

**FACTORS INFLUENCING COMMUNITY BASED
ORGANIZATIONS' PERFORMANCE IN YATTA DISTRICT,
MACHAKOS COUNTY, KENYA: A CASE OF MAKUTANO
COMMUNITY DEVELOPMENT ASSOCIATION**

BY

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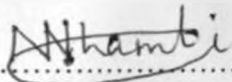
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**A PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT
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DECLARATION

This is my original work and has not been presented for an academic award in any university.

Signed 

Date 4-11-2012

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

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DEDICATION

This research is dedicated to my children Linda, Tiffany, Selestine and Paul for always being a source of love and inspiration.

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LIST OF ABBREVIATIONS AND ACRONYMS

CBOs –	Community Based Organizations
CBD -	Community Based Development
CDD -	Community Driven Development
MCDA -	Makutano Community Development Association

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ABSTRACT

This study sought to establish the factors influencing the performance of community based organizations in Yatta district, Machakos County, Kenya: A case of Makutano Community Development Association. Given the enormous scale of development aid to Africa and the existence of so many development models and approaches, a critical examination of these models is imperative. In Kenya, where foreign aid is the norm and results very mixed, a study on factors that have influenced the performance of locally developed approaches and models could provide food for thought in community based organizations (CBO) practice. An extensive review of the literature indicated a knowledge gap as no academic research has been conducted to establish the critical factors that have influenced the performance of CBOs in Yatta District, Machakos County in Kenya. The specific objectives of this study were to establish the influence of mission, organizational competency, political capital and funding on the performance of Makutano Community Development Association (MCDA). What influence is played in each case by such factors as mission, organizational competency, political capital and funding? This question lied at the heart of this study. In this study true CBO performance was viewed as inextricably tied to the enhancement of the well-being of neighbourhood residents. The study employed a descriptive study design in the form of a census survey incorporating all the 85 CBOs affiliated to MCDA in Machakos County. The data collection instrument was a semi-structured questionnaire served by the researcher on respondents through drop and pick method. Questionnaire reliability was estimated by calculating Cronbach's alpha. Reliability for the overall instrument was estimated at 0.96, which is above 0.70. Of the 85 questionnaires distributed to CBO officials, 66 useable forms were returned producing a valid response rate of 77%. Data was analyzed in SPSS (statistical package for social sciences). Descriptive statistics such as mean and standard deviation were used to analyze data. Pearson's coefficient of correlation was calculated to analyze the strength of the relationships between variables. Multiple regression analysis was used because it provides estimates of net effects and explanatory power. Results showed that a positive significant correlation at 0.01 level was found between each one of the organizational variables and the level of performance in community based organizations. The result implies that the mission, organizational competency, political capital and funding do influence the performance of CBOs and account for 63.2% of the variation in CBO's Performance. The results further indicate that the perceptions of CBO officials of the organizational factors such as mission, organizational competency, political capital and funding were better; the level of CBO performance was higher. Therefore, the researcher recommends that the factors at the organizational level that could be structured to form internal ecosystem to spur performance include mission, organizational competency, political capital and funding. Notably, the multiple regressions indicated that among different organizational factors, mission and organizational competency had more effect on improving CBO performance. This finding has some implications on organizations and lays emphasis on the role of the CBO mission and organizational competency in providing suitable environment for improving performance. This study contributes to the science and body of knowledge and present evidence to inform and solicit discussions on performance of CBOs and provides suggestions for further research.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Community-Based Organizations (CBOs) are described as civil society non-profit groups that operate within a single local community to tackle issues that are pertinent to that community (Kriesi, Hanspeter, Koopmans, Willem, Duyvendak and Giugni. 1995; Meyer and Tarrow 1998). However, such activities often cross the border of communities, and in Kenya, it is not unusual to have CBOs that function right across two or more districts. Like other nonprofits, community based organizations are often run on a voluntary basis and are self funding (Gittell and Vidal, 1998).

Within community based organizations, there are many variations in terms of size and organizational structure, or the level of knowledge and skills in running their projects. Some CBOs are formally incorporated, with a written constitution and a board of directors (also known as a committee), while others are much smaller and are more informal (Unterman & Davis 1984). However, all CBOs in Kenya that aim to receive recognition or support from the government or other funding agencies are required to be registered with the Ministry of Culture and Social Services, a straight forward process that can be carried out at the local government offices within the district where the CBO operates (Companies Act Cap 486 of the Laws of Kenya). They are required to have a management committee consisting of a Chairman, a Secretary, a Treasurer, and two committee members. They should also have a bank account for depositing their project funds (Companies Act Cap 486 of the Laws of Kenya).

There are many types of community organizations in Kenya. Broadly, they may be divided into welfare groups, whose interest is to improve the standard of living of their members, and Income Generation Activity groups whose main agenda is to engage in some form of economic enterprise for the purpose of wealth creation for their members. A large number of both urban and rural groups are engaged in enterprise activity from basket weaving, pottery, beads and ornament making and wood carving to more skilled commodity trading, micro enterprising and financial management. The other major group consists of CBOs that have been set up to implement programs in health, agriculture, environmental conservation at community level (Ministry of Culture and Social Services website).

1.1.1 Overview of Community Based Organizations

Community Based Organizations have the purpose to improve the status of their members and the members of their communities (Malena, 1995). For this reason, they are best suited to implement programs that are targeted at the population as its ultimate consumer or participant. By their very nature and definition, CBOs conduct their programs in the vicinity of their site of registration and residence (Kriesi et. al.1995). Therefore, they know their environment intimately and thoroughly and are aware of their aspirations, hopes and potentials. In order to perform well, they need capacity strengthening and support (Kriesi et al.1995; Meyer and Tarrow 1998).

Community Based Development (CBD) and its more recent variant, Community Driven Development (CDD), are among the fastest growing mechanisms of Community Based Organizations (CBOs) for channeling community development assistance (Rao, 2003). To clarify concepts, CBD is an umbrella term that refers to projects which actively

include beneficiaries in their design and management. CDD is a term, originally coined by the World Bank that refers to CBD projects where communities have direct control over key project decisions as well as the management of investment funds (Mansuri and Rao, 2004).

According to Gugerty and Edward (2000), CBOs are viewed as a mechanism which can among other things: enhance sustainability, improve efficiency and effectiveness, allow poverty reduction efforts to be taken to scale, make development more inclusive, empower poor people, build social capital, and strengthen governance; and complement market and public sector activities. The claim is that it achieves this by: reducing the information problems that face both the social planner and potential beneficiaries by eliciting development priorities directly from target communities and allowing target communities to identify projects as well as eligible recipients of private benefits like welfare or relief, expanding the resources available to the poor via credit, social funds, capacity building and occupational training; and strengthening the civic capacities of communities by nurturing organizations which represent them, and by enabling them to acquire skills and organizational abilities that strengthen their capacity for collective action (Gugerty and Edward, 2000).

Thus the potential gains of CBOs are undoubtedly large. It has the explicit objective of reversing existing power relations in a manner that creates agency and voice for the poor, while allowing the poor to have more control over development assistance. It is expected that this will result in the allocation of development funds in a manner that is more responsive to the needs of the poor, better targeting of poverty programs, more responsive government and better delivery of public goods and services, better

maintained community assets, and a more informed and involved citizenry that is capable of undertaking self-initiated development activity (Gugerty and Edward, 2000).

According to Bardhan and Mookherjee (2000), a key issue however, is that evidence on the actual record of CBO performance still lags considerably behind the speed at which such projects are being implemented and 'scaled up'. Convincing evaluations of community driven projects, are indeed hard to come by. On the other hand, according to Mansuri and Rao (2004), the diversity of views, as well as the intensity of their expression on all sides of the debate, makes a review of the available evidence of community based organizations both necessary and timely. In examining the literature, there is credible research to glean some useful insights about specific facets of these programs and especially on factors that influence their performance (Gittell and Wilder, 1999). This study seeks to examine some of these factors that have influenced the performance of Makutano Community Development Association (MCDA).

1.1.2 Overview of Makutano Community Development Association

Makutano Community Development Association (MCDA) is a community based organization (CBO) based in Yatta District, Machakos County. Founded in 1997, the organization works with the local communities to address various issues that affect them, such as food security, water, afforestation, education and wealth creation initiatives, among others. MCDA has a membership base that includes 84 registered small CBOs working across their selected priority areas through initiatives aimed at upgrading the quality of life of their members (Mahomed and Peters, 2010).

The office of MCDA is located 23km off the Nairobi-Kitui road; two hour drive from Nairobi in the Ikombe Division. As well as building the road from the highway, the

community also used considerable resources of its own (together with external support) as primary inputs into the construction of dams, sub-surface wells, pit latrines and a secondary school; all in the semi-arid landscape prone to drought and floods (Mahomed and Peters, 2010).

1.2 Statement of the Problem

Twelvetrees (1989) argues that a CBO can be successful in its own right as an organization, but that success does not necessarily translate into direct benefits to the resident community. True CBO success is viewed as inextricably tied to the enhancement of the well-being of neighbourhood residents (Twelvetrees, 1989).

Given the enormous scale of development aid to Africa and the existence of so many development models and approaches (Bardhan and Mookherjee, 2000), a critical examination of factors that influence their performance is imperative (Mansuri and Rao, 2004). In Kenya, where foreign aid is the norm and results very mixed (Nathan, 2009), a study on factors that influence the performance of locally developed approaches and models could provide food for thought in community development in Kenya.

Odhambo (2010) identified factors influencing sustainability of community water projects initiated by NGO organizations in Asego division; Homa Bay District, Kenya as community participation, capacity building and NGO's operating policies. Thakadu (2005) identified success factors in community based natural resources management in northern Botswana as degree and nature of consultations; willingness and readiness; credibility and mutual trust; type of natural resources targeted; familiarity with the project's intended benefits; level of literacy; socio-economic aspects; cultural and ethnic affiliations as well as political factors influence pace of progress.

Whereas Mahomed and Peters (2010) did publish in the ‘story behind the well’ an account of the success story of MCDA, an extensive review of the literature did indicate a knowledge gap since there was no academic research that had been conducted to establish the critical factors that influence the CBOs’ performance in Yatta District, Machakos County in Kenya. It was hoped that, although there is no single best CBO approach, the organizational attributes and strategies identified in this study could serve as a guide for crafting more effective community development efforts. This study therefore sought to establish the factors that influence the performance of community based organizations in Yatta district, Machakos County, Kenya: A case of Makutano Community Development Association.

1.3 Purpose of the Study

The purpose of this study was to establish the factors that influence community based organizations’ performance in Yatta District, Machakos County in Kenya.

1.4 Research Objectives

The general objective of this study was to analyze the factors that influence community based organizations’ performance in Yatta district, Machakos County in Kenya.

1.4.1 Specific Research Objectives

This study was guided by the following specific research objectives:

- i. To establish the influence of organizational mission on Makutano Community Development Association’s performance.
- ii. To examine the influence of organizational competency on Makutano Community Development Association’s performance.

- iii. To assess the influence of political capital on Makutano Community Development Association's performance.
- iv. To investigate the influence of funding on Makutano Community Development Association's performance.

1.5 Research Questions

The general research question for this study was what factors influence community based organizations' performance in Yatta district, Machakos County in Kenya?

1.5.1 Specific Research Questions

This research was guided by the following specific research questions:

- i. To what extent does organizational mission influence Makutano Community Development Association's performance?
- ii. How does organizational competency influence Makutano Community Development Association's performance?
- iii. To what extent does political capital influence Makutano Community Development Association's performance?
- iv. How CBO does funding influence Makutano Community Development Association's performance?

1.6 Significance of the Study

This study sought to present evidence to inform and solicit discussions on critical factors that influence the performance of CBOs. Results of the study could assist the government in decision making, policy formulation and setting guidelines for community based organizations. The researcher hoped that the study findings and recommendations would

form basis for further research on the performance of CBOs. This would lead to generation of new ideas for successful implementation of CBOs in Kenya and beyond. In the final part of the discussion, suggestions on the implication of the findings were presented to guide future community development practice. Moreover, the combination of intersecting elements that led to the observed level of performance could offer significant lessons for exploration for the development sector in general but also for the philanthropy sector in particular.

1.7 Scope of the Study

This study was conducted as a case of Makutano Community Development Association located in Ikombe division of Yatta District, Machakos County in Kenya. Study sample was limited to the MCDA and its membership of 84 registered smaller CBOs. The study sought to specifically investigate the extent to which organizational mission, competency, political capital and funding influence the performance of Makutano Community Development Association. In this study, CBO performance was defined as the extent of the CBO's contribution to the improvement of residents' access to financial resources, physical resources, human resources, economic opportunities and political influence.

1.8 Assumptions of the Study

This study was designed on the premise that there are critical programmatic and organizational attributes of CBOs that influence their performance; including mission, organizational competency, political capital and funding. Other basic assumptions of the study were that the respondents answered questions correctly and truthfully and that the study sample being a census represented the study population. In addition, the researcher hoped that the findings of the study could be generalized to represent experiences and

outcomes of CBOs in other parts of Kenya and developing countries that are similarly funded and in similar circumstances.

1.9 Limitations of the Study

The study and the resultant findings and recommendations were reflective of CBOs in Yatta district, Machakos County. Generalization of findings would therefore be limited to CBO projects similarly funded and in similar circumstances and regions because of the diversity of their experiences.

Studies of CBOs frequently rely on quantifiable measures of performance. The drawback in purely quantitative measurement is that such assessments do not necessarily differentiate the performance of CBOs as an organization from the performance of their neighbourhood residents (Twelvetrees, 1989). This study therefore adopted a research strategy that called for a different method for identifying performance. In an effort to capture the range of CBO's experiences and outcomes, a broad operational definition that translated performance more directly to the extent to which CBOs contributed to the wellbeing of their constituents or target population was adopted.

Assessments were equally confounded by the fact that many of the efforts and impacts of various CBOs could not be easily quantified. In the face of such methodological constraints, understanding of the factors that influence CBO performance was dependent in large part on aggregate surveys and individual case studies. Some of these studies (e.g. Berger & Kasper, 1993; Vidal, 1992, 1997 and Clay, 1995) identified specific organizational and program design attributes that appear to directly influence CBO's outcome and impacts.

1.10 Definition of Significant Terms

In this section, the significant terms were stated and defined in the context of the study. The terms defined below are: Community Based Organizations (CBOs), CBO performance, Organizational Mission, Organizational Competency, Political Capital and Funding.

Community Based Organizations (CBOs): CBOs are, first of all, 'community- based' in that they are organized around a particular geographic place, (Kriesi et al.1995; Meyer and Tarrow 1998); have a mission to increase attention to the needs of disadvantaged residents of their geographic place and are characterized by the significant participation of 'community members' in the organizations' daily activities (e.g. as staff, volunteers, or members of the Board of Directors).

CBO Performance: In this study, CBO performance was measured by a CBO's contribution to the improvement of residents' or target populations' access to the following: financial resources (grant money, public and private capital and loans); physical resources (housing, recreational facilities); human resources (social services, public safety, job training, work and business skills, educational services); economic opportunities (employment and business ownership); and political power and influence. True CBO success is viewed as inextricably tied to the enhancement of the well-being of neighbourhood residents (Twelvetrees, 1989).

Organizational Mission: Organizational Mission describes the purpose for which the organization exists. Without a clear mission statement, the CBO may drift off course. With one, the organization can measure every activity against it keeping it clear-headed and out of trouble. A CBO's mission statement is also a great branding tool used to

promote the organization and helps to convey the essence of what the CBO is all about. Essentially, mission is ones goal or reason for being in existence. In this study, the mission for CBOs was viewed to be tied to revitalizing the community and implementing a sustainable strategy for economic, social, and cultural development in the region.

Organizational Competency: Organizational competency can be defined as the combination of required skills, necessary information, appropriate performance measures and the right corporate culture that the company requires to achieve its mission. Successful CBOs tend to develop strong internal staff and board capabilities to engage in activities such as planning, fund-raising, and program or project implementation (Gittell and Vidal, 1998).

Political Capital: Political Capital is the ability of a CBO to organize community members to advocate for their own interests and represent community interests in the local context. As such, these CBOs provide residents with the opportunities to develop leadership skills; access other institutional resources and gain the attention of decision makers (Gittell and Wilder, 1999).

Funding: Funding refers to the various sources of resources accessible to a CBO. Successful CBOs obtain funding from multiple sources. CBOs mostly receive support from public, private and philanthropic sources. Contribution of individual member assets; time, land and money is a central aspect of CBO funding (Mathie and Cunningham, 2003).

1.11 Organization of the Study

This study report was organized in five chapters as follows: Chapter one introduced the study on factors influencing community based organizations' performance in Yatta

District, Machakos County, Kenya: A case of Makutano Community Development Association. The chapter highlighted the background to the study which included a brief overview of Makutano Community Development Association. The purpose of the study, objectives of the study as well as the research questions was discussed. The chapter also discussed the significance and scope of the study. Assumptions of the study as well as limitations of the study were pointed out. Lastly, key terms used in the study were defined.

Chapter two presented the theoretical concepts of CBO practice as well as the conceptual framework of the study. Chapter three outlined and highlighted the rationale for the research methodology that was used in the study. The main focus of chapter four was the analysis, presentation and interpretation of the research findings under thematic areas in line with the study objectives: CBO Mission, Organizational Competency, Political Capital and Funding as the independent variables as well as CBO Performance as the dependent variable. Pearson correlation supported by multiple regression analysis was then analysed, presented and interpreted to test the relationship between the organizational factors and CBO performance. The determination Coefficient, R^2 was analysed to measure the explanatory power. In chapter five of the study report, a summary of the findings are presented, discussed and conclusions made in line with the study objectives. Finally, managerial recommendations and suggestions for further research were made based on the findings of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter was organized systematically starting from the theoretical to conceptual framework of the study. Relevant literature was reviewed in the following pertinent issues: The concept and theory of Community Based Organizations (CBOs), performance of CBOs was evaluated that specifically looked at why organizational mission, organizational competency, political capital and funding are necessary for the operation of a CBO. Further, a conceptual framework for this study was explained identifying the independent, dependent and moderating variables. Finally research gaps were identified and briefly discussed.

2.2 The Concept of Community Based Organizations

The revitalization of distressed communities has served as a focal point for national and local initiatives for more than four decades. Each policy and program effort has generated a host of experiences and commentary. What is unique about recent discourse is the tacit acceptance of devolution and ascendancy of local community-based strategies to centre stage. In this new policy context, community based organization in general are expected to play more active and central roles in planning and implementing community revitalization efforts (Clavel, Pitt and Yin, 1997).

As the CBO movement has gained momentum, the activities and impacts of CBOs have been subject to closer review and evaluation. The most consistent finding in investigations of CBOs is their variability. CBOs vary in size, activities, financial

resources, outputs, staff expertise, and other attributes. This variability makes it difficult to generalize about CBOs and their effectiveness in helping communities. Despite this limitation; certain issues have been raised concerning CBOs activities and impacts (Mayer, 1984; Vidal, 1992).

The concept of community as an aspect of collective and individual identity is central to community-based organizations. Units of identity, for example, membership in a family, friendship network or geographic neighbourhood are all socially constructed dimensions of identity, created and recreated through social interactions. Community is characterized by a sense of identification and emotional connection to other members, common symbol systems, shared values and norms, mutual-although not necessarily equal influence, common interests and commitment to meeting shared needs. Communities may be centered on a defined geographic area neighbourhood or a geographically dispersed ethnic group with a sense of common identity and shared fate. A city or other geographic area may not be a community in this sense of the term, but rather an aggregate of people who do not share a common identity within its boundaries. Community-based approaches attempt to identify and to work with existing communities of identity, and or to strengthen a sense of community through collective engagement (Isreal, Schulz; Parker and Becker, 1998).

2.3 Community Development

The concept Community development is the new paradigm of development that focuses on participatory methodologies and ensures the involvement of the community in the decision making process. It also encourages the use of practical and generalist skills, on locally derived revenues (Maser, 1997; Abott, 1995; Hawken, 1983). It is also a process

of organization, facilitation and action that allow people to create a community in which they want to live through a conscious process of self-determination (Maser, 1997). It also operates successfully within the specific environment where the government is open for community involvement in the decision-making process (Abott, 1995).

2.3.1 Community Development Theory

According to Christenson and Robinson (1980), people have been carriers of stimulating improvement or development of communities for generations. However, until now there is no clear point at which this type of approach became identified as “community development”.

The term community development gained its popularity after the Second World War with the objective to induce improvement at the community level. Accordingly, enormous agencies, institutions, voluntary associations, development associations and governments fanned out to encourage community development. All these organizations envisioned to bring community development to the people. However, during the earlier days, they all began and continued for some time without anything approaching a comprehensive theory (Cook, 1994). However, Cook argues that theoretical assertions have always been seen at the heart of practice-oriented development and over the years, an elaborative network of theoretical elements under girding community development practice has emerged.

According to Cook (1994) “ because of the wide-range circumstances and workings of communities, content from almost all of the disciplinary theories may be relevant in community development. Therefore, community development theory has used and will continue to borrow from the theories of the standard disciplines. In a very sense, most

theoretical developments of the discipline lines form a reservoir for community development theory”.

Tamas (2000) and Cook (1994) refer community development as a very complex activity and there are so many elements involved that it seems almost impossible to describe development in a clear and organized manner. However, Tamas (2000) argues that although it is indeed a very complex field, there is a method that can be used to identify many of the components and processes involved in this work. This way of organizing information has been called “system theory”. Tamas (2000) also indicated that some of the key concerns of community development, such as understanding the dynamics of inter-group relationships, and considering the changes involved in planning development activities, can be clearly described using system theory. Bertalanffy (1968) noted that system frameworks have a number of advantages in descriptions, explanations, predictions and prescriptions as well as searching out relationships and patterns of interactions.

The debate on community development began to place the question of participation as a critical variable for community development in mid and late 1970s. This is due to the fact that the emerging failures of top-down, expert-designed development projects and programs supported the promotion of participation as a central concept in development. He also argued that the indigenous knowledge and skills of those who are critical participants and central actors in the development process should be central (Chambers, 1982).

The main tenet of participatory community development approaches is that all stakeholders collaborate in any development activities from the very beginning of project

identification, prioritization, planning, implementing, evaluation and monitoring. It is also geared towards achieving a sense of ownership and sustainability of the projects (GTZ-OSHP, 2002). In contrast to the traditional community development approach, the participatory approach gives a greater emphasis on building capacity, empowerment, self-reliance and sustainability of the projects. Participatory approaches can also challenge perceptions, leading to a change in attitude and agendas (Farm Africa, 2002).

2.4 Performance of Community Based Organizations

It is difficult to systematically analyze CBO activities because of the diversity of their experiences. This limitation is exacerbated by the growing involvement of CBOs in “comprehensive community development initiatives” that increase the range of activities undertaken by the organizations. Assessments are equally confounded by the fact that many of the efforts and impacts of CBOs cannot be easily quantified. In the face of such methodological constraints, understanding of CBOs has been dependent in large part on aggregate surveys and individual case studies (Berger and Kasper, 1993). Some of these studies have identified specific organizational and program design attributes that appear to directly influence CBO outcomes and impacts.

Gittell and Vidal (1998) identified factors that influence CBO’s performance as: mission, organizational competency, political capital, and funding. Similarly, a recent report issued by the Ford Foundation (1998) suggests the CBOs with successful track records in economic development have achieved their goals by engaging in extensive partnership with public, private, and nonprofit funders, and employing professional staffs with increasingly more sophisticated technical skills and experience.

2.4.1 Organizational Mission Statement and CBO Performance

The basic goals of CBOs, typically codified in its mission statement, reflect an assessment of community needs and priorities. The organizational mission of a CBO must be specific and tangible enough to inspire commitment, yet broad enough to capture the attention and energy of the relevant target and support communities. For CBOs, program mission determines which individuals, groups, and institutions will identify with revitalization efforts. It also determines the character of specific programmatic efforts (Clavel et al, 1997).

Mission addresses pressing needs, effective leadership, extensive organizational capacity, political leverage via active board and mobilized community, ability to leverage funding for projects and advocates political empowerment to the community. Although the organization's mission incorporates a broad array of initiatives, the development programs must form the core of the CBO activities (Lenz, 1988).

2.4.2 Organizational Competency and CBO Performance

Vidal (1992, 1997) found that the performance of "mature" CBOs is a function of five organizational characteristics; organizational size (budget and staff), prioritization of activities, programmatic and project experience, leadership stability and clarity of community development strategies. She observed that the overall neighbourhood impact of a CBO's activities is proportional to the scale of its operations and projects. Clay (1995) identified similar factors and argued that mature community-based organizations are those that have "a defined mission; experienced staff, adequate operating and capital resources, a professional and active board and community support." In addition, he found

that strong leadership, particularly by executive directors, and active planning is critical to successful community-based efforts.

The staff and boards of CBOs play key roles in operationalizing the organizations' missions. Their professional competency and perspectives in large part determine the character and effectiveness of program efforts. Performing CBOs tend to develop strong internal staff and board capabilities to engage in activities such as planning, community organizing, fund-raising and program or project implementation (Gittell and Vidal, 1998). The consistency of a CBO's board and administrative leadership is paramount for an organization's stability, continuity in its strategies and a strong sense of identity.

2.4.3 Political Capital and CBO Performance

A community-based organization has the potential to engage residents in political action both directly and indirectly. Successful CBOs have organized community members to advocate their own interests and have represented community interests in the local context. These CBOs provide residents with the opportunities to develop leadership skills, access to other institutional resources and to gain the attention of decision makers. These CBOs have also leveraged their roles as neighbourhood representatives and advocates to garner attention and resources from outside their respective neighbourhoods (Gittell and Wilder, 1999).

CBO model of development entails the creation of economic and political capital to provide jobs, housing, and services to residents. The CBO functions as a major community institution, representing the interests of the resident population. As such, it plays a major role in the politics of local development.

Sociological research on community-based organizations is built upon studies of income transfers from governments to individuals. How income transfer policies are established, why particular categories of people are made eligible, how levels of cash benefits are set, and why eligibility and generosity change over time. Cross-national research has tested theories about why different nations make different policy choices in these areas and what the outcomes are for their citizens (Amenta, 1993; Hicks and Misra, 1993).

When public funds for a CBO increase, it can offer additional opportunities and services to local low-income residents. These include jobs in the CBO itself, as well as additional locally based options for housing, daycare, youth development, drug treatment and other key supportive services. The growing privatization of these publicly supported human services gave rise to the community based organizations as a new non-governmental organization form that now conducts significant “street-level” policy making (Lipsky, 1980).

2.4.4 Funding and CBO Performance

Successful CBOs obtain funding from multiple sources. Diverse funding allows for flexibility in organizational and program efforts. Simultaneously, it reduces program vulnerability to cutbacks and the potentially negative effects of political changes. In addition, the risk and cost of support are spread across the various funders. Access to adequate funding is directly related to a CBO’s organizational competency (particularly in fund-raising and grant writing) program or project track record and political capital (i.e., ability to influence decision makers) (Pierce and Steinbach, 1990).

Frequently, conflict arises over funding. Common questions include who is the fiduciary of the funds, how are funds distributed, what is the amount of funds provided to different partners, how are budget-related decisions made and what happens when funders reduce initial budget? It is believed that structured financial systems can make the transfer and reimbursement of funds to community partners into a cumbersome, time-consuming and seemingly disrespectful process (Israel et al., 1998).

CBOs receive support from public, private and philanthropic sources. Significant resources are acquired through political leverage and effective partnering with private corporations and the state government (Ford Foundation, 1998). The overall success of a CBO is a testament to its community residents and organizational leadership. CBOs are often born out of a crisis (or near crisis) situation that motivates individuals and groups to focus their efforts and work together. After an initial success, often against great odds, confidence develops, leadership emerges and momentum is created. Community leaders and organizations are then able to leverage their initial activity into a more comprehensive and substantive effort. CBO succeeds in enhancing the well-being of residents by; establishing an organizational mission that creates a sense of shared interest and commitment, creating political capital through the mobilization of residents, resident participation in decision making and networking with other institutions (private, public, and non-profit); developing and expanding organizational competency; and establishing a diverse and stable funding base (Ford Foundation, 1998). Because of shifts in funding resources and calls for mandated cooperation, small community-based organizations are increasingly engaging in collaborative partnerships.

In particular research should explore how the adaptability and flexibility of small, community-based organizations are advantageous and disadvantageous with respect to forming collaborations and coping with turbulent contexts, how the instability in program staff and funding may impede or contribute to innovation in collaborative service delivery and institutional form; and whether (because of the ongoing need for stable funding streams) small, community based organizations will form collaborative partnership only in response to available funding (Takahashi and Smutny, 2001).

2.5 Conceptualization of the Study Variables

The main purpose of this study was to establish the influence of CBO's mission, organizational competency, political capital and funding on CBO's performance. The conceptual framework for this study (Figure 1) therefore consisted of the CBO mission, organizational competency, political capital and organizational funding as the independent variables. Since CBO's are regulated by various government policies, government policy was identified as a moderating variable that could influence the performance of CBOs. This variable however was beyond the scope of this study and therefore not evaluated.

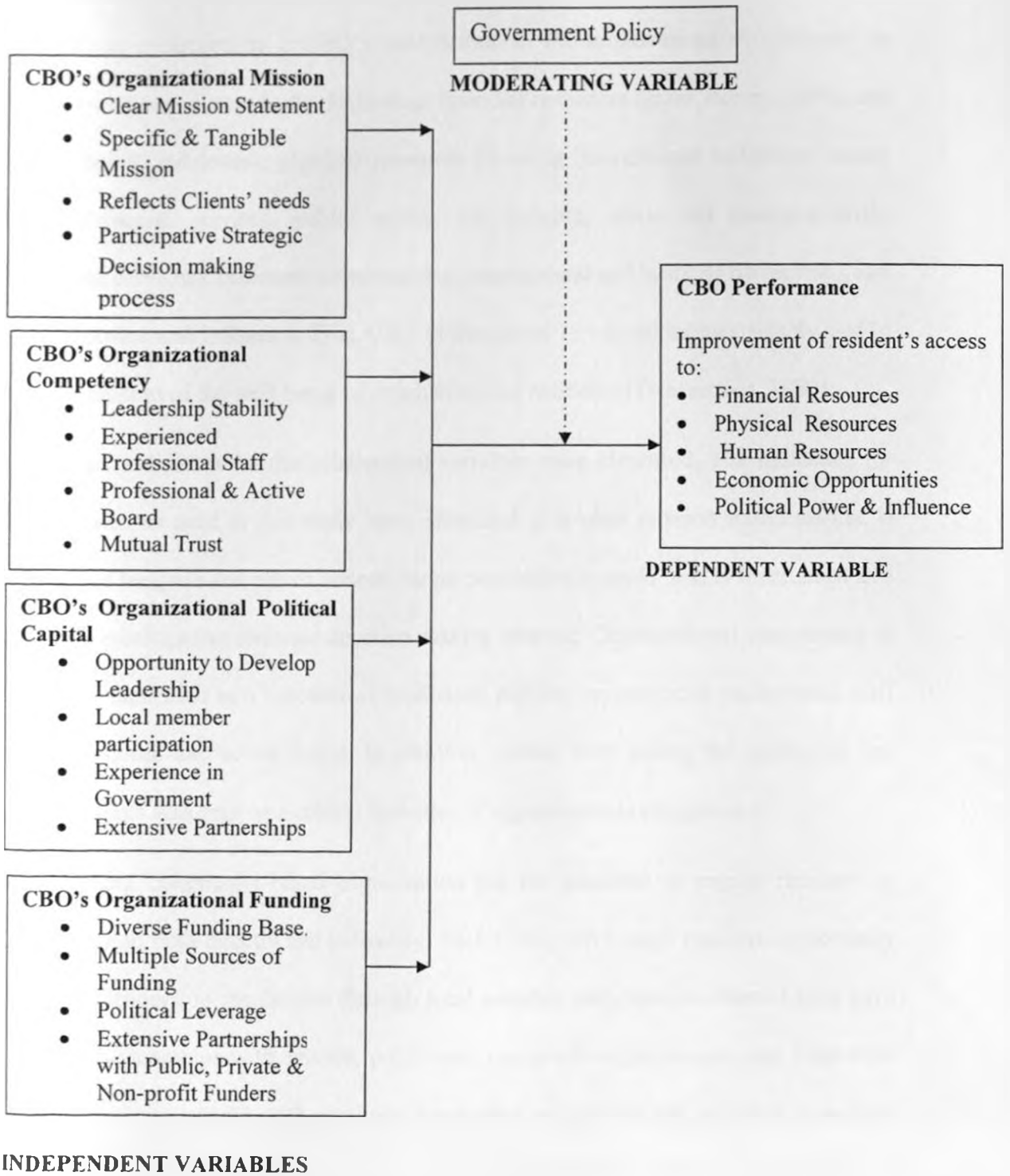


Figure 1: Conceptual Framework

The conceptual framework illustrates CBO performance as the dependent variable, on one hand, as measured by a CBO's contribution to the improvement of residents' or target populations' access to the following: financial resources (grant money, public and private capital and loans); physical resources (housing, recreational facilities); human resources (social services, public safety, job training, work and business skills, educational services); economic opportunities (employment and business ownership); and political power and influence. True CBO performance is viewed as inextricably tied to the enhancement of the well-being of neighbourhood residents (Twelvetrees, 1989).

Further, the indicators for the independent variables were identified. The indicators for CBO mission as used in this study were identified as a clear mission statement that is specific and tangible and which reflects target population's needs and is formulated as a result of a participative strategic decision making process. Organizational competency in CBOs was identified as a function of leadership stability, experienced professional staff and professional and active board. In addition, mutual trust among the leadership and target residents was seen as a critical indicator of organizational competency.

A performing community-based organization has the potential to engage residents in political action both directly and indirectly. Such CBOs offer target residents opportunity to develop leadership capabilities through local member participation. These CBOs have extensive partnerships with private, public and non-profit organizations and often their members include people with previous experience in government or other prominent organizations. Such organizations have diverse and multiple sources of funding as a result of political leverage and extensive partnerships.

An extensive review of the literature indicates a knowledge gap since there is no academic research that has been conducted to establish the critical factors that influence the performance of CBOs in Yatta District, Machakos County in Kenya. Although there is no single best CBO approach, the organizational attributes and strategies identified in this study could serve as a guide for crafting more effective community development efforts. This study therefore seeks to establish the factors that influence the performance of community based organizations in Yatta district, Machakos County, Kenya: A case of Makutano Community Development Association

2.6 Summary of Chapter Two

This chapter presented the theoretical concepts of CBO practice as well as the conceptual framework of the study .The chapter highlighted CBO performance in light of such organizational factors as mission, organizational competency, political capital and funding. Further, a conceptual framework for the study was presented and explained. Finally, research gaps were identified and briefly discussed.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology that was used for the study and adopts the following structure: research design, population and sample; data collection procedures, data analysis and ethical issues.

3.2 Research Design

This study employed a descriptive survey design. Descriptive design is used in preliminary and exploratory studies to allow researchers to gather, summarize, present and interpret information for the purpose of clarification (Orodho, 2002). In addition, descriptive survey was preferred in order to maintain these occurrences because it makes enough provision for the protection against bias and maximizes reliability of the evidence collected (Kothari, 2004). This design helped the researcher to study the situation as it was since the independent variables could not be manipulated. In this study, descriptive design would assist in analysis of both quantitative and qualitative data since the researcher used a semi-structured questionnaire to collect the data. The rationale of using this research design was that it allows exploration of the existing status of two or more variables at a given time.

3.3 Target Population of the Study

Mugenda and Mugenda (2003) defined population as an entire group of individuals, events or objects having common observable characteristics. The target population of the study comprised of 85 CBOs in Machakos County consisting of Makutano Community Development Association (MCDA) together with the 84 CBOs affiliated with the MCDA

(Mahomed and Peters, 2010). The CBOs therefore were the unit of analysis for the study. The target study respondent consisted of any one official from each CBO selected randomly based on their availability and willingness to participate in the study. The researcher considered the desired characteristics of this study: CBO performance, organizational mission statement, organizational competency, political capital and funding to be strategic in nature and whose information would be held by the CBO officials.

3.4 Study Sample

This was a census survey since the population of study was small. This study will therefore not require sampling technique and sample size. A census is a study of every unit, everyone or everything in a population. It is known as a complete enumeration, which means a complete count. A census is used if one requires a true measure of the population, if one wishes to benchmark data and if one requires detailed information about small sub-groups within the population (Saunders, Adrian, and Lewis, 2009)

3.5 Research Instrument

The study utilized both primary and secondary data. The data collection instrument for the primary data was a semi-structured questionnaire. Through questionnaires, the respondents freely expressed themselves (Mugenda and Mugenda, 2003). Items in the questionnaire were arranged in a logical sequence according to the themes being studied and items that elicited similar responses were grouped together.

The questionnaire contained closed and open-ended, predetermined and standardized set of questions. The closed-ended questions were accompanied by a list of possible alternatives from which respondents selected the answer that best describes their

situation. Since it was not possible to exhaust all the categories of possible answers, in some questions, a category for 'others' was included. These closed-ended questions were adopted since they were easier to analyze as they were in an immediate usable form, were easier to administer and were economical to use in terms of time and money (Mugenda and Mugenda, 2003). The open ended questions gave the respondents complete freedom of response in one's own words. The researcher hoped to access greater depth of responses from these open-ended questions since the respondents' responses could give an insight into their feelings, background, hidden motivation, interests and decisions (Mugenda and Mugenda, 2003).

The questionnaire consisted of three main sections. The first part, section A solicited for background information of respondents and the target population. In section B, CBO performance as the dependent variable was assessed based on a CBO's contribution to the improvement of residents' or target populations' access to the following: financial resources (grant money, public and private capital and loans); physical resources (housing, recreational facilities); human resources (social services, public safety, job training, work and business skills, educational services); economic opportunities (employment and business ownership); and political power and influence. The third part, Section C covered factors that influence CBO performance: mission, organizational competency, political capital and funding as the independent variables.

Likert-type scale that ranges from 1 (strongly disagree) to 5 (strongly agree) was used to quantify the responses to questions in section B and section C since it was relatively easy to develop and use.

3.5.1 Validity of the Research Instrument

To ensure that the research instrument had construct, content and criterion-related validity, the researcher requested peers to review the questions in the questionnaire in line with the study objectives. The researcher received special guidance and feedback on the same from the supervisor. The received comments and suggestions were considered and necessary adjustments made on the questionnaire.

To ensure internal validity of the study, the questionnaire was administered to respondents at a time and place of their convenience preferably at the CBO offices whenever possible. Moreover, completing the questionnaire took less than 30 minutes and therefore no risk of researcher or subject fatigue and exhaustion. Subjects selected for the actual study were excluded from the pre-test. Further, since the study sample was a survey of the target population, the researcher hoped to achieve a higher degree of external validity and therefore the study findings could be generalized to entire target population. To further ensure validity of the research instrument a pilot study was carried out as discussed below.

3.5.1.1 Pre-testing of the Research Instrument

Once the questionnaire was finalized, it was pretested to a conveniently selected sample consisting of nine CBO officials not selected for the actual study, approximating to 1% of the sample size (Mugenda and Mugenda, 2003).

In consideration of the expected workload, the researcher recruited six graduate field assistants and trained them on the questionnaire and together administered the pretesting of the questionnaire. The field assistants were recruited from the local (Kamba) community for ease of verbal interpretation and administering of the instrument

especially in consideration that some of the CBO officials were not highly educated or very proficient in the English language. The research team familiarized themselves with appropriate Kamba terminologies and sentence phrases. This process ensured that clarification given to enquiries if any were valid in Kamba language and an appropriate interpretation from the English language. It also ensured that the research assistants got acquainted with the research questions and understood how the answers were to be recorded in English language.

During the questionnaire pretest, vague questions were revealed, respondents' comments and suggestions seriously considered and incorporated and methods of data analysis assessed for appropriateness. However, since the pretest involved only a small sample, a detailed analysis of the data obtained during the pretest was not considered necessary.

3.5.2 Reliability of the Research Instruments

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda and Mugenda, 2003). In this study, reliability of the research instruments was ensured by correct coding, wording and sequencing of the interview questions in the questionnaire and by the use of precise and unambiguous questions or instructions to the study subjects. Further, the researcher carried out a statistical test for reliability using Cronbach's Alpha. Reliability for the overall instrument was estimated at 0.96 which is higher than 0.70. This indicates that internal consistency levels of the variables are sufficiently reliable (Hornsby, Kuratko and Zahra, 2002).

3.6 Data Collection Procedure

Once the study had been approved by the University, the researcher together with the six research assistants travelled to Yatta District, Ikombe division for data collection. The questionnaire was served on respondents through drop and pick method. One questionnaire was administered to each of the 85 CBOs of MCDA. Responses were given by any one official in each CBO randomly selected based on their availability and willingness to participate in the study.

3.7 Data Analysis

Once all the questionnaires were collected from the respondents, the researcher checked them for incompleteness errors then coded and entered the data into statistical package for social sciences (SPSS) software version 12.0 after assigning responses meaningful numbers at interval or ratio scales. This was easily accomplished for the closed-ended questions. However, for the open-ended questions in the questionnaire, the researcher tried to categorize all the responses given and assigned numbers to them.

Data analysis employed descriptive and inferential statistics. Descriptive statistics such as percentages, mean and standard deviation were used to analyze data and the results were presented in Tables. Inferential statistics, namely the Pearson's correlation analysis and multiple regression analysis were used to explore the relationship between organizational mission, organizational competency, political capital and funding as the independent variables and the CBO performance as the dependent variable. Correlation analysis was a useful and powerful technique for exploring the relationship among variables. Pearson's coefficient of correlation was calculated to analyze the strength and direction of the relations between variables. Correlation coefficients were calculated to observe the

strength of the association. Multiple regression analysis was used because it provided estimates of net effects and explanatory power. The determination coefficient (R^2) was used in this research to measure the explanatory power.

3.7 Ethical Issues

The researcher strictly adhered to professional ethics in the course of the entire period from collecting data to reporting and recommendations. Ethical issues related to research, research subjects and research process were observed. The study was approved by the University of Nairobi. Informed verbal consent was obtained from all the study subjects and confidentiality ensured by not recording identity of respondents and names of their CBOs on response sheets. Information was provided to participants about the purpose and significance of the study. Participation was voluntary and research team was flexible in order to administer the questionnaire at a time and place that was convenient for the respondents to ensure that the respondents were fairly free of anxiety. The information obtained was and will be used purely for the intended academic purposes and for the benefit of the readers and indeed all the stakeholders in CBO practice. Specifically the researcher took adequate caution to avoid research plagiarism or fraud and any form of misuse of privileges such as abuse of trust accorded by the research subjects.

3.8 Summary of Chapter Three

This chapter outlined the research methodology that was used for the study and adopted the following structure: research design, study population and sample; data collection procedures, data analysis and ethical issues. All these various sections were discussed and rationale for their use highlighted.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This study investigated the factors that influence the performance of Community Based Organizations in Yatta District, Machakos County, Kenya: A case of Makutano Community Development Association. The layout of this chapter is as follows: First the study response rate is stated and then general information about the respondents and their Community Based Organizations (CBOs) in particular is analysed, presented in a frequency Table and interpreted in the background information. The main focus of this chapter is the analysis, presentation and interpretation of the research findings under thematic areas in line with the study objectives: CBO Mission, Organizational Competency, Political Capital and Funding as the independent variables as well as CBO Performance as the dependent variable. Finally, Pearson correlation supported by multiple regression analysis is analysed, presented and interpreted to test the relationship between the organizational factors and CBO performance. The determination Coefficient, R^2 is analysed to measure the explanatory power.

4.2 Response Rate

Out of the 85 questionnaires distributed to the 85 Community Based Organizations in Yatta District, 66 were returned. This constituted a 77% response rate.

4.3 Background Information

The first part of the questionnaire sought general demographic information about the respondents and their CBOs in particular. In this section of the questionnaire, respondents

were required to respond to a set of four open ended questions in regard to their position in the CBO, gender, year the CBO started and where the CBO is located in Yatta district. Responses were provided by sixty six respondents. This information was analysed, presented in Table 4.1 and interpreted in subsequent sections.

Table 4.1 Demographics of Respondents and CBOs

Variable	Frequency	Percentage (%)
1.1 Please indicate your Gender.		
Male	30	45.5
Female	36	54.5
Total	n=66	100.0
1.2 Please indicate your Position in the CBO		
Chairman /Chairlady	23	35
Vice Chairman	2	3
Treasurer	5	8
Secretary	8	12
Vice Secretary	3	5
Director /Board Member	2	3
Committee Member	23	35
Total	n=66	100
1.3 Which year was your CBO started?		
1981 – 1985	3	5
1986 – 1990	3	5
1991 – 1995	8	12
1996 – 2000	20	30
2001 – 2005	12	18
2006 – 2010	15	23
2011 – 2012	5	7
Total	n=66	100
1.4 What is the location of your CBO?		
Kinyaata	38	58
Ikombe	26	39
Katangi/Kyua	2	3
Total	n=66	100

Table 4.1 above reflects the responses of the organizational information of the responding CBOs gathered from the questionnaire. In regard to gender, there was no significant

disparity in the gender of respondents; out of the sixty six respondents, thirty six were women while thirty were men.

As indicated in the Table, most of the respondents (55%) were officials of the executive committee of the CBOs studied: Chairman and chairlady (35%), Secretary (12%) and Treasurer (8%). The director of the umbrella MCDA as well as one board member also participated in the study. Notably, 35% of respondents were CBO committee members. The researcher considered the desired characteristics of this study: CBO performance, organizational mission, organizational competency, political capital and funding to be strategic in nature. Information was therefore sought from officials of the various CBOs.

The duration of existence since inception of a CBO could shed some light on their performance. The questionnaire therefore sought to establish the year when the specific CBOs were started. From the study, it emerged that most, that is 30% of the CBOs under study were started in the period between 1996 and 2000 and have therefore been in existence for about sixteen years. Further, the study showed that more and more CBOs have continued to be registered in the area since then, with five of them having been registered in the last two years. 70% of the CBOs have been in operation for over seven years now.

From the Table above, 58% of the CBOs that participated in the study were from Kinyaata Location with the least number (3%) being located at Katangi location in tandem with the actual number of MCDA CBOs in these locations. According to Mahomed and Peters (2010), the 85 CBOs affiliated with Makutano Community Development Association are spread over 210 villages in three administrative locations, namely; Kinyaata (48), Ikombe (32) and Katangi (5) also known as Kyua location.

4.4 Community Based Organizations' Performance in Machakos County

In order to establish the influence of factors influencing the performance of CBOs in Machakos Country, it was important to establish the level of performance in these CBOs. In this study, CBO performance was viewed as inextricably tied to the enhancement of the well-being of neighbourhood residents (Twelvetrees, 1989). As such in section B of the questionnaire, CBO performance as the dependent variable was assessed based on a CBO's contribution to the improvement of residents' or target populations' access to the following: financial resources (grant money, public and private capital and loans); physical resources (housing, recreational facilities); human resources (social services, public safety, job training, work and business skills, educational services); economic opportunities (employment and business ownership); and political power and influence. Using a five point Likert-type scale that ranged from "1= strongly disagree", "2= disagree", "3= uncertain", "4= agree", and "5= strongly agree" respondents were required to quantify the responses to questions in this section." The critical value of the scale was defined as 3.0. A smaller value signifies a divergent opinion or discontentment with the statement, thus imply a need for development in the respective statements' areas of CBOs' performance. A larger value signifies expressions of concurrent opinion or statement. Table 4.2 below shows the perceptions of the respondents regarding performance of CBOs in Machakos County:

Table 4.2 Perception of CBOs' Performance in Machakos County, n=66

CBO's Performance	n	Mean	Std. Deviation
The CBO has contributed great improvement to residents' financial resources	66	3.61	.830
The CBO has contributed great improvement to residents' physical resources	66	3.83	.665
The CBO has contributed great improvement to residents' human resources	66	4.05	.557
The CBO has contributed great improvement to residents' economic opportunities	66	3.74	.679
The CBO has contributed great improvement to residents' political power and influence	66	3.47	.706
Aggregate of Variables: CBOs' Performance in Machakos County	66	3.74	.511

As indicated in Table 4.2, all variables were rated moderately high. The respondents assessed moderately high (M= 3.61) that the CBO has contributed to great improvement of residents' financial resources (grant money, public and private capital and loans) and also moderately high (M= 3.83) that the CBO has contributed to a great improvement of residents' physical resources (housing, recreational facilities). Further, they assessed moderately high (M= 4.05) that the CBO has contributed to a great extent the improvement of residents' human resources (social services, public safety, job training, work and business skills, educational services) and also moderately high (M= 3.74) that the CBO has contributed great improvement of residents' economic opportunities (employment and business ownership). The respondents assessed moderately (M= 3.47) that the CBO has contributed to a great improvement of residents' political power and

influence. As indicated in this Table, the aggregate level of performance of CBOs in Machakos County was assessed moderately high ($M=3.74$).

4.5 Factors Influencing CBOs' Performance in Machakos County

The third part of the questionnaire, section C, consisted of closed ended questions which solicited information on factors that influence CBO performance: Mission, Organizational competency, Political capital and Funding as the independent variables. Five point Likert-type scale that ranged from "1= *strongly disagree*", "2= *disagree*", "3= *uncertain*", "4= *agree*", and "5= *strongly agree*" was used to quantify the responses to questions in this section. The critical value of the scale was defined as 3.0. A smaller value signifies a divergent opinion, while a larger value signifies expressions of concurrent opinion or statement. The following sections present findings about factors influencing CBO's performance in Machakos County based on the respondents perceptions of the indicators for the independent variables identified in this study. The indicators for CBO mission as used in this study were identified as a clear mission statement that is specific and tangible and which reflects target population's needs and is formulated as a result of a participative strategic decision making process. Organizational competency in CBOs was identified as a function of leadership stability, experienced professional staff and professional and active board. In addition, mutual trust among the leadership and target residents was seen as a critical indicator of organizational competency. Political capital in CBOs is evidenced by engagement of residents in political action both directly and indirectly, offering target residents the opportunity to develop leadership capabilities through local member participation, extensive partnerships with private, public and non-profit organizations and often their members

include people with previous experience in government or other prominent organizations. Funding variable was assessed a factor of diverse and multiple sources of funding as a result of political leverage and extensive partnerships.

4.5.1 Influence of Mission on CBO's Performance

Using a five point Likert-type scale that ranged from "1= strongly disagree", "2= disagree", "3= uncertain", "4= agree", and "5= strongly agree" respondents were requested to quantify the responses that best described the situation in their CBO in regard to the CBO's mission statements. Four statements were provided for their assessment. Table 4.3 below shows the perceptions of the respondents regarding the organizational mission in CBOs in Machakos County.

Table 4.3 Perception of Mission on CBO's Performance, n = 66

Organizational Mission	n	Mean	Std. Deviation	Variance
The CBO's mission is clear and coherent.	66	4.74	.733	.538
The CBO's mission is specific and tangible and inspires commitment.	66	4.77	.723	.523
The CBO's mission statement reflects an assessment of community's needs and priorities.	66	4.72	.655	.429
The strategic decision making process is participative.	66	4.77	.523	.274
Aggregate Variable 1: Organizational Mission	66	4.75	.497	.247

As indicated in Table 4.3, the respondents somewhat unanimously agreed that the CBO's mission is clear and coherent (M=4.74), is specific and tangible and inspires commitment (M=4.77), reflects an assessment of community's needs and priorities (M=4.72) and that the strategic decision making process is participative (M=4.77). As indicated in this Table, the organizational mission was highly rated with mean aggregate of 4.75. Both the

variance and standard deviation are small at 0.497 and .247 respectively and therefore denoting less variability of scores in the distribution.

4.5.2 Influence of Organizational Competency on CBO's Performance

Respondents were provided with a list of four statements in regard to organizational competency. Using a five point Likert-type scale that ranged from "1= strongly disagree", "2= disagree", "3= uncertain", "4= agree", and "5= strongly agree" respondents were requested to quantify the responses that best described the situation in their CBO in regard to their CBO's organizational competency. Table 4.4 below shows the perceptions of the respondents regarding the organizational competency in CBOs in Machakos County.

Table 4.4 Perception of Organizational Competency on CBO Performance, n = 66

Organizational Competency	n	Mean	Std. Deviation	Variance
The CBO has enjoyed leadership stability.	66	4.52	.681	.464
The CBO has qualified professional staff with increasingly more sophisticated technical skills and experience.	66	4.12	.602	.363
The CBO has a professional and active board to engage in activities such as planning, community organizing, fund raising, and project implementation.	66	4.32	.738	.545
There is a high level of mutual trust among board, staff and clients.	66	4.32	.664	.441
Aggregate Variable 2: Organizational Competency	66	4.32	.519	.270

As indicated in Table 4.4, respondents were in agreement whether the CBO has enjoyed leadership stability (M=4.52), has qualified professional staff with increasingly more

sophisticated technical skills and experience (M= 4.12), has a professional and active board to engage in activities such as planning, community organizing, fund raising, and project implementation (M=4.32) and whether there is a high level of mutual trust among board, staff and clients (M=4.32). As indicated in this Table, totally the organizational competency was highly assessed (M=4.32) with low variability in the scores in the distribution.

4.5.3 Influence of Political Capital on CBO Performance

Using a five point Likert-type scale that ranged from “1= *strongly disagree*”, “2= *disagree*”, “3= *uncertain*”, “4= *agree*”, and “5= *strongly agree*” respondents were requested to assess and quantify their responses to a list of four statements that best described the situation in their CBO in regard to the CBO’s political capital. Table 4.5 below shows the perceptions of the respondents regarding the political capital in CBOs in Machakos County.

Table 4.5 Perception of Political Capital on CBOs’ Performance, n =66

Political Capital	n	Mean	Std. Deviation
The CBO serves as an incubator for the development of residents’ leadership.	66	4.33	.671
Community residents participate in planning and management of the CBO’s projects.	66	4.67	.574
The CBO has gained additional political capital through some top staff members who previously held positions in the government.	66	2.27	.578
The CBO has been acquiring significant political capital through effective partnering with private, public and social sectors, thus advocating the rights of community members.	66	2.89	.736
Aggregate Variable 3: Political Capital	66	3.53	.444

As indicated in Table 4.5, respondents noted that CBO serves as an incubator for the development of residents' leadership (M=4.33) and that the community residents participate in planning and management of the CBO's projects (M=4.67). Respondents disagreed with the statements that the CBO has gained additional political capital through some top staff members who previously held positions in the government (M=2.27) and that the CBO has been acquiring significant political capital through effective partnering with private, public and social sectors, thus advocating the rights of community members (M=2.89). As indicated in this Table, totally the political capital was assessed moderate range (M=3.53) with low variability in the scores in the distribution.

4.5.4 Influence of Funding on CBO Performance

To assess this variable, respondents were provided with a list of four statements in regard to funding in their CBOs and using a five point Likert-type scale that ranged from "1= strongly disagree", "2= disagree", "3= uncertain", "4= agree", and "5= strongly agree" they were requested to quantify the responses that best described the situation in their CBO in regard to their CBO's funding. Table 4.6 below shows the perceptions of the respondents regarding the funding in CBOs in Machakos County.

Table 4.6 Respondents' Perception of Funding on CBO Performance, n=66

Funding	n	Mean	Std. Deviation	Variance
The CBO receives funding from large and diverse funding base.	66	3.83	.712	.507
The CBO receives funding support from public, private and philanthropic sources.	66	3.14	.623	.388
Significant resources have been acquired through political leverage.	66	2.32	.622	.387
The CBO has been acquiring significant resources through effective partnering with private, public and nonprofit funders.	66	3.23	.716	.513
Aggregate Variable 4: Funding	66	3.13	.605	.367

As indicated in Table 4.6, the respondents felt uncertain on whether their CBO receives funding from large and diverse funding base (M=3.83) and were uncertain about whether the CBO receives funding support from public, private and philanthropic sources (M= 3.14). Respondents disagreed with the statement that significant resources have been acquired through political leverage (M=2.32). Respondents were uncertain about whether the CBO has been acquiring significant resources through effective partnering with private, public and nonprofit funders (M= 3.23). Totally, the data shows that funding was rated moderate (M=3.13). This seems to be a convergent opinion since both the standard deviation and variance are small at .605 and .367 respectively and therefore denoting less variability of scores in the distribution.

4.6 Relationship: Organizational Factors and CBO Performance

Pearson correlation analysis supported by multiple regression analysis was used to test the magnitude and direction of the relationship between the performance of CBOs as the dependent variable and the organizational mission, organizational competency, political capital and funding as the independent variables. This technique was employed since the variables under study were measured at ratio or interval scales and are continuous.

4.6.1 Correlation Analysis: Organizational Factors and CBO Performance

The Pearson Product-Moment correlation (r) analysis was used to describe the relationship between organizational variables and the performance of CBOs in order to answer the research questions. Correlation coefficients were calculated to observe the strength and direction of the associations between the independent variables and the dependent variable. Table 4.7 shows the data relative to the relationship between the

performance of CBOs as the dependent variable and the organizational mission, organizational competency, political capital and funding as the independent variables.

Table 4.7 Correlation Coefficients: Organizational Factors and Performance of CBOs

Independent Variables		Dependent Variable Performance of CBOs
Organizational Mission	Pearson Correlation	.757(**)
	Significance(2-tailed)	.000
	N	66
Organizational Competency	Pearson Correlation	.657(**)
	Significance(2-tailed)	.000
	N	66
Political Capital	Pearson Correlation	.565(**)
	Significance(2-tailed)	.000
	N	66
Funding	Pearson Correlation	.624(**)
	Significance(2-tailed)	.000
	N	66

** Correlation at 0.01(2-tailed):...

As indicated in Table 4.7, a strong positive significant correlation was found between the organizational mission and performance of CBOs of (.757; $p < .01$). It implies that the organizational mission does influence the performance of CBOs. A positive significant correlation was found between the organizational competency and performance of CBOs of (.657; $p < .01$). It implies that the organizational competency does influence the performance of CBOs. A positive significant correlation was found between the political capital and performance of CBOs of (.565; $p < .01$). It implies that the political capital does influence the performance of CBOs. A positive significant correlation was found between the funding and performance of CBOs of (.624; $p < .01$). It implies that the funding does influence the performance of CBOs.

In conclusion, a positive significant relationship at .01 significance level was found between each one of the organizational variables and the performance of CBOs. Therefore, organizational mission, organizational competency, political capital and funding as the independent variables were found to be positively and significantly related to the performance of CBOs as the dependent variable.

4.6.2 Multiple Regression Analysis: Organizational Factors and CBO Performance

Multiple regression analysis was also carried out because it provided estimates of net effects and explanatory power. Model summary, ANOVA and Coefficient Tables are presented together in Table 4.8 to display the multiple regression analysis of the organizational factors namely, the organizational mission, organizational competency, political capital and funding as the predictors of CBO performance. The determination coefficient, R^2 was then used in this research to measure the explanatory power.

Table 4.8 Regression Analysis: Organizational Factors on Performance of CBOs

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.795(a)	.632	.613	.296		
a Predictors: (constant) Organizational Mission, Organizational Competency, Political Capital, Funding...						
ANOVA(b)						
Model		Sum of Squares	Df	Mean Square	F	Significance
1	Regression	14.736	4	2.947	33.613	.000(a)
	Residual	8.593	61	.088		
	Total	23.328	65			
a Predictors: (constant) Organizational Mission, Organizational Competency, Political Capital, Funding...						
b Dependent Variable: Performance of CBOs						
Coefficients(a)						
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	T	Significance
	Variable	B		Beta		
1	(Constant)	.140	.288		.484	.629
	Organizational Mission	.434	.105	.453	4.131	.000
	Organizational Competency	.178	.091	.194	1.965	.048
	Political Capital	.200	.089	.187	2.239	.027
	Funding	.217	.111	.175	1.958	.023
a Dependent Variable: Performance of CBOs						

As indicated in the model summary in Table 4.8, the multiple regressions revealed that the four organizational variables including organizational mission, organizational competency, political capital and funding explained statistically significant portion of the variance (R Square = 0.632) associated with the extent of performance of CBOs in Machakos County. This indicates that the four organizational factors including the organizational mission, organizational competency, political capital and funding explained 63.2% of the variation in performance in CBOs in Machakos County.

From the ANOVA Table above, it is clear that the overall model (the model involving constant, organizational mission, organizational competency, political capital and funding) is significant because the significance level is less than alpha, in this case assumed to be 0.05.

From the coefficients Table above, it is clear that there is a positive and highly significant relationship between the organizational mission and the performance of CBOs at (β : .453; $p < .01$). Therefore, organizational mission explained the greatest amount of variance of the extent of the performance of CBOs. The organizational competency was found to have positive significant relationship with the performance of CBOs at (β : .187; $p < .05$). Similarly, the political capital (β : .194; $p < .05$) and funding (β : .175; $p < .05$) were found to have positive significant relationship with the performance of CBOs, albeit to a lesser extent.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The purpose of this study was to establish the influence of such factors as mission, organizational competency, political capital and funding on the performance of Community Based Development Organizations in Yatta District, Machakos County in Kenya. In this chapter, summary of findings are presented, discussed and conclusions made in line with the study objectives. Finally, managerial recommendations and recommendations for further research are made based on the findings of the study.

5.2 Summary of Findings

In consideration of the aggregate perceptions of the respondents regarding the factors influencing CBOs' performance in Machakos County, the four organizational factors were assessed about the critical value ($M=3.0$) on a scale from 1 to 5. The mean of both the mission and organizational competency were assessed to have the highest influence on organizational performance while political capital and funding were assessed moderate range. Totally, the level of the organizational variables influencing performance of CBOs in Machakos County was assessed moderately.

On the specific variables, respondents somewhat unanimously agreed that the mission of CBOs in Machakos County is clear and coherent, is specific and tangible and inspires commitment, reflects an assessment of community's needs and priorities and that the

strategic decision making process is participative. As such, organizational mission was highly rated to influence the performance of CBOs in Machakos County.

Respondents were in agreement whether CBO in Machakos County have enjoyed leadership stability, have qualified professional staff with increasingly more sophisticated technical skills and experience, has a professional and active board to engage in activities such as planning, community organizing, fund raising, and project implementation and whether there is a high level of mutual trust among board, staff and clients. Overall, organizational competency was highly assessed to influence the performance of CBOs in Machakos County with low variability of the scores in the distribution.

Whereas respondents noted that CBOs in Machakos County serve as an incubator for the development of residents' leadership and that the community residents participate in planning and management of the CBO's projects, they refuted that currently that the CBOs have gained additional political capital through some top staff members who previously held positions in the government and that the CBOs have been acquiring significant political capital through effective partnering with private, public and social sectors, thus advocating the rights of community members. Totally the political capital was assessed to currently have a moderate influence on their performance.

On CBO funding, respondents felt uncertain on whether the CBOs in Machakos County receive funding from large and diverse funding base and whether they receives funding support from public, private and philanthropic sources. They unanimously refuted that significant resources of their CBOs have been acquired through political leverage and through effective partnering with private, public and nonprofit funders. Totally, the data

shows that funding has not been playing a very supportive influence on the CBOs in Machakos County.

Considering the one- on- one correlation and the multiple regression analysis, a positive significant relationship at .01 significance level was found between each one of the organizational variables and the performance of CBOs. Therefore, organizational mission, organizational competency, political capital and funding as the independent variables were found to be positively and significantly related to the performance of CBOs as the dependent variable.

5.3 Discussion of Findings

Whereas CBO's mission and organizational competency were assessed highly, cumulatively, the organizational factors in CBOs in Machakos County were somewhat assessed moderately (M=3.93). This finding is collaborated by the finding that the performance of CBOs in Machakos County was rated moderately as well (M=3.74). These findings could indicate that existing organizational environment was not so suitable for improving performance of CBOs in Machakos County. Based on these results, it could be noted that organizational factors and particularly organizational mission, organizational competency, political capital and funding should be modified to enhance performance of CBOs.

Considering the one-to-one correlations, organizational mission, organizational competency, political capital and funding were found to have positive and statistically significant relationships to the level of performance of CBOs at .01 significance level. These findings suggest that where the perception of respondents of organizational factors such as organizational mission, organizational competency, political capital and funding

were better; the level of performance of CBOs was higher. Therefore, the factors at organizational level that could be structured to form internal ecosystem to spur performance of CBOs includes organizational mission, organizational competency, political capital and funding. The results are consistent with the expectation that the organizational mission, organizational competency, political capital and funding will increase the performance of CBOs. This finding is also consistent with Gittel and Vidal previous research (1998) that the organizational mission, organizational competency, political capital and funding influences the performance of CBOs.

The multiple regressions revealed that the four organizational factors including organizational mission, organizational competency political capital and funding explained statistically significant portion of the variance associated with the extent of performance of CBOs in Machakos County. The multiple regressions indicated that among different organizational factors, the organizational mission and organizational competency had more influence on improving performance of CBOs. This result was an emphasis on the role of the organizational mission and organizational competency in providing suitable environment for improving performance of CBOs.

5.4 Conclusions

In conclusion, a positive significant relationship at .01 level was found between each one of the organizational variables and the performance of CBOs. Therefore, organizational mission, organizational competency, political capital and funding as the independent variables were found to be positively and significantly related to the performance of CBOs as the dependent variable. These findings suggest that if the perceptions of CBO officials of organizational variables such as organizational mission, organizational

competency, political capital and funding were better, the performance of CBOs was higher.

Further, the factors at organizational level that could be structured to form internal ecosystem to spur performance of CBOs includes organizational mission, organizational competency, political capital and funding. Top managers prioritizing on performance of CBOs should invest to build such an organizational milieu, where first of all, organizational mission and organizational competency exist to a large extend. Clearly, this study provides an important signal to CBO practitioners to formulate a proper policy that could stimulate performance of CBOs. Furthermore, the study contributes to the science and body of knowledge on performance of CBOs.

5.5 Recommendations for Research Findings

Based on the findings of this study, the following managerial recommendations and suggestions for further research are made:

5.5.1 Organizational Recommendations

The findings of this study have some important implications on organizations in their efforts to stimulate performance of CBOs. This study provided a clear direction to the top management of organization in shaping performance of CBOs in their communities. As a managerial implication, it is possible to suggest that if in an organization the level of performance of CBOs is low, then the level of organizational support provided should be increased in regard to mission, organizational competency, and political capital and funding.

Another organizational implication may be related to the direct influence of each of the organizational factors. Considering the one-to-one correlations, organizational mission, organizational competency, political capital and funding were found to have positive and statistically significant relationships to the level of performance of CBOs. The researcher recommends that the factors at organizational level that could be structured to form internal ecosystem to spur performance of CBOs includes organizational mission, organizational competency, political capital and funding.

Another organizational implication may be related to the combined influences of each of the organizational factors. The multiple regressions indicated that among different organizational factors, the organizational mission and organizational competency had more influence on improving performance of CBOs in Machakos County. Thus, the researcher recommends that top managers prioritizing on performance of CBOs should invest to build such an organizational milieu where first of all, organizational mission and organizational competency exist to a large extend.

In regard to the CBOs in Machakos County, the findings could indicate that the existing organizational environment is not so suitable for improving performance of CBOs in the area. Based on these results, it is recommended that organizational mission, organizational competency, political capital and funding should be modified towards improving performance of CBOs.

5.5.2 Suggestions for Further Research

Some limitations were encountered in this empirical study; the recovery of them may open new avenues for further studies. For instance, all the variables in the model were measured through the perceptions of only one respondent representing their CBOs, at the

same point in time. In later studies, a longitudinal study to discover the long term influence of organizational factors on performance of CBOs may be conducted.

Moreover, the model may be enlarged with some control variables such as firm size and age, and other organizational drivers of performance such as human, social and organizational capital. Intervening role of culture, human capital and moderating role of external environmental factors such as government policy may be explored; and this extended model may be tested over a larger number of respondents covering a larger number of regions and sectors.

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APPENDICES

Appendix I: Questionnaire Cover Letter

Mary N. Kisingu
P.O. Box 30197
University of Nairobi,
Nairobi.
15th October. 2012.

Dear Respondent,

RE: ASSISTANCE WITH STUDY FOR MASTERS RESEARCH PROJECT

My name is Mary Nthambi Kisingu, a Masters student at The University of Nairobi. The assistance of your organization is requested in a study entitled "Factors Influencing the Performance of Community Based Organizations in Machakos County – a case study of Makutano Community Development Association." This research project is a requirement for the award of a degree of Masters of Arts in Project Planning and Management at the University of Nairobi.

The information obtained will be used purely for the intended academic purposes and for the benefit of the readers and indeed all the stakeholders in the Community Based Organizations to guide future community development practice.

Please find attached a copy of the questionnaire. Kindly complete it clearly and honestly about your Community Based Organization (CBO). Confidentiality will be adhered to and your name will not be mentioned when reporting the research findings. Please note that participation in this study is entirely voluntary and you can withdraw your participation at any stage of the study. Thank you for your assistance.

Yours faithfully,



Mary Nthambi Kisingu

MA -Project Planning and Management Student

E-mail: mkisingu@yahoo.com

Telephone: 0720962433

Appendix II: Research Questionnaire

Please complete this questionnaire clearly and honestly about your Community Based Organization (CBO). Confidentiality will be strictly adhered to, and there will be no mention of your name. Please provide the following information as required.

Section A: Background Information

1.1 Please indicate your Gender

		<i>(Please mark in the appropriate box)</i>
1.	Male	
2.	Female	

1.2 Please indicate your Position in the CBO.....

1.3 Which year was your CBO Started.....

1.4 What is the location of your CBO

Section B: CBO Performance

Please provide the following information by ticking only ONE answer in the appropriate box you believe best describes your CBO as a whole.

CBO Performance		1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
1.1	My CBO has contributed towards great improvement of residents' financial resources (grant money, public and private capital and loans).					
1.2	The CBO has contributed towards great improvement of residents' physical resources (housing, recreational facilities).					
1.3	The CBO has contributed towards great improvement of residents' human resources (social services, public safety, job training, work and business skills, educational services).					
1.4	The CBO has contributed great improvement of residents' economic opportunities (employment and business ownership).					
1.5	The CBO has contributed towards great improvement of residents' political power and influence.					

Section C: Factors Influencing CBO's Performance

Please provide the following information by ticking only **ONE** answer in the appropriate box you believe best describes your CBO as a whole.

1. Organizational Mission		1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
1.1	The mission of my CBO is clear and coherent.					
1.2	The CBO's mission is specific and tangible and inspires commitment.					
1.3	The CBO's mission statement reflects an assessment of community's needs and priorities.					
1.4	The strategic decision process in my CBO is participative.					
2. Organizational Competency		1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
2.1	My CBO has enjoyed leadership stability.					
2.2	My CBO has qualified professional staff with increasingly more sophisticated technical skills and experience.					
2.3	The CBO has a professional and active board to engage in activities such as planning, community organizing, fund raising, and project implementation.					
2.4	There is a high level of mutual trust among board, staff and clients.					
3. Political Capital		1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
3.1	My CBO serves as an incubator for the development of residents' leadership.					
3.2	Community residents participate in planning and management of the CBO's projects.					
3.3	The CBO has gained additional political capital through some top staff members who previously held positions in the government or big organizations					
3.4	The CBO has been acquiring significant political capital through effective partnering with private, public and social sectors, thus advocating the rights of community members.					

4. Funding		1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
4.1	My CBO receives funding from large and diverse funding base.					
4.2	The CBO receives funding support from public, private and philanthropic sources.					
4.3	Significant resources have been acquired through political leverage.					
4.4	The CBO has been acquiring significant resources through effective partnering with private, public and nonprofit funders.					

THANK YOU FOR YOUR TIME AND ASSISTANCE.