can provide training to other volunteers, who can then train still more volunteers. Keeping records and being transparent, maintain documents to help others access information about the contributions the organizations have obtained, encourage additional contributions.

It is important to quantify both financial and in-kind contributions from different sources and document increased sustainability. Staying in line with the mission of the organization and seeking resources that further the NGO/LCI's mission and goals, support long-term

activities, and extend the reach of its activities (Kiiru,2010). Simiyu (2011) noted that diversification of the sources of support can be less vulnerable if there are many sources of support, so that if one is discontinued, there are other resources to continue your activities. Warui (2009) added that expressing gratitude to all supporters at the end of an activity or project motivates stakeholders to give more.

Mobilizing resources for a longer-term program requires updates and acknowledgement of local contributors and partners on a regular basis, not only at the end of a multi-year program. The literature reviewed on resource mobilization strategies is from regions with different climatic conditions, different levels of technological and economic advancement which may differ from other regions with different circumstances hence deeming it fit to assess the resource mobilization strategies employed to enhance the performance of CBOs in Tseikuru Sub County.

2.4 Contribution of Local Communities and Performance of CBOS

Local resources are any contribution from within the local community that assists the implementation of an activity, project or program. They include a wide range of financial and nonfinancial contributions from local community members, including individual citizens, institutions, organizations, businesses, or government authorities. The following are examples of the types of resources that may be available locally to contribute to the successful implementation of NGO/LCI activities (Agote, 2010).

Dollins (2006) noted that financial resources are probably the most sought after local contribution, as they provide the ability to purchase a variety of goods and services that may not be otherwise available. Depending on the source, financial resources may be targeted to specific expenses or be used at the NGO/LCI's discretion. Financial resources can be raised from local citizens, businesses, local authorities, or others in a variety of forms and through many means, including: donations of cash grants from local authorities or other community organizations.

In South Africa, for instance, institutions such as Non-Governmental Organizations Community Based Organizations, Stakeholders Forum (SHFs), Focal Area Development Committee (FADC) and Common Interest Group (CIG), Civil Society Organizations (CSOs) are crucial as part of the resources that require mobilization (Dollins,2006). According to Frank and Smith (2006) one way to involve respected individuals in the work done by NGO/CBO and establish a committee to supervise or provide advice on the implementation of a particular project or aspect of work. In addition to tapping into the knowledge and expertise of various community members, committees can help inform the community about the impact of the work done by the CBOs. While different groups of people and organizations have been identified as main contributors of resources for various organizations in different parts of the world, this study intends to establish the contribution of local communities to the performance of CBOs in Tseikuru Sub County tracking changes over time.

According to Argote (2010) in United Kingdom, citizens provide support in many different ways. Volunteering their time is one important source of support. While most individual citizens do not have large sums of money available, smaller individual donations from many community members can add up to significant amounts. Smaller donations can be collected directly or through public collection points such as a box at the grocery store. Citizens may also be able and willing to donate goods, such as food and refreshments for volunteers or project participants. Understanding local values and needs, and linking these to programs, can help to gain the community's support and commitment.

According to Mungolia(2009) the local governments can be a valuable source of financial and non-financial support for organizations' activities. In addition to direct funding, countless NGOs/LCIs work with their local governments to receive free office and activity space, coverage of their utility bills, technical and expert advice, support in obtaining permits for reconstruction projects, and use of vehicles and equipment. Dollins (2006) found the Private sector in Indonesia being of great help in giving donations. Businesses are a great, yet underused, source of NGO/LCI support. Generally, businesses want to support projects that are visible in the communities where they operate, that are supported by the community or by "important" individuals, or that are linked to local economic development. He also noted that smaller business owners often give to projects in which they have a personal interest, for example, a sports fan might support a youth soccer club. Some businesses require that an activity that they sponsor use their name, logo or products.

Mala (2009) added that businesses can offer many valuable resources such as sponsorships and cash gifts, material support and services, technical expertise, equipment and facilities. They may also offer their products or services to the NGO/CBO at a reduced rate, or allow or encourage their employees to volunteer with the organization. Various stakeholders and their different types of resources that they contribute to the local organizations have been discussed, however, the current study intends to find out the contribution of local communities to performance of CBOs tracking changes over time in Tseikuru Sub County.

2.5.1 Theoretical Framework

This study was based on Resource Mobilization Theory by Buechler (1995). It emphasized on the ability of movement's members to: acquire resources and to mobilize people towards accomplishing the movement's goals. According to this theory, a core professional group in a social movement organization works towards bringing money, supporters, attention of the media and donors, alliances with those in power, and refining the organizational structure.

Social movements need resources in order to be effective because dissent and grievances alone will not generate social change this theory assumes that individuals are rational thus weigh the costs and benefits of movement participation and act only if benefits outweigh costs. It views social organizations as goal-oriented, but organization is more important than resources.

In relation to the study, organization/institutions need the interactions and relations between Community Based Organizations (CBOs) and other organizations, businesses, governments, private sector, local communities and well-wishers. For the efficiency of an organization,

different types of resources are required, effective resource mobilization strategies and involvement of the local communities contributions area key resource sustainable growth of CBOs.

2.5.2 Conceptual framework

The conceptual frame work diagrammatically describes the relationships and interconnection between the independent and dependent variables. The conceptual framework for the study was based on the objectives of the study. Figure 2.2 shows the influence resource mobilization on performance of CBOs. It diagrammatically illustrates how the independent variables such as resources, mobilization strategies and local contributions influence the performance of the CBOs which is the dependent variables. Though the government, NGOs, Faith Based, Organizations and the local community may put great efforts to mobilize resource for effective performance of CBOs, moderating variables such as age, gender, level of education and knowledge on CBO requirements as well as intervening variables such as climatic conditions, cultural and socio- economic factors may influence resource mobilization consequently affecting the performance of CBOs.

Independent Variables

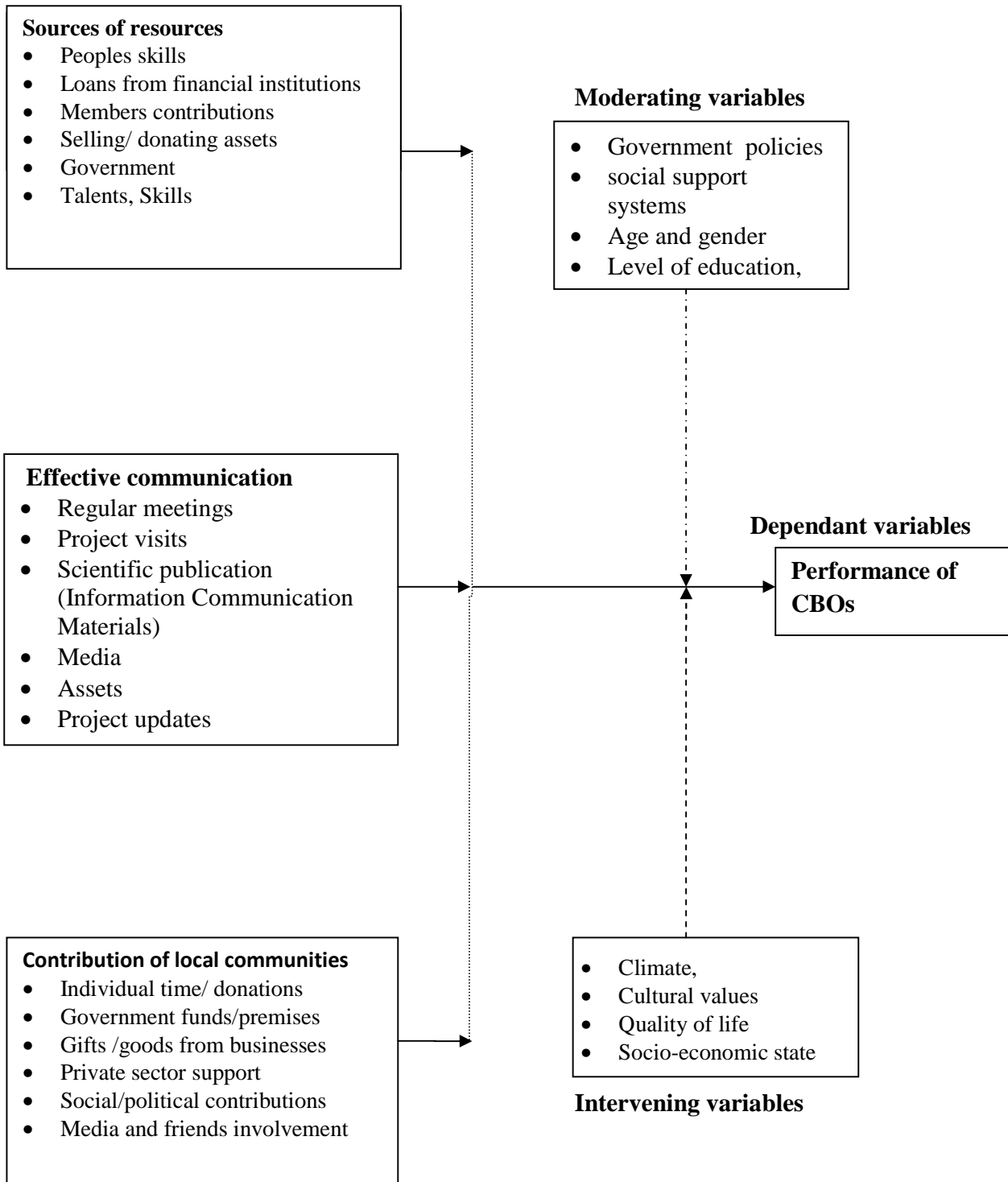


Figure 1: Conceptual Framework

2.6 Summary of Literature Review and Research Gap

Although much has been written about the individual variables resource mobilization and the interrelationships among them, a survey of literature, however, reveal that very little empirical studies on this subject exist, especially regarding Kenyan situation where the level of resource mobilization is low Previous investigations into resource mobilization and performance of organizations have provided insights into the range of influences on the success of such organizations. However, few studies have been carried out focusing on the key required resources and mobilization strategies and context over time in which CBOs carry out their operations. The current research addresses similar issues from resource mobilization perspective among the local CBOs and the strategies put in place by stakeholders considering changes over time.

It was anticipated that further insight into resource mobilization strategies, processes and associated contributory factors were to be revealed by this study. This study, therefore, served to explore in this era, when the socio-economic challenges have been recognized in most parts of the world, it is the need of the time to explore its dimensions in Tseikuru. In addition; this study was designed to evaluate from the CBOs' perspective, the usefulness of local communities' contributions in resource mobilization and factors that facilitate or hinder their effective performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the procedures that were followed in conducting the research. These included the research design, target population, sample size and sampling techniques. It also discusses the research instruments that were used, validity and reliability of the instruments, data collection techniques and data analysis procedures.

3.2 Research Design

Orodho (2005) defines research design as the scheme, outline or plan that is used to generate answers to research problems. This research study and report adopted a descriptive survey design. Survey design was conducted to collect detailed data on the existing phenomenon over a given geographical area or location with an intention of drawing possible conclusion from the facts discovered (Wiersma, 1985).

The survey design was appropriate for this research because enabled the researcher to collect information concerning the current situation of the influence of resource mobilization and performance of CBOs in Tseikuru Sub County. It helped in gathering information on opinions, attitudes and beliefs of the sampled population. It also enabled one to employ research instruments such as questionnaires, interview questions and document analysis for effective data collection and analysis.

3.3 Target Population.

Orodho (2004) defines the target population as the population to which the researcher wants to generalize the result of the study. Tseikuru Sub County has 60 CBOs and 180 CBO officials with a total population of 840 households according to 2009 population census. There are also 420 CBOs' officials and 6 CBO coordinators.

The research therefore considered three target groups namely: CBO coordinators, CBO officials and CBO community households from the identified CBOs from the three divisions in the sub county. The researcher assumed that these three target groups were to give honest and true answers to the questions that the researcher used to generalize the results of the research report

3.4 Sampling techniques and sample size

Mugenda and Mugenda (2008) defined a sample as a representative part of a population. Thus by studying the sample, one can be able to know more about the population without having to study the entire population. The selection process of the sample is the sampling technique (Kothari, 2004). Wersma (2005), observed that due to limitation of time, funds and energy required, a study could be carried out from a carefully selected sample to represent the entire population. Gay, (2002), argued that at least 20 percent of the population is a good representation which has proved true even today.

The sampling unit Tseikuru Sub County was purposively selected based on convenience of the researcher in terms of time allocation, funds available and other logistics. From the

selected sub county purposive sampling were applied to select the 6 CBOs' coordinators based on the virtue of being the leaders of the CBOs. For CBO officials and households, 20% of the total population was sampled by use of simple random sampling. This also applied to the selection of 36 CBO officials. This method avoided biasness by ensuring equal representation.

Table 3.1 Sampling Matrix

Category	Population size	Sample(n)	Percentage (%)
CBO coordinators	6	6	100 %
CBO officials	180	36	20%
Households	840	168	20%
Total	1026	184	17.9

3.5 Data Collection Instruments

This section describes the instruments which the researcher developed to collect the necessary information. The researcher used an interview schedules and questionnaires to obtain data from the respondents. The researcher administered the interview schedule for CBO coordinators. The questionnaires for the CBO officials and the households were given to the respondents and were allowed a period of two weeks to respond to the questions after which the researcher collected the questionnaires back.

3.5.1 Interview Schedule for CBO Coordinators

This was an oral interview which was a face –to-face encounter with the respondents. In order to obtain accurate information through interviews, the researcher established a friendly relationship with respondents prior to conducting the interview so as to obtain maximum co-operation. The interview schedules were administered to the CBO coordinators which allowed the interviewer to follow up the respondents’ answers to obtain more information and clarify vague statements. Kothari (2004) contends that interview schedule is the best because it allows room for clarification and following up of unclear answers.

The researcher hence used this method to seek classification to some responses pertaining to the influence of resource mobilization on performance of CBOs. The researcher administered the interview herself to the CBO coordinators. Prior to that, an effort was made to visit the organizations for familiarization with the relevant respondents and explain purpose of the interview.

3.5.2 Questionnaires for CBO Officials and Households

The questionnaires mainly had closed ended questions and few open – ended questions. Two questionnaires were developed for the CBO officials and households. The open ended questions consisted of a set of answers that closely represent their views to choose from. In the closed ended questions, the Likert type of scale was be used in rating, which helped in the reduction of subjectivity and also made it possible to quantitatively analyze the data. The open-ended questions allowed the respondents to communicate their views without being forced to get within the pre-conceived answers. Kothari (2004) contends that the

questionnaire is a suitable method, indeed, the easiest and the cheapest way of data collection. It has both the ability to collect a large amount of information in a reasonable quick span of time. Mugenda and Mugenda (2008) observes that questionnaire is free from bias of the respondents who are not easily approachable can also be reached conveniently.

3.6 Validity of Research Instruments

Kothari (2004), states that validity indicates the degree to which an instrument measures what it is supposed to measure, that is, the extent to which differences found with measuring instruments reflect true differences among those who are tested. This tests the construct validity of the instruments which is the measure of the degree to which data obtained from an instrument meaningfully and accurately reflects or represents a theoretical concept. Two different instruments that measure the same concept were used. A validity coefficient was computed by correlating measurements from the two instruments. Data was obtained simultaneously from the same subjects.

To ascertain this, the instruments were subjected to analysis by the supervisors and a team of specialists in the area of project planning and management. They assessed the relevance of the content used in the instruments and made structured changes for the purposes of improvement and refinement before the actual data collection. A pilot study was done which ensured that the items consistently measure the variables in the study and produce reliable results. The piloting was important because it identified vague questions, unclear instructions and insufficient spaces for writing responses, clustered questions and wrong phrasing of questions which were detected and refined in good time.

3.7 Reliability of research instruments

According to Kothari (2004) reliability is the consistency of instruments in producing reliable results. The pilot study was done to ensure that the items consistently measure the variables in the study and produce reliable results on repeated trials. The split half technique of assessing reliability will be used. The research instruments were designed in such a way that they had two parts. Subject scores from one part were correlated with scores from the second part. Orodho (2004) contents that this method is good enough because it eliminates error due to differing test conditions. It focuses on the degree to which empirical indicators are consistent across two or more attempts to measure the theoretical concept. Mugenda (2008) contends that the piloting procedure helps to ascertain that the instruments of data collection are free from any pitfalls and mistakes that would have surfaced in the main data collection process if the piloting of the instruments had not been done.

To ascertain that the research instruments were reliable after the test, retest was done, the instruments were subjected to analysis by the supervisors and a team of experts in the area of study. They assisted in the refinement of the instruments developed before embarking on the actual data collection. Any unclear instructions and information was detected during the test retest and corrected in good time.

3.8 Data collection procedure

The permission to collect data was obtained from the National Council of Science, Technology and Innovation and another one from the University that allowed for collection of the data from the CBOs in Tseikuru .The researcher sought permission from Deputy

County Commissioner in Tseikuru Sub County to carry out a study in the area. After the researcher obtained this permit, an introduction letter was attached to the questionnaires and interview questions and sought permission from the CBO coordinators to conduct research in their organizations. The researcher then distributed and administered the questionnaires personally to individual CBOs in order to create good rapport.

3.9 Data analysis techniques

This was a process of summarizing the collected data and putting it together so that the researcher can meaningfully organize, categorize and synthesis information from the data collecting tools. In the data analysis, the researcher examined each piece of information in each instrument for completeness, organize data as per research questions, code the data and develop code sheet. For the qualitative data, patterns or themes were identified while the quantitative data were easily analyzed as it was captured in terms of numbers. The data was then processed using statistical package for social science version 18. The analyzed data were given in form of frequency tables and percentages. The inferences made from the findings which were discussed in relation to the literature review and consequently led to making conclusions and appropriate recommendations from the analyzed data.

3.10 Operationalization of the variables

The variables of the study are described in terms of their various indicators and measurable elements.

Table 3.2: Operationalization of the variables

Objective	Variables	Type of variable	Indicators	Measurement	Measurement scale	Data analysis procedure
1.To examine type of key resources required by CBOs	Financial Economic status Peoples' skills Land and infrastructure	Independent	Available land Financial status Time to mobilize resources Readiness to donate resources	Amount of resources mobilized Sources of resources Willingness to mobilize resources	Ordinal	Descriptive statistics
2.To determine the influence of mobilization strategies on performance of CBOs	Type of strategies used Number stakeholders involved Quality of strategies	Independent	Value placed resource mobilization strategies Need for effective strategies value placed on quality strategies	Resource mobilization technical skills Need for quality performance Quality and quantity of resources	Ordinal	Descriptive statistics
3. To establish the influence of contributions by local communities in performance of CBOs	Community commitment in mobilizing resources such as funds, land, human support Personal donations, Ideas	Independent	Continuous resource mobilization Community involvement Support to CBOs	Readiness of community members to mobilize resources Efficiency in performance, Availing required key resources	Ordinal	Descriptive statistics

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter is presented in five sections. The first section looks at the demographic information of the respondents. The second section looks at sources of resources and performance of CBOs, section III looks influence of effective communication on performance of CBOs, and section IV looks at contribution of local communities and performance of CBOs. The data has been presented in tables, pie charts and bar graphs. The responses were analyzed using descriptive statistics. The responses were analyzed using descriptive statistics. This chapter analyses responses from CBO households, CBO officials and CBO coordinators.

4.2 Summary of research findings and discussions

This study aimed at examining the influence of resource mobilization strategies on performance of Community Based Organizations in Tseikuru Sub County. The task included; to identify the sources of resources and their influence on performance of Community Based Organizations, to assess the influence of effective communication on performance of Community Based Organizations, to establish the contribution of local communities to performance of Community Based Organizations in Tseikuru Sub County.

The researcher reviewed previous studies that Resources are the driving forces of organizations. Strategies for resource mobilization must be identified in order to achieve the intended results (Lestler, 2007). Buechler (2009) defined resource identification as the

process of enumerating, enlisting and assessing the availability and utilization thereof. The strategies used fundamentally depend on the organization's vision and mission statement; structure; governance; and policy (Cole, 2009). The basic principle in resource identification is to acknowledge the fact that the greatest resource a community has is its people. Thus, every community has its unique assets upon which its future is built. Communities must strive to discover, rediscover and realign their potential to develop their resources (Cuthbert, 2011).

In this study the researcher adopted a descriptive survey design and employed quantitative research as the main approach to guide the study. The research targeted all CBOs, CBO officials and households. The research therefore will consider three target groups namely: CBO coordinators, CBO officials and CBO community households from the identified CBOs from the three divisions in the sub county. A sample of 210 respondents was randomly selected using systematic sampling procedure for the study. The research instrument used in data collection was a questionnaire to elicit information from the respondents. To ensure validity of the instruments, expert opinion was sought. Data was summarized into frequencies and percentages and presented in graphs, pie charts and tables. This section comprises of discussion based on the specific research objectives of the study.

The objective was to find out the main sources of resources that the CBOs require in the area. The responses given include: grants from donors; sponsors to support its activities; financial support to support orphans with uniforms, foods etc.; community fund raising; groups contribute to CBO treasury to support its activities and administrative issues; government

funding; NGOs; members monthly contributions; selling goods; and human resource. This reveals that majority of the respondents indicated that CBO do not adequately utilize all the available avenues to solicit for resources. The responses given include: inadequate capacity building training; linkage to line ministries for technical support are minimal; lack of enough knowledge for its entire members; lack of skills; laziness and ignorance; lack of wealth; discrimination in sharing resources; lack of sensitization; and lack of penetration by NGOs or government agencies.

The study sought to find out how project updates influence the availability of resources that are required by the CBOs. The responses given include: shows progress which is used as way/means of attracting more funds from donors and also attract sponsors; and encourages members to participate in their monthly contributions by showing the progress of the CBOs.

The study sought to find out how project visits influence the availability of resources that are required by the CBOs. The responses given include: helps to evaluate and monitor how the finances have been utilized; evaluate progress made and recommend on better methods for effective communication; visits the partners and government related ministries at projects helps the CBOs get funds, thus the partners access the projects and are able to support; and training on skills on CBOs.

The finds reveals that almost all the respondents indicated that the local communities do not contribute effectively to the key requirements. The contributions they give to meet the needs of the CBOs may include: provide local materials; technical skills; manpower; contribution for CBO registration; and meetings with CBOs to discuss way forward and also regular

monitoring of the projects; creating more opportunities for training; having demonstrations in every site; do baseline survey and interact with CBO members when doing resource mobilization strategies so as to identify their felt needs; capacity building to CBOs; putting in place communication gadgets for browsing information on donors; enhancing networking of CBOs; funding CBOs on a five-year plan; awareness creation; making groups; and every community member should be told of the importance of CBOs.

The study sought to find out .the role of technical proposals play as a source of effective performance of CBOs. The responses being technical proposals play a unique role of soliciting resources and funds for the training facilitation which helps in filling the identified gaps in matters of capacity building of CBO members which brings in the issue of technical approach to the CBOs activities and eventually leads to success in its operations. The study reveals to find out how social mobilization and sensitization influences the target population and stakeholders soliciting resources from the CBOs. This helps in awareness creation in matters relating to social economic activities; brings communities together; enlightening community on issues to address thus enabling CBOs to decide on activities to engage in. A well mobilized community and sensitized on the need of CBO support plays a very crucial role.

The study reveals to find out how scientific publications influence the target population and stakeholders soliciting resources from the CBOs. This helps community to decide on how to do their activities effectively, a large number is reached as these are posted in market centers.

The study also sought to find out how effective communication influences the target population and stakeholders soliciting resources from the CBOs. It assists both members and stakeholders to get information properly for proper planning; speeds community needs and the CBO approach as a well communicated information reaches all people and stakeholders in time hence resources can be socialized while poor communication hinders the concerned individual with borrowing knowledge.

4.3 Response Rate (Responses from CBO households)

Out of 168 questionnaires which had been administered to the interviewees, 57 of them were returned for analysis. This translates to 33% percent return rate of the respondents. Overall, the response rate can be considered to have been very high as shown in Table 4.1;

Table 4.1: Response Rate

Response Rate	Frequency	Percent
Issued	168	100.0
Returned	57	33
Not returned	111	66

4.4 Background information of the respondents

The study sought to find out age brackets of the respondents so as to know which bracket are the majority in CBOs. The results are shown in the Table 4.2:

Table 4.2: Distribution of the respondents by age

AGE	Frequency	Percent
Below 25years	2	3.5
25-30 years	9	15.8
31-35 years	17	29.8
36-40 years	10	17.5
41-45 years	8	14.0
46-50 years	8	14.0
Above 50 years	3	5.3
Total	57	100.0

From the Table 4.2, a large number of the respondents who participated in the study represented by 29.8% are aged between 31-35 years, 35-40 years (17.5%), and 25-30 years (15.8%), 41-45 years (14.0%), 46-50 years (14.0%) and above 50 years (5.3%). The table further reveals the rest are aged below 30 years (3.5%).

The study sought to find out the education level of the respondent. The results are shown in Table 4.3;

Education level	Percentages
Primary	57.9
Secondary	35.1
Diploma	5.3
None	1.8
Total	100.0

Table 4.3: Distribution of the respondent by education level

Figure 4.3 shows that more than half of the respondents (57.9%) have attained primary level of education, 35.1% have attained secondary level of education, and 5.3% have attained diploma level of education. However, 1.8% of the respondents do not have any education at all.

4.5 Sources of resources and performance of CBOs

The study sought to find out the main sources of resources that the CBOs require in the area. The responses given include: government of Kenya; well-wishers; community members; donors; committed stakeholders and CBO officials; uniting groups to finance activities; merry go rounds; organizing harambees; and non-governmental organizations.

The study sought to find out if the CBO has adequate resources. The findings are tabulated below:

Table 4.4: Adequate resources in the CBO

	Frequency	Percent
Yes	2	3.5
No	55	96.5
Total	57	100.0

The Table reveals that almost all the respondents (96.5%) indicated that the CBO does not have adequate resources while 3.5% agreed. The study further sought to find out what type of resources does the CBO fall short of. The responses given include: trained personnel for technical advice; funds for empowerment of CBO members so as to address their felt needs;

lack of devoted community members; uncooperative administrators; expertise resource; and human resource. The study sought to find out .what role does technical proposals play as a source of effective performance of CBOs. The responses given include: technical proposals play a unique role of soliciting resources and funds for the training facilitation which helps in filling the identified gaps in matters of capacity building of CBO members; brings in the issue of technical approach to the CBOs activities which eventually leads to success in its operations; to establish a viable alternative source of resource to establish a sustainable source of resource; and to empower the community.

The study sought to find out how social mobilization and sensitization influences the target population and stakeholders soliciting resources from the CBOs. The responses given include: helps in awareness creation in matters relating to social economic activities; brings communities together; enlightens community on issues to address thus enabling CBOs to decide on activities to engage in; a well mobilized community and sensitized on the need of CBO support is very crucial; sensitization on use of CBO resources is very important; and effective social mobilization and sensitization does not only inform the population on need to get desired resource, but it also offers them with methods and ways of accessing resources through awareness campaigns.

The study sought to find out how scientific publications influence the target population and stakeholders soliciting resources from the CBOs. The responses given include: helps community decide on how to do its activities effectively; a large number is reached as these are posted in market centres; and a scientific publication is almost ineffective due to poor

connectivity of target population with information technology, thus, a very large population cannot access scientific publication due to this problem. The study sought to find out how effective communication influences the target population and stakeholders soliciting resources from the CBOs. The responses given include: assists both members and stakeholders to get information properly for proper planning; speeds community needs and the CBO approach to it; a well communicated information reaches all people and stakeholders in time hence resources can be socialized; poor communication hinders the concerned individual with borrowing knowledge; and basically achieved when there is a total examination of the feedback from the parties involved which seems to be a mirage in most of these technical proposals.

The study sought to find out how financial accountability influences the target population and stakeholders soliciting resources from the CBOs. The responses given include: gives members a chance to organize themselves financially; shows how CBOs utilize its finances; helps members trust the CBO management hence creating room for more donors and sponsors; makes the stakeholders to be very essential for any CBO; strengthens the CBOS and its members; stakeholders have confidence in the overall management of the CBO; implementing the CBO plans; and poor financial priorities have been a thorny issue with target population when soliciting resources. The study sought to find out if the CBO adequately utilize all the available avenues to solicit for resources. The findings are tabulated below:

Table 4.5: Adequate utilization of all the available avenues to solicit for resources

	Frequency	Percent
Yes	16	28.1
No	41	71.9
Total	57	100.0

The Table reveals that majority of the respondents (71.9%) indicated the CBO do not adequately utilize all the available avenues to solicit for resources while 28.1% agreed. The study further sought to find out what factors contribute to inadequate resources mobilization. The responses given include: inadequate resource mobilization mainly is caused by low levels of awareness; minimal technical assistance from its line ministries; inadequate capacity building; poor social relations and community sensitization; lack of transparency and accountability; poor communication of ideologies; and expertise and skilled leadership. The study sought to find out what could be done to ensure adequate resources for effective performance of CBOs. The responses given include: at least every CBO to have a trained personnel equipped with social economic matters; capacity building; training on management; having vibrant CBO officials and managers; to be educated on how to uplift themselves; financial support should be stable; exercise and ensure transparency and accountability; high monitoring for sustainability; proper community sensitization and mobilization; proper audit of all CBO finances; and support from the key players.

4.6 Influence of effective communication on performance of CBOs

The study sought to find out if the CBO in the area involves relevant stakeholders in the management of their activities. The findings are tabulated below:

Table 4.6: Relevant stakeholders in the management of their activities of the CBO

	Frequency	Percent
Yes	54	94.7
No	3	5.3
Total	57	100.0

The table reveals that almost all the respondents (94.7%) indicated the CBO in the area involves relevant stakeholders in the management of their activities while 5.3% disagreed.

The study further sought to find out what areas of management they are involved in. The responses given include: capacity building and provision of materials; training management; bringing people together; provision of school infrastructure; evaluation process; meetings; committees; consultation forum; bursary allocation; children support; Annual general meetings; management of proceeds of these projects undertaken at community level; settling disputes among members; maintaining law and order; and constituting a committee to run project leadership.

The study sought to find out if the CBO hold regular communication meetings with the relevant stakeholders. The findings are tabulated next page:

Table 4.7: Regular communication meetings with the relevant stakeholders in the CBO

	Frequency	Percent
Yes	43	75.4
No	14	24.6
Total	57	100.0

The table reveals that more than half of the respondents (75.4%) indicated that the CBO hold regular communication meetings with the relevant stakeholders while 24.6% disagreed.

The study sought to find out what roles does the representatives of the local government play. The responses given include: informs people about what is happening in their life ministry; advices on government approach; enhance links between CBOs and larger community; organize barazas for the CBO officials and CBO members; and mobilization of public attendance.

The study sought to find out what roles does the business community play. The responses given include: interferes in business issues as the CBO is involved in business; helps financing of CBOs; links government with donors; advice on how they can make more profits in their money; and acting as well wishers. The study sought to find out what roles do the community institutions play. The responses given include: training are held in these institutions to equip CBO members; provides advice; provides technicians; very few are concerned especially schools and churches which provide advice to the CBOs; and educating members through the institutions.

The study sought to find out what roles do the media play. The responses given include: gives members information on matters concerning CBOs; advocated for the CBOs; sensitizes community on need to support CBOs; offers technical advices; no effective mass media as they are not available nearby thus they do not offer great assistance; and publications of understanding of the meetings.

The study sought to find out what roles does the political and/social leaders play. The responses given include: share meetings and gives technical advices; support CBO financially and offer guidance and counseling to CBO officials; and representing the interests of the CBOs at a higher level.

The study sought to find out if the CBOs have regular project visits and updates. The findings are tabulated below:

Table 4.8: Regular visits and projects in the CBO

	Frequency	Percent
Yes	41	71.9
No	16	28.1
Total	57	100.0

The table reveals that almost all the respondents (71.9%) indicated that the CBOs have regular project visits and updates while 28.1% disagreed. The study sought to find out how project updates influence the availability of resources that are required by the CBOs. The responses given include: enables CBOs to know how far the project has gone and what is required and what has been done so far; encourages members' participation in financial

contributions; and shows progress which is used as way/means of attracting more funds from donors and also attract sponsors.

The study sought to find out how project visits influence the availability of resources that are required by the CBOs. The responses given include: ensure smooth running of projects; encourages stakeholders, donors and other partners to contribute towards the CBOs; and evaluate progress made and recommend on better methods for effective communication.

4.7 Contribution of local communities and performance of CBOs

The study sought to find out who are the key stakeholders responsible for supporting the CBOs in the area. The responses given include: community members; Government of Kenya, non-governmental organizations; donations from well-wishers; and political leaders.

The study sought to find out if the local communities contribute effectively to the key requirements of the CBOs. The findings are tabulated below:

Table 4.9: Contribution of local communities to key requirements of the CBO

	Frequency	Percent
Yes	19	33.3
No	38	66.7
Total	57	100.0

The table reveals that almost all the respondents (66.7%) indicated that the local communities do not contribute effectively to the key requirements of the CBOs while 33.3% agreed.

The study sought to find out what types of contributions do they give to meet the needs of the CBOs. The responses given include: provide financial support; advises the CBO officials; offers material support; fundraising; opinions of local communities; transparency and accountability; and goodwill.

The study sought to find out the suggestions the respondent would recommend for ensuring effective resource mobilization strategies for effective communication of CBOs. The responses given include: CBO members should be represented in forums dealing with resource mobilization; trainings to be conducted for CBO members on matters of social economic development strategies; training on resource mobilization; accountability; use of medias; training on better utilization of resources; training on leadership; proposal writing to donors; CBO should be vibrant in community mobilization and ensuring transparency at all levels; involve the local leaders; proper evaluation of projects; use of technical proposals; holding regular meetings; capacity building to CBOs; training on leadership; and holding regular project updates.

4.8 Response Rate (CBO Officials)

Out of 36 questionnaires which had been administered to the interviewees, 25 of them were returned for analysis. This translates to 69 percent return rate of the respondents. Overall, the response rate can be considered to have been very high as shown in Table 4.1;

Table 4.10: Response Rate

Response Rate	Frequency	Percent
Issued	36	100.0
Returned	25	69.0
Not returned	11	31.0

4.8 Background information of the respondents

The study sought to find out the distribution of the respondents by gender to know which gender is the majority CBO officials. The findings are presented in the Table 4.10:

Table 4.11: Distribution of the respondents by gender

AGE	Frequency	Percent
Female	16	64.0
Male	9	36.0
Total	25	100.0

From Table 4.11, it is evident that majority of the respondents who participated in the study were males represented by 64.0% and followed by females 36.0%.

The study sought to find out age brackets of the respondents so as to know which bracket are the majority in CBOs. The results are shown in the Table 4.11:

Table 4.12: Distribution of the respondents by age

AGE	Frequency	Percent
25-30 years	5	20.0
31-35 years	3	12.0
36-40 years	10	40.0
41-45 years	2	8.0
46-50 years	3	12.0
Above 50 years	2	8.0
Total	25	100.0

From the Table 4.11, majority of the respondents who participated in the study are aged between 36-40 years (40.0%), 25-30 years (20.0%), 31-35 years (12.0%), 46-50 years (12.0%), 41-45 years (8.0%) and above 50 years (8.0%).

The study sought to find out the education level of the respondent. The results are shown in

Table 4.13 education of the respondent

Education	Certificate	Diploma	Bachelors	Primary	None
Percentage level	48	24	12	12	4

Table 4.13: Distribution of the respondent by education level

Table 4.13 shows that majority of the respondents (48.0%) have attained certificate level of education, 24.0% have attained diploma level of education, 12.0% have attained bachelor's

degree and 12.0% have attained primary level of education. However, 4.0% of the respondents do not have any education at all.

4.9 Sources of resources and performance of CBOs

The study sought to find out the main sources of resources that the CBOs require in the area.

The responses given include: grants from donors; sponsors to support its activities; financial support to support orphans with uniforms, foods etc; community fund raising; groups contribute to CBO treasury to support its activities and administrative issues; government funding; NGOs; members monthly contributions; selling goods; and human resource.

The study sought to find out if the CBO has adequate resources. The findings are tabulated below:

Table 4.14: Adequate resources in the CBO

	Frequency	Percent
Yes	0	0.0
No	25	100.0
Total	25	100.0

The Table reveals that all the respondents (100.0%) indicated that the CBO does not have adequate resources. The study further sought to find out what type of resources does the CBO fall short of. The responses given include: finances; technical advices; community participation low attitudes; expertise; and lack of enough materials.

The study sought to find out .what role does technical proposals play as a source of effective performance of CBOs. The responses given include: helps CBOs achieve their goals by providing technical assistance for effective performance of their activities; helps CBOs identify challenges and possible solutions to overcome them during its operations; helps CBOs acquire financial support and also material support; and they have knowledge in proposal writing for donations.

The study sought to find out how social mobilization and sensitization influences the target population and stakeholders soliciting resources from the CBOs. The responses given include: helps to gather people together which enables then be able to overcome challenges which are difficult to do as individuals; increase membership because of the awareness campaigns; making membership contributions increase (financial resource increase); helps in decision making; creating awareness; helps group to grow; group sustainability; and announcing at barazas; members to team their responsibilities and roles.

The study sought to find out how scientific publications influence the target population and stakeholders soliciting resources from the CBOs. The responses given include: shows risks of engaging in some activities like banner failure to unite and participate in community projects makes activities fail to succeed; it is not commonly done in some CBOs due to financial instability; shows the group what is going on; creating awareness; having posters telling more about the CBOs writing letters and distributing them to the targeted areas; through telephones; and through posters.

The study sought to find out how effective communication influences the target population and stakeholders soliciting resources from the CBOs. The responses given include: there is poor communication; does not involve other stakeholders; communication is not effective; most CBOs are lacking education which influences sourcing of resources; use of mobile phones to talk to the members/stakeholders; proper understanding of their roles; gives the stakeholders, community members; CBO members feedback of what is happening; creates good understanding; and creates teamwork.

The study sought to find out how financial accountability influences the target population and stakeholders soliciting resources from the CBOs. The responses given include: creates trust to financiers hence increasing chances of getting financial support from different sponsors or donors; accounting is done monthly and financial records explained to members to show the progress of the CBOs and this encourages donors to support the CBOs; strengthens the CBOs and its members; strengthens the relationship among the members; implementing the CBO plans; enables CBOs assess the production; enables CBO members to build trust in their CBO management; creates trust to the CBO members and community; motivates all stakeholders; and may lead to increased funds.

The study sought to find out if the CBO adequately utilize all the available avenues to solicit for resources. The findings are tabulated next page:

Table 4.15: Adequate utilization of all the available avenues to solicit for resources

	Frequency	Percent
Yes	5	20.0
No	20	80.0
Total	25	100.0

The table reveals that majority of the respondents (80.0%) indicated the CBO do not adequately utilize all the available avenues to solicit for resources while 20.0% agreed. The study further sought to find out what factors contribute to inadequate resources mobilization. The responses given include: inadequate capacity building training; linkage to line ministries for technical support are minimal; lack of enough knowledge for its entire members; lack of skills; laziness and ignorance; lack of wealth; discrimination in sharing resources; lack of sensitization; and lack of penetration by NGOs or government agencies.

The study sought to find out what could be done to ensure adequate resources for effective performance of CBOs. The responses given include: capacity building and management training should be increased to all CBOs; education level of the office barriers to be considered; partnership with the NGO and government related ministries; members need technical advises; exposure tour where members can learn through observations; to be educated on how to uplift themselves; financial support should be stable; exercise and ensure transparency and accountability; high monitoring for sustainability; utilizing the available resources; equal/good distribution of resources; there should be effective communication; and proper audit and financial accountability.

4.10 Influence of effective communication on performance of CBOs

The study sought to find out if the CBO in the area involves relevant stakeholders in the management of their activities. The findings are tabulated below:

Table 4.16: Relevant stakeholders in the management of their activities of the CBO

	Frequency	Percent
Yes	23	92.0
No	2	8.0
Total	25	100.0

The table reveals that almost all the respondents (92.0%) indicated the CBO in the area involves relevant stakeholders in the management of their activities while 8.0% disagreed.

The study sought to find out what areas of management they are involved in. The responses given include: mobilization and sensitization; effecting of its activities; major decision making for the CBOs affecting the community; settling disputes among members; bursary allocation; building of group projects; meetings; committees; when they are learning; Annual general meetings; evaluation meetings; source of ideas; maintaining law and order; during financial accountability; in decision making; during future planning of the CBOs; and evaluation process.

The study sought to find out if the CBO hold regular communication meetings with the relevant stakeholders. The findings are tabulated below:

Table 4.17: Regular communication meetings with the relevant stakeholders in the CBO

	Frequency	Percent
Yes	16	64.0
No	9	36.0
Total	25	100.0

The table reveals that more than half of the respondents (64.0%) indicated that the CBO hold regular communication meetings with the relevant stakeholders while 36.0% disagreed. The study sought to find out what roles does the representatives of the local government play. The responses given include: in some cases acts as a source of technical advices; links CBOs to local government for support; they come to CBOs for counseling; peace keeping; awareness of how they can get more funding; and how to use money.

The study sought to find out what roles does the business community play. The responses given include: helps financing activities; links CBOs with donors; acting as well wishers; and advice on how they can make more profits in their money. The study sought to find out what roles do the community institutions play. The responses given include: some provide advices; provision of technicians; how they can make more profits with their money; and interacting with the business systems.

The study sought to find out what roles do the media play. The responses given include: acts as means of sensitization; advices on where to get technical advices for operations of some activities; and gives members information concerning their CBOs and government strategies. The study sought to find out what roles does the political and/social leaders play. The responses given include: connects CBOs with donors and financiers and some acts as financiers; source of technical advices; supporting CBOs with ideas and advice; and coordinate with government agencies on behalf of CBOs. The study sought to find out if the CBOs have regular project visits and updates. The findings are tabulated below:

Table 4.18: Regular visits and projects in the CBO

	Frequency	Percent
Yes	12	48.0
No	13	52.0
Total	25	100.0

The table reveals that slightly more than half of the respondents (52.0%) indicated that the CBOs have regular project visits and updates while 48.0% disagreed.

The study sought to find out how project updates influence the availability of resources that are required by the CBOs. The responses given include: shows progress which is used as way/means of attracting more funds from donors and also attract sponsors; and encourages members to participate in their monthly contributions by showing the progress of the CBOs.

The study sought to find out how project visits influence the availability of resources that are required by the CBOs. The responses given include: helps to evaluate and monitor how the

finances have been utilized; evaluate progress made and recommend on better methods for effective communication; visits the partners and government related ministries at projects helps the CBOs get funds, thus the partners access the projects and are able to support; and training on skills on CBOs.

4.11 Contribution of local communities and performance of CBOs

The study sought to find out who are the key stakeholders responsible for supporting the CBOs in the area. The responses given include: non-governmental organizations; line government/ line ministries; community members; donors; well-wishers; religious leaders; political leaders; and administrative leaders.

The study sought to find out if the local communities contribute effectively to the key requirements of the CBOs. The findings are tabulated below:

Table 4.19: Contribution of local communities to key requirements of the CBO

	Frequency	Percent
Yes	15	60.0
No	10	40.0
Total	25	100.0

The table reveals that almost all the respondents (60.0%) indicated that the local communities do not contribute effectively to the key requirements of the CBOs while 40.0% agreed. The study sought to find out what types of contributions do they give to meet the needs of the CBOs. The responses given include: manpower; supply of natural resources like sand, timber and stones; buying their own goods; selling some of the goods; fundraising; opinions of local

communities; transparency and accountability; human resource; locally available resources; goodwill; and being faithful to CBOs members.

The study sought to find out the suggestions the respondent would recommend for ensuring effective resource mobilization strategies for effective communication of CBOs. The responses given include: capacity building to CBOs; training on leadership; training on management; proper evaluation of projects; proposal writing to donors; accountability; transparency; use of medias; use of local leadership; exposure tour; scientific publications introduction; financial assistance and grants; collaboration; holding regular barazas with the community members' stakeholders; maintenance of existing properties; giving leadership priorities to the qualified people; and CBOs to hold regular meetings to share their performance.

Interview guide for CBO coordinators

4.18 Demographic information (CBO Coordinators)

The study sought to find out the distribution of the respondents by gender to know which gender are the majority CBO coordinators. The findings are presented in the table 4.20:

Table 4.20: Distribution of the respondents by gender

AGE	Frequency	Percent
Female	4	80.0
Male	1	20.0
Total	5	100.0

From Table 4.20, it is evident that majority of the respondents who participated in the study were males represented by 80.0% and followed by females 5.0%.

The study sought to find out age brackets of the respondents so as to know which bracket are the majority CBO coordinators. The results are shown in the Table 4.11:

Table 4.21: Distribution of the respondents by age

AGE	Frequency	Percent
25-30 years	1	20.0
31-35 years	1	20.0
36-40 years	1	20.0
41-45 years	1	20.0
46-50 years	1	20.0
Total	5	100.0

The table reveals that the respondents who participated in the study are aged between 25-30years (20.0%), 31-35 years (20.0%), 36-40 years (20.0%), 41-45 years (20.0%) and 46-50 years (20.0%).

The study sought to find out the education level of the respondent. The results are shown in Table 4.21;

Education level	Certificate	Diploma	Primary
Percentages	40	40	20

Table 4.21: Distribution of the respondent by education level

Table 4.21 shows that majority of the respondents (40.0%) have attained certificate level of education, 40.0% have attained diploma level of education, and 20.0% have attained primary level of education.

4.13 Sources of resources and performance of CBOs

The study sought to find out the main sources of resources that the CBOs require in the area. The responses given include: grants from donors; sponsors to support its activities; community fund raising; government funding; NGOs; members monthly contributions; merry go rounds and writing proposals.

The study sought to find out if the CBO has adequate resources. The findings are tabulated below:

Table 4.22: Adequate resources in the CBO

	Frequency	Percent
Yes	1	20.0
No	4	80.0
Total	5	100.0

The table reveals that all the respondents (100.0%) indicated that the CBO does not have adequate resources. The study further sought to find out what type of resources does the CBO fall short of. The responses given include: capacity building; finances for empowerment of members; disease outbreaks; office furniture; computers, printers, scanners and photocopiers; lack of spacious offices; qualified technicians; lack of awareness; lack of medicine for animal treatment; lack of pastures during drought seasons; and lack of water for farming.

The study sought to find out .what role does technical proposals play as a source of effective performance of CBOs. The responses given include: helps CBOs know how to budget their finances; good funding; accounting of CBOs; they go through quickly; help in technical input when carrying out different projects on food security, sponsorship and other projects; it enhances members skills and staff especially in their performance; helps acquire funds from donors; helps CBOs know how to sustain resources; and improving standards of living.

The study sought to find out how social mobilization and sensitization influences the target population and stakeholders soliciting resources from the CBOs. The responses given include: creating awareness; helps group to grow; using barazas for sensitization of community activities; members to team their responsibilities and roles.

The study sought to find out how scientific publications influence the target population and stakeholders soliciting resources from the CBOs. The responses given include: creating awareness; use of radios, publications; leaflets are rarely used hence less effective and influential; they learn the real thing when they see the posters; and improving farming methods through media publications. The study sought to find out how effective communication influences the target population and stakeholders soliciting resources from the CBOs. The responses given include communication is timely and targets the right people, either donors , community or the target population; and alerts the targeted population in terms of celebrations of the world's events like world food days and others.

The study sought to find out how financial accountability influences the target population and stakeholders soliciting resources from the CBOs. The responses given include: enables community know the benefits and losses incurred in implementing and sustaining the projects; helps in giving returns between CBOs and the sponsors; creates trust to financiers hence increasing chances of getting financial support from different sponsors or donors; strengthens the CBOs and its members; enables CBOs organize themselves financially; and enables CBO members to build trust in their CBO management. The study sought to find out if the CBO adequately utilize all the available avenues to solicit for resources. The findings are tabulated below:

Table 4.23: Adequate utilization of all the available avenues to solicit for resources

	Frequency	Percent
Yes	0	0.0
No	5	100.0
Total	5	100.0

The table reveals that all the respondents (100.0%) indicated the CBO do not adequately utilize all the available avenues to solicit for resources. The study further sought to find out what factors contribute to inadequate resources mobilization. The responses given include: poor management skills; low levels of awareness; ignorance; illiteracy; lack of skilled personnel; lack of modern equipment; lack of finance; and inadequate capacity building training.

The study sought to find out what could be done to ensure adequate resources for effective performance of CBOs. The responses given include: financial support; enough treatment

materials; good budgeting in their contributions; capacity building and management training should be increased to all CBOs; visiting other CBOs to see how they can improve their own; exercise and ensure transparency and accountability; high monitoring for sustainability; and utilizing the available resources.

4.14 Influence of effective communication on performance of CBOs

The study sought to find out if the CBO in the area involves relevant stakeholders in the management of their activities. The findings are tabulated below:

Table 4.24: Relevant stakeholders in the management of their activities of the CBO

	Frequency	Percent
Yes	4	80.0
No	1	20.0
Total	5	100.0

The table reveals that almost all the respondents (80.0%) indicated the CBO in the area involves relevant stakeholders in the management of their activities while 20.0% disagreed.

The study sought to find out what areas of management they are involved in. The responses given include: technical advices; mobilization and sensitization; effecting of its activities; major decision making for the CBOs affecting the community; meetings; committees; when they are learning; source of ideas; during financial accountability; and in decision making.

The study sought to find out if the CBO hold regular communication meetings with the relevant stakeholders. The findings are tabulated below:

Table 4.25: Regular communication meetings with the relevant stakeholders in the CBO

	Frequency	Percent
Yes	3	60.0
No	2	40.0
Total	5	100.0

The table reveals that more than half of the respondents (60.0%) indicated that the CBO hold regular communication meetings with the relevant stakeholders while 40.0% disagreed.

The study sought to find out what roles does the representatives of the local government play. The responses given include: in some cases acts as a source of technical advices; awareness of how they can get more funding; links CBOs to local government for support; and they come to CBOs for counseling.

The study sought to find out what roles does the business community play. The responses given include: links CBOs with donors; helps financing activities; and acting as well wishers. The study sought to find out what roles do the community institutions play. The responses given include: some provide technical advices; provision of technicians; and giving rooms for training.

The study sought to find out what roles do the media play. The responses given include: acts as means of sensitization; gives members information concerning their CBOs and government strategies; and advices on where to get technical advices for operations of some activities. The study sought to find out what roles does the political and/social leaders play.

The responses given include: coordinate with government agencies on behalf of CBOs; connects CBOs with donors and financiers and some acts as financiers; source of technical advices; and supporting CBOs with ideas and advice.

The study sought to find out if the CBOs have regular project visits and updates. The findings are tabulated below:

Table 4.26: Regular visits and projects in the CBO

	Frequency	Percent
Yes	4	80.0
No	1	20.0
Total	5	100.0

The table reveals that slightly more than half of the respondents (80.0%) indicated that the CBOs have regular project visits and updates while 20.0% disagreed. The study sought to find out how project updates influence the availability of resources that are required by the CBOs. The responses given include: updating group certificate; telling members what they are expected to do, either writing or contributing; shows progress which is used as way/means of attracting more funds from donors and also attract sponsors; and encourages members to participate in their monthly contributions by showing the progress of the CBOs. The study sought to find out how project visits influence the availability of resources that are required by the CBOs. The responses given include: helps to evaluate and monitor how the finances have been utilized; and evaluate progress made and recommend on better methods for effective communication.

4.15 Contribution of local communities and performance of CBOs

The study sought to find out who are the key stakeholders responsible for supporting the CBOs in the area. The responses given include: non-governmental organizations; churches; line government/ line ministries; faith based organizations; community members; donors; well-wishers; and political leaders.

The study sought to find out if the local communities contribute effectively to the key requirements of the CBOs. The findings are tabulated below:

Table 4.27: Contribution of local communities to key requirements of the CBO

	Frequency	Percent
Yes	3	60.0
No	2	40.0
Total	5	100.0

The table reveals that almost all the respondents (60.0%) indicated that the local communities do not contribute effectively to the key requirements of the CBOs while 40.0% agreed.

The study sought to find out what types of contributions do they give to meet the needs of the CBOs. The responses given include: provide local materials; technical skills; manpower; contribution for CBO registration; and meetings with CBOs to discuss way forward.

The study sought to find out the suggestions the respondent would recommend for ensuring effective resource mobilization strategies for effective communication of CBOs. The responses given include: regular monitoring of the projects; creating more opportunities for training; having demonstrations in every site; do baseline survey and interact with CBO members when doing resource mobilization strategies so as to identify their felt needs;

capacity building to CBOs; putting in place communication gadgets for browsing information on donors; enhancing networking of CBOs; funding CBOs on a five-year plan; awareness creation; making groups; and every community member should be told of the importance of CBOs.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter has the following sections; summary, discussions, conclusions and recommendations of the study. The study established several findings which make a direct contribution to knowledge. Recommendations both for further research as well as policy and practice to be made

5.2 Summary of the Findings

The purpose of this study was to investigate the influence of resource strategy mobilization to the performance of community Based Organizations in Tseikuru Sub County. The study adopted three objectives from which the hypothesis was formed. These objectives included: To identify the sources of resources and their influence on performance of Community Based Organizations in Tseikuru Sub County, to assess the influence of effective communication on performance of Community Based Organizations in Tseikuru Sub County and to establish the contribution of local communities to performance of Community Based Organizations in Tseikuru Sub County.

The study established Sources of resources and performance of CBOs as follows: grants from donors; sponsors to support its activities; financial support to support orphans with uniforms, foods etc; community fund raising; groups contribute to CBO treasury to support its activities and administrative issues; government funding; NGOs; members monthly contributions; selling goods; and human resource.

On the second objective of the study which researcher sought to assess the influence of effective communication on performance of Community Based Organizations in Tseikuru Sub County whereby the research revealed that almost all the respondents (94.7%) indicated the CBO in the area involves relevant stakeholders in the management of their activities while 5.3% disagreed.

The study further sought areas that management is involved in as follows: capacity building and provision of materials; training management; bringing people together; provision of school infrastructure; evaluation process; meetings; committees; consultation forum; bursary allocation; children support; Annual general meetings; management of proceeds of these projects undertaken at community level; settling disputes among members; maintaining law and order; and constituting a committee to run project leadership.

The third objective was to establish the contribution of local communities to performance of Community Based Organizations in Tseikuru Sub County. The study sought that key stakeholders in the communities are responsible for supporting the CBOs in the following areas: community members; Government of Kenya, non-governmental organizations; donations from well-wishers; and political leaders. The research also revealed that almost all the respondents (66.7%) indicated that the local communities do not contribute effectively to the key requirements of the CBOs while 33.3% agreed.

The study established types of contributions that communities do they give to meet the needs of the CBO as follows: provide financial support; advises the CBO officials; offers material support; fundraising; opinions of local communities; transparency and accountability; and goodwill

5.3 Conclusion of the Study

From the study concludes that for the successfulness of any CBOs should value the contribution of every part such as the sources of resource which may be derived from different areas like the people skills, loans from financial institutions and the member contribution and also the government. Also the research recommends that the effectiveness of communication on the CBOs contributes more to the performance of CBOs which should be practiced through regular meetings, project visits, scientific publications, through information communication materials, media and project updates. The study also found that the contribution of local communities which are more pronounced in prosperity of CBOs, either individual, donations, government funds, gifts, private sector support or political contributions and friend involvement they are very important.

5.4 Recommendations

The following recommendations that the study raised in order to improve on performance of CBOs:

1. There is need to strengthen government policies that are related to management of CBOs to ensure that they remain sustainable in the long run. This could be done through development of policies and guidelines.

2. There is need to support measures on improving on knowledge for CBOs to ensure that they remain relevant to emerging issues. This can include trainings and carrying out seminars.
3. There is need to support efforts aimed at addressing retrogressive cultural practices.
4. There is need for agencies and financial institutions to address the root causes of ineffectiveness of CBOs. This can be done through carrying out organizational capacity assessment and capacity building (trainings).

5.4.1 Areas of further research

This study sought to establish the influence of resource mobilization strategies on performance of community based organizations in Tseikuru Sub County, Kitui County, Kenya attempting to bridge the gap in knowledge that existed. The study attained these, and it mainly focused on One County that is Kitui County. The research recommends that there is need to replicate the study using many other Counties in Kenya like Daadab-Garissa County, Kakuma –Turkana County and others in an attempt to compare the findings.

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APPENDICES

APPENDIX I: INTERVIEW SCHEDULE FOR CBO COORDINATORS

This study intends to investigate the influence resource mobilization on performance of CBOs in Tseikuru Sub County. As a CBO coordinator, your resourcefulness in this study will be very important.

PART A: Demographic information

1.a) Please indicate your gender

Male ()

Female ()

b) Age bracket

25 – 30 years ()

31 – 35 years ()

36 – 40 years ()

41 – 45 years ()

46 – 50 years ()

c) Above 50 years ()

What are your professional qualifications?

Certificate ()

Diploma ()

Bachelors ()

Master's degree ()

Any other (specify) _____

SECTION B: Sources of resources and Performance of CBOs

2. a) What are the main sources of resources that your CBOs require in your area?

b) Does your CBO always have adequate resources?

Yes ()

No ()

b) If no, what type of resources does your CBO fall short of?

a) What role do technical proposals play as a source of resources for effective performance of CBOs?

4.a) How do the following strategies influence the target population and stakeholders soliciting resources for the CBOs?

i) Social mobilization and sensitization

ii) Scientific publication

ii) Effective communication

iv) Financial accountability

4. a) In your own opinion, do you think CBOs adequately utilize all the available avenues to solicit for resources?

Yes ()

No ()

If No, in what factors contribute to inadequate resource mobilization?

c) What do you think could be done to ensure adequate resources for effective performance of CBOs.

SECTION C: Influence of Effective Communication on Performance of CBOs

5.a) Do CBOs in your area involve relevant stakeholders in the management of their activities?

Yes ()

No ()

If yes, what areas of management are they involved in?

6. a) Do CBOs in your area hold regular communication meetings with the relevant stakeholders?

Yes ()

No ()

If yes, what role does each of the following stakeholders play?

i) Representatives of the local government

ii) Business community

iii) Community institutions

iv) Media

v) Political and/social leaders

vi) Any other (specify)

b) Do the CBOs in your area have regular project visits and updates?

Yes ()

No ()

C) If yes, state how each of the following influence the availability of resources that are required by the CBOs?

i) Project updates

ii) Project visits

SECTION D: Contribution of local communities and performance of CBOs

7 Who are the key stakeholders responsible for supporting your CBOs in your area?

8 a) In your own opinion, do the local communities contribute effectively to key requirements of your CBOs?

Yes ()

No ()

b) if yes , what type of contributions do they give to meet the needs of the CBOs?

9. In your own opinion, what suggestions would be put in place by various stakeholders to ensure effective resource mobilization strategies for effective performance of CBOs?

APPENDIX II: QUESTIONNAIRE FOR CBO OFFICIALS

This study intends to investigate the influence resource mobilization on performance of CBOs in Tseikuru Sub County. As a CBO official, your resourcefulness in this study will be very important. Your responses will be treated with a lot of confidentiality and will be used for academic purposes only. Do not write your name or that of your division.

PART A: Demographic information

1.a) Please indicate your gender

Male ()

Female ()

b) Age bracket

25 – 30 years ()

31 – 35 years ()

36 – 40 years ()

41 – 45 years ()

46 – 50 years ()

c) Above 50 ()

2. What are your professional qualifications?

Certificate ()

Diploma ()

Bachelor's Degree ()

Master Degree ()

Any other (specify)_____

SECTION B: Sources of resources and Performance of CBOs

2. a) What are the main sources of resources that your CBOs require in your area?

b) Does your CBO always have adequate resources?

Yes ()

No ()

b) If no, what type of resources does your CBO fall short of?

a) What role do technical proposals play as a source of resources for effective performance of CBOs?

4.a) How do the following strategies influence the target population and stakeholders soliciting resources for the CBOs?

i) Social mobilization and sensitization

ii) Scientific publication

ii) Effective communication

iv) Financial accountability

4. a) In your own opinion, do you think CBOs adequately utilize all the available avenues to solicit for resources?

Yes ()

No ()

If No, in what factors contribute to inadequate resource mobilization?

c) What do you think could be done to ensure adequate resources for effective performance of CBOs?

SECTION C: Influence of Effective Communication on Performance of CBOs

5.a) Do CBOs in your area involve relevant stakeholders in the management of their activities?

Yes ()

No ()

If yes, what areas of management are they involved in?

6. a) Do CBOs in your area hold regular communication meetings with the relevant stakeholders?

Yes ()

No ()

If yes, what role does each of the following stakeholders play?

i) Representatives of the local government

ii) Business community

iii) Community institutions

iv) Media

v) Political and/social leaders

vi) Any other (specify)

b) Do the CBOs in your area have regular project visits and updates?

Yes ()

No ()

C) If yes, state how each of the following influence the availability of resources that are required by the CBOs?

i) Project updates

ii) Project visits

SECTION D: Contribution of local communities and performance of CBOs

7 Who are the key stakeholders responsible for supporting your CBOs in your area?

8 a) In your own opinion, do the local communities contribute effectively to key requirements of your CBOs?

Yes ()

No ()

b) if yes , what type of contributions do they give to meet the needs of the CBOs?

9. In your own opinion, what suggestions would you recommend for ensuring effective resource mobilization strategies for effective performance of CBOs?

APPENDIX III: QUESTIONNAIRE FOR HOUSEHOLDS

This study intends to investigate the influence of influence of resource mobilization on performance of CBOs in Tseikuru Sub County. As a household head, your resourcefulness in this study will be very important. Your responses will be treated with a lot of confidentiality. Do not write your name or that of your village.

PART A: Demographic information

Age bracket

1. Please state your age bracket.

Less than 25 years ()

25 – 30 years ()

31 – 35 years ()

36 – 40 years ()

41 – 45 years ()

46 – 50 years ()

c) Above 50 years ()

2. What is your level of education?

Primary school leaver ()

Form 4 graduate ()

Diploma holder ()

First Degree ()

Any other (specify)_____

SECTION B: Sources of resources and Performance of CBOs

2. a) What are the main sources of resources that your CBOs require in your area?

b) Does your CBO always have adequate resources?

Yes ()

No ()

b) If no, what type of resources does your CBO fall short of?

a) What role do technical proposals play as a source of resources for effective performance of CBOs?

4.a) How do the following strategies influence the target population and stakeholders soliciting resources for the CBOs?

i) Social mobilization and sensitization

ii) Scientific publication

ii) Effective communication

iv) Financial accountability

4. a) In your own opinion, do you think CBOs adequately utilize all the available avenues to solicit for resources?

Yes ()

No ()

If No, in what factors contribute to inadequate resource mobilization?

c) What do you think could be done to ensure adequate resources for effective performance of CBOs?

SECTION C: Influence of Effective Communication on Performance of CBOs

5.a) Do CBOs in your area involve relevant stakeholders in the management of their activities?

Yes ()

No ()

If yes, what areas of management are they involved in?

6. a) Do CBOs in your area hold regular communication meetings with the relevant stakeholders?

Yes ()

No ()

If yes, what role does each of the following stakeholders play?

i) Representatives of the local government

ii) Business community

iii) Community institutions

iv) Media

v) Political and/social leaders

vi) Any other (specify)

-b) Do the CBOs in your area have regular project visits and updates?

Yes ()

No ()

C) If yes, state how each of the following influence the availability of resources that are required by the CBOs?

i) Project updates

ii) Project visits

SECTION D: Contribution of local communities and performance of CBOs

7 Who are the key stakeholders responsible for supporting your CBOs in your area?

8 a) In your own opinion, do the local communities contribute effectively to key requirements of your CBOs?

Yes ()

No ()

b) if yes , what type of contributions do they give to meet the needs of the CBOs?

9. In your own opinion, what suggestions would you recommend for ensuring effective resource mobilization strategies for effective performance of CBOs?

Appendix IV: Letter of Transmittal

Leah Musyoka

P.O. Box 372,

Mwingi

No.....

Dear Sir/Madam,

I am a student at the University of Nairobi and I am carrying out a research study as requirement for the award of Master of Arts Degree in Project planning and Management.

I am conducting a survey with the sole purpose of gathering information on “The influence of resource mobilization strategies on performance of community based organizations in Tseikuru, Kitui County- Kenya”. You have been selected to assist in providing the required information as your views and ideas are considered important to this study.

I am therefore kindly requesting you to fill this questionnaire. The information and data required is needed solely for academic purposes and will be treated with a very high degree of confidentiality.

Your cooperation will be highly appreciated

Thank you.

Yours faithfully

Leah Musyoka

APPENDIX V

PERMISSION LETTER



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EDUCATIONAL RESEARCH AND EVALUATION
GARISSA EMC

GARISSA EMC
P.O. BOX 1207

Our Ref:

Telephone

GARISSA.

DATE: 8/5/2014

Dear Sir/Madam

REF: MUSYOKA LEAH KYUNYU REG: L50/62743/2013

The above named student is from University of Nairobi undertaking studies leading to award of Master of Arts in Project Planning and Management. She is seeking information to examine influence of Resource Mobilization Strategies on performance of community based organizations in Tseikuru sub country. This interview is being conducted for the purpose of research and the information obtained will be kept strictly confidential.

Yours cooperation and active participation will be highly appreciated

Yours faithfully,

Dr. Angeline Mulwa