

**FACTORS INFLUENCING THE SUSTAINABLE GROWTH OF  
COMMUNITY BASED ORGANIZATIONS IN NYALENDA SLUMS IN  
KISUMU COUNTY, KENYA**

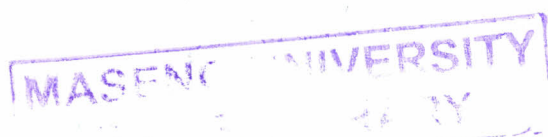
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## ABSTRACT

Community Based Organizations (CBOs) refer to private non-profit organizations, existing as a group in a particular community with the feelings of sharing, belonging and joint use of resources in order to achieve a particular objective. CBOs play a very critical role in filling the gaps faced by the Government in its endeavor to provide critical services to the community. There is still no clear information on the role of CBOs and the nature of their activities and how those activities are contributing to the livelihoods of the community members in Nyalenda. CBOs are often faced with numerous challenges arising from their internal operational and organizational structure as well as other external factors that impede their operations and sustainability. There exists numerous opportunities for sustainable growth of CBOs. However, the opportunities have remained untapped by CBOs either due to lack of information or deficiency in internal capacity to exploit such opportunities. Nyalenda is today one of the largest informal urban settlement in Kisumu with about 60,699 inhabitants. Nyalenda has 342 CBOs registered by Department of Social Services many of which are registered as women groups. Despite the registration of a huge number of CBOs in Nyalenda, very few CBOs appear to be active in implementing activities for which they were formed. Several others are facing numerous organizational management challenges to the extent that some have closed down. The study set out to determine the factors influencing the sustainable growth of community based organizations in Nyalenda. The specific objectives of this study were to identify the types of activities CBOs in Nyalenda engage in, the challenges they experience in their operations, and the existing opportunities for sustainable growth of CBOs in Nyalenda. The study design was cross sectional and was guided by Community Action Theory. A total of 14 key informants and 15 CBOs officials were interviewed. Questionnaires were administered to 77 CBO Members. The target population for the study comprised the officials of the community based organizations specifically: chairpersons, secretaries, treasurers, and members; District Social Development officer; NGOs working in Nyalenda; Local administration; Religious leaders; Director of Social Services at Municipal council of Kisumu and the District Youth Officer. The unit of analysis was the officials and members of CBOs in Nyalenda. Primary data were collected using questionnaires, Focus Group Discussions guides, interview schedules and photography. Secondary data were collected from text books, scientific journals, periodicals, reports, published and unpublished theses and Internet. Quantitative data were analyzed using descriptive statistics such as means and percentages. Qualitative data were organized and then categorized into themes and patterns. The findings from the study show that most CBOs in the study area were formed as a result of welfare associations which were meant to bring together people along kinship ties like lineage, clan or ethnic group and that most CBOs were involved in entrepreneurship or saving. The study also revealed that CBOs in Nyalenda face a myriad of challenges in their operations. The study has identified numerous opportunities for growth of CBOs including the numerous devolved funds from Government, training opportunities by other NGOs and the new constitution of Kenya which calls for active engagement of CBOs in local government decision making. The study recommends need to enhance the capacity of CBOs through training in critical areas such as organizational management, group dynamics and resource mobilization. Funds allocated to CBOs from government and development partners should be tracked to ensure transparency and accountability. Relevant policies should be enacted and enforced to streamline operations of CBOs. The study further recommends that a research should be conducted to look at the role of government in sustainable growth of CBOs in slums.



# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Community Based Organizations (CBOs) refer to private non-profit organizations, existing as a group in a particular community with the feelings of sharing, belonging and joint use of resources in order to achieve a particular objective (Wahab *et al*, 2011). These can be to promote health care improvement, agricultural development or environmental conservation. Community Based Organizations can also be referred to as a group or organization that exist within a community with a local focus, with a predominantly voluntary nature, and separate from the core activities of state and business organizations (Maruta, 2010). Maruta (2010) further argues that CBOs are found within communities or spaces of interest and are designed to meet the needs of the community involved. In most cases, they are seen to be a spontaneous reaction by a group of residents to a particular adverse situation or opportunity in the community and its environment.

Opare (2007) asserts that CBOs are able to act as power brokers especially in communities where the local elite and power units have a tendency to assume greater control over local resources and exhibit a propensity to dominate community decision-making processes. Community Based Organizations provides the platform for participation by community members at the grassroots level on development related matters. Through this, the local communities are able to identify the local needs in their immediate environment, conception formulation and the implementation of the project to bring change in that community (Abagunde, 2009). Community development groups have probably been used or at least formed in almost every city and village all over the world (Datta, 2005). Volunteer development group is one effective way for people to participate, direct, and engage in worthwhile change (Smith, 1982).

The evolution of CBOs is illustrative of the changed environment in which Non-Governmental Organizations (NGOs) operate and the grave implications of the new scenario for development, democracy, and political stability (Kamat, 2003). Kamat (2003) observes that CBOs emerged in the post-World War II period between the 1960s and 1980s in response to the failure of developmental states to ensure the basic needs of the poor. The CBOs promoted a “development with social justice” approach, and established political rights and awareness campaigns alongside health and livelihood projects. This early history of CBOs signified the birth of pluralist democratic cultures in many developing countries but has been ignored in the current policy environment characterized by free market reform and the dismantling of the social democratic state apparatus (Brown and Zarly, 2006). With the imposition of structural adjustment programs and neoliberal economic policies in Africa, Latin America, and South Asia, CBOs have become useful and even essential to the functioning of international donor institutions (Kamat, 2003).

Community based Organizations form important component of rural development and are key actors in any development activity in the rural community. By and large, they are referred to as formal voluntary social groups found in the community setting. They vary in sizes, objectives and extent of interaction among the members (Wahab *et al*, 2011). Wahab *et al* (2011) further argues that the formal voluntary associations in a community have certain characteristics which make them effective in the activities they undertake. These include: established offices; regular meetings on agreed dates and places; established criteria for membership; formalized activities; and constitutions which govern their operations. CBOs in Nyalenda implement various activities. However, there is still no clear information on the nature of activities carried out by CBOs and how those activities are contributing to the livelihoods of the community members in Nyalenda.

In his view, Abegunde (2009) observes that one of the reasons behind the proliferation of community based organizations (CBOs) in the new millennium is the poor performance of government in meeting the socioeconomic quests of citizens. This makes the community members together with other civil organizations and well wishers to come



together and pull together their resources with a view of improving life condition in a particular locality. According to Wanjohi (2012) the history of Community Based Organizations (CBOs) can be traced back in the days of American Civil War, whereby charity groups were designed to offer assistance to those who were displaced, disabled, or impoverished by the war. This happened during the period between 1980s and 1990s, when CBOs expanded to a point that they were being referred to as a movement, and the process of community organizing expanded into many community organizations. The main difficulty that emerged during this period was the shifting of power from local communities to regions, nations, and international corporations. Wanjohi (2012) further notes that the process of globalization raised issues about the efficacy of local organizations in addressing problems caused by large-scale financial forces, thus the foundation of national and international organizations. Wanjohi (2012) observes that Community Based Organizations are faced with numerous challenges in running their programs.

In Kenya, Community Based Organizations began as self-help groups in the years of 1960s when the first president of Kenya, Mzee Jomo Kenyatta began to encourage grassroots growth through coming together in the spirit of what was referred to as Harambee (NCBO, 2010). Community organizations in Kenya can be classified into welfare groups, whose interest is to improve the standard of living of their members, and Income Generation Activity (IGA) groups whose main agenda is to engage in some form of economic enterprise for the purpose of wealth creation for their members. The other group consists of CBOs that have been set up to implement programs in health, agriculture, environmental conservation at community level (Odindo, 2009). There exists numerous opportunities for sustainable growth of CBOs. However, the opportunities have remained untapped by CBOs in Nyalenda.

According to UN-Habitat (2006) Kisumu still experiences a net immigration flow from the surrounding districts of the Lake Basin; mainly because of the variety of resources that continues to attract populations and investors within the region. Cultural forces dominate migration trends, with the surrounding districts contributing the bulk of the

migrants. One of the definable cultural practises fuelling migration is the tradition of land inheritance, with the resulting ever-smaller land parcel sizes and poor farming productivity creating an impetus for migration. The bulk of migrants are most likely to settle in the slum belt, in the process adding to the pressure on the already impoverished settlements. The present rate and nature of growth of Kisumu, and particularly in the slum areas, surpasses any current programme for provision of services (UN-Habitat, 2010). The pressure on land in the old parts of the town has caused a shift of residential land-use to areas further away. This has increased the demand for public transportation and fares have increased to exorbitant levels. As a result, most people walk to work or school, leading to the growth of motor cycle and bicycle taxis known as “boda boda” to fill the niche for a cheaper and flexible mode of transport. The phenomenal growth of boda boda has created employment for young people in the slum areas.

According to Practical Action (2011) the bulk of the population in Kisumu slum areas work in the informal sector with monthly incomes ranging from KShs 3,000 to 5,000. Work places are located in the downtown and industrial areas distributed into three belts; the Central industrial area, Otonglo, and Kibos. However, these only provide about 30 per cent of employment opportunities a situation compounded by the collapse or relocation of manufacturing industries such as Kisumu Cotton Mills and Kenya Breweries. Some employment opportunities are available near the residential, market and industrial areas. These admittedly informal establishments are not only operating in the proximity of formal sector locations but also are often providing services and markets for the formal sector.

Social facilities such as schools, social halls and markets are quite inadequate in Nyalenda (Practical Action, 2011). Where available, they lack basic amenities. Area residents and a Councillor have pointed out that those markets funded by the World Bank (in Nyamasaria and K’Owino) were not working because of poor planning. These markets have no electricity or water and access is poor. As a result, they are used for other purposes.



According to Municipal Council of Kisumu (2012) Nyalenda has 342 CBOs registered by Department of Social Services many of which are registered as women groups. Others are self help groups, youth groups and faith based groups. Self-help groups are composed of a mixture of women and men, and are the most common type of group in Nyalenda. Women's groups are also common in Nyalenda and their formation is based on the requirement that 70% of members must be women, and all of the leadership must also be women. Youth groups are common and it is a requirement that their composition must ensure 70% youths (18-35 year olds), but not necessarily their leadership, which is often older members. The CBOs are recognised by the government as access points to the community, and therefore usually benefit from certain government funding like the Youth development fund and the Women enterprise development fund as well as from Government programmes like the economic stimulus. The CBOs are involved in diverse activities. Majority are involved in livelihood enhancement like entrepreneurship, money saving, agriculture, health and environmental conservation initiatives. This study therefore intends to establish the factors influencing the sustainable growth of CBOs in Nyalenda Slums.

## **1.2 Statement of the Problem**

According to World Bank (1989) the emphasis on decentralized service delivery and community involvement has led to the active promotion of (CBOs) as local providers. The World Bank in line with its emphasis on cutting down government and increasing private initiatives takes the position that CBOs have the potential to enhance sustainability, extend coverage, improve effectiveness and efficiency, develop civic capacities, and strengthen government.

In Kenya most CBOs are formed to respond to a particular issue affecting the community. Their formation is in many cases linked to certain donor funds. In cases where CBO formation is heavily linked to external donor funding and not local needs and requirement, their sustainability is greatly affected. According to the Kisumu County Social Development Officer (2013), despite the registration of a huge number of CBOs in

Nyalenda, very few CBOs appear to be active in implementing activities for which they were formed. There is still no clear information on the nature of activities carried out by CBOs and how those activities are contributing to the livelihoods of the community members in Nyalenda (Municipal Council of Kisumu, 2012). The CBOs in Nyalenda are often faced with numerous challenges arising from their internal operational and organizational structure as well as other external factors (Municipal Council of Kisumu, 2012). Even though the CBOs have continued to experience several challenges in their operations, there is lack of clear information regarding the main challenges as well as their causes. Nyalenda has witnessed many cases of CBOs forming solely when they hear there is a fund that they can apply for. The Government and other funding agencies have tried to guard against this by demanding that groups have to be formed and be in operation for a certain period before they can be eligible for the funding. In other instances, formed CBOs lie dormant until there is a funding opportunity then they swing into action and write proposal for the funding. In yet other instances the CBOs apply for funding and when successful use the money for something other than what was stated in their application. In Nyalenda there are common cases for example where women groups in particular have applied for particular funding to implement various projects but instead have used the money to lend their membership in contravention of the intended project. There exists numerous opportunities for sustainable growth of CBOs. However, the opportunities have remained untapped by CBOs in Nyalenda.

Attempts have been made by different agencies including the government to build the capacities of CBOs in Nyalenda through training and material support. Despite these efforts, numerous CBOs seem to be not capable of sustaining their activities and in most cases close down as soon as the source of motivation and support is cut off. There is therefore need to establish the factors that influence the sustainable growth of CBOs in Nyalenda as a way of ensuring that the CBOs are able to realize the objectives for which they formed and contribute to the development of the community for present population and for posterity. This study therefore sought to establish the main activities CBOs in Nyalenda engaged in, the challenges experienced by the CBOs in their daily operations as well as the existing opportunities for growth of CBOs in Nyalenda.



### **1.3 General Research Question**

What are the factors influencing the sustainable growth of CBOs in Nyalenda slums in Kisumu?

#### **1.3.1 Specific Research Questions**

1. What type of activities do CBOs in Nyalenda engage in?
2. What challenges are CBOs in Nyalenda faced with in their operations?
3. What opportunities exist for the growth of CBOs in Nyalenda?

### **1.4 General Objective.**

The general objective of the study was to determine the factors influencing the Sustainable growth of community based organizations in Nyalenda informal settlement in Kisumu.

#### **1.4.1 Specific Objectives.**

1. Analyze the nature of activities carried out by CBOs in Nyalenda.
2. Examine the challenges that limit sustainable growth of CBOs in Nyalenda.
3. Discuss opportunities for Sustainable growth of CBOs in Nyalenda.

### **1.5 Significance of the study**

CBOs currently play a very important role in helping to mobilize the community resources and complementing government efforts in service delivery to its citizens. CBOs therefore play a critical role in complimenting the government's effort to achieve the Millennium Development Goals (MDGs) particularly MDG 1 on eradicating extreme poverty and hunger by the year 2015 as well as Vision 2030 as outlined by the Kenyan Government.

This study will provide an understanding of the activities CBOs in Nyalenda engage in, challenges experienced as well as existing opportunities for their growth and cohesiveness. The study will therefore contribute to the existing pool of knowledge

regarding the growth, development and sustainability of CBOs. The study may serve as a reference point for further researches on community organizations and community development in the future. The findings of the study may also be useful to other interested organizations and institutions intending to implement projects involving CBOs as they will be informed on the factors influencing sustainable growth CBOs in Nyalenda and therefore develop mitigation measures and design capacity building programmes where necessary. This study may contribute to the pool of knowledge on sustainable management of CBOs while acknowledging the numerous challenges experienced by CBOs in their daily operations.

### **1.6 Scope and Limitations**

This study focused on CBOs operating in Nyalenda and also focused on identifying the factors influencing the sustainable growth of CBOs. The research was conducted in Nyalenda slums in Kisumu. Any study involving interviews and visual observations is prone to bias which may affect the findings of the study.



## CHAPTER TWO

### LITERATURE REVIEW

#### **2.1 Introduction**

This chapter gives a literature review on community based organization (CBOs) purpose, activities and role in the development of local communities. It gives a review on the various challenges CBOs encounter in their operations as well as the various opportunities that exist for sustainable growth of CBOs.

#### **2.2 CBOs and Community Development**

According to Hussain (2008) CBOs, are not for profit but are organizations on a local and national level which facilitates community efforts for community development. In their work, CBOs engages in people-centered modes of development such as availability of micro-finance, community participation in development ensuring community health education and infrastructure improves over time. Therefore, the overriding objective of Community Based Developments is to plan, implement, and monitor social and economic development programs and provide technical and financial help to the communities. The CBOs impact positively on the process of rural change through increase in income, improvement in health, nutrition and literacy status of the populations. Some of the programs that can bring change in the rural communities are: availability of micro-finance for micro-enterprise, health and education, sustainable agriculture, animal husbandry, safe water and sanitation.

CBOs are understood as organizations that provide social services at the local level. They are non-profit organizations whose activities are based primarily on volunteer efforts. This means that CBOs depend heavily on voluntary contributions for labour, material and financial support (Chechetto and Geyer, 2006). Community based organizations are usually formed by and for individuals residing in a geographically bounded area with the express purpose of providing services and/or improving the environment (Dill, 2005). According to Brown and Zarly (2006), Community-based organizations (CBOs) in Africa

have over the years provided certain services to low-income children and families, particularly in the areas of child welfare, family preservation, special needs child care, health and nutrition, education support, transportation, and youth development. Community based organizations like most developmental organizations are non-profit bodies and are the means by which community members mobilize themselves to address some of the pressing issues affecting their communities (Coetzee, 2007).

### **2.3 Roles of Community Based Organizations (CBOs) in Development**

According to Opare (2007) CBOs play a critical role as power brokers especially in communities and safe guard the interest of the local community members against the local elite and power units who usually have a tendency to dominate community decision-making processes. Through this role, the Community Based Organizations breaks such structures thereby limiting the excessive dominance of the local elite in community affairs. The benefits associated with setting up CBOs will also depend on whether there are alternative mechanisms available for addressing collective problems and opportunities. Opare (2007) further argues that CBO membership is a way of signaling a commitment to a common cause and that defined membership fees or dues (in money or in kind) can reinforce this by acting as a material pre-commitment to that cause.

Community Based Organizations provides the platform for participation by community members at the grassroots level on development related matters. Through this, the local communities are able to identify the local needs in their immediate environment, conception formulation and the implementation of the project to bring change in that community (Abagunde, 2009). Abagunde (2009) espouses that Community Based Organizations serve as wheels for the vehicle of grassroots participation in indigenous programmes and projects to satisfy local needs. Such participation as characterized in CBOs could be in cash or kind, levied or free choice.

Community Based Organizations in Kenya began as self-help groups in the years of 1960s. The first president of Kenya Mzee Jomo Kenyatta spurred the process by



encouraging grassroots growth through coming together in the spirit of what was referred to as Harambee (NCBO, 2010). According to NCBO (2010) the development of CBOs in Kenya was further boosted by the formation of an umbrella body to oversee the development of standards and the administrative capacity of community based organizations. This was identified by the 2004-2005 Social Development Report discussions YWCA hall in Nairobi. This body was constituted under the Social Service Department of the Ministry of Gender and Social Service. NCBO (2010) further notes that the main objective of the National Council of Community Based Organization is to build the capacity of CBO's / self-help groups to become effective implementers of Millennium Development Goals and key implementation organs of the national vision (GoK's Vision 2030 and industrialization objective).

NCBO (2010) observes that most CBOs are membership based organizations hence they offer services to their members as much as they give back to the society. They play a critical role in creating a ground for individuals to share their problems and resources. In Kenya, CBOs are formed when people in a community come together in self help activities for development (Opare, 2007). These organizations serve to bridge the gap between the 'haves' and the 'have-nots' of the society. The main sources of finance for these organizations are contributions from the members of the organization, society and donors. According to Opare (2007) CBOs play a very critical role in filling the gaps faced by the Government in its endeavor to provide critical services to the community. CBOs usually face certain challenges as they seek funds from donors, improve their organizational capacity and accountability, and attempt to realize their objectives. Though CBOs are small informal organizations, indications are that they provide various services towards the development of rural communities and can be used as channels to route development information and other resources required to improve living conditions in rural communities (Opare, 2007). CBOs are however constrained from providing a more diverse range of services to their communities due to weaknesses in their organizational structures (Datta, 2005).

## **2.4. Nature of Activities Carried Out by CBOs**

According to Odindo (2009) community organizations in Kenya can be classified into welfare groups, whose interest is to improve the standard of living of their members, and Income Generation Activity (IGA) groups whose main agenda is to engage in some form of economic enterprise for the purpose of wealth creation for their members. The other group consists of CBOs that have been set up to implement programs in health, agriculture, environmental conservation at community level.

### **2.4.1 Community Service and Action CBOs**

These CBOs focus on improving the general physical characteristics of a community by implementing programs that improve the welfare and well-being of their members and other target groups (Odindo, 2009). Odindo ((2009) notes that due to a broad nature of community development, the CBOs categorized under community service and action differ from other problem-oriented CBOs in being more multipurpose and that they operate within a wider society so as to bring desired change. Examples of Community Service and Action CBOs include Civic Service Groups, Community Development Groups, Community Protection Groups and Neighborhood-Improvement Groups (Odindo, 2009).

### **2.4.2 Educational Activities CBOs**

According to Odindo (2009) some CBO are involved in education matters in the community so as to promote learning and knowledge within their communities. Descriptive examples are School-Based Educational Programs, School-Related Tutoring Programs, Community-Serving School-Based Groups, General Adult Education, Workplace-Related Programs, School-Based At-Risk Youth Programs, Adult Continuing Education, Literacy Educational Services, Preschool and Nursery Programs, Schools for the Physically Challenged, Schools for the Blind, or Schools for the Mentally Challenged.



### **2.4.3 Personal Growth/Self-help development**

According to Hussain, A., Khattak, N. R., & Khan, A. Q. (2008) some CBOs focus on personal growth/ self help development. Those CBOs primarily aim is to enhance character, personality, and skills in individuals primarily through self-help and experiential learning as opposed to formal education. Hussain etal (2008) gives examples of such CBOs as: Youth Development Programs, Adult Development Programs, Future Farmers, Adult/Child Matching Programs, Boys/Girls Clubs, Youth Peer Groups, Scouting Organizations, YMCA/YWCA and Behaviour Change Groups.

### **2.4.4 Health CBOs**

Health CBOs focus on preserving and enhancing the physical and/or mental health of a community including treatment of health problems, aftercare, and rehabilitation (Smit, 2001). Smit (2001) gives examples of Health CBOs as Health Education, Hospitals/Health Treatment Facilities, Crisis and Suicide Hotlines, Nursing Homes, Public Health Support Services, Rehabilitative Medical Services, Emergency Assistance, Hospices, Residential/Custodial Care, Community Health Care, Drug and Alcohol Abuse Treatment and Prevention Groups, Groups for People Living with HIV/AIDS, Groups to Support TB Patients, or Groups to prevent malaria.

### **2.4.5 Social Welfare Activities CBOs**

According to Odindo (2009) Social Welfare is another classification of CBOs. Odindo (2009) espouses that such CBOs come together mainly to provide for and improve the general welfare of some community groups facing serious social problems. Their do not focus on the community as a whole, but rather focuses on particular categories of persons seen as having special needs, problems, or requirements. Examples are Marriage and Family Problems Groups, Friendship/Relations Groups, Crime and Delinquency, Employment Assistance (e.g. Job Development/Training), Vocational Rehabilitation, Volunteer Recruitment, Screening Referral and Advocacy Groups, Consulting and Technical Assistance Groups, Homeless Shelters/Temporary Housing, Housing Support Services, Women's and Children's Shelters, Children/Youth Support Services, Widow Support Groups, or Orphan Support Groups, Street Family Support Groups. Welfare

associations bring together people along kinship ties like lineage, clan or ethnic group for purposes of satisfying their social, cultural and at times economic interests. Odindo (2009) notes that the types of Community Based Organizations in Kenya range from community-wide associations to small groups of a few individuals within a locality. These can be further classified into women's groups, welfare associations, savings and credit associations, communal self-help groups and youth groups.

#### **2.4.6 Communal Self Help Groups**

According to Abegunde (2009) Communal self help groups refer to spontaneously formed groups by interested people within a locality out of the common desire and concern to realize a common goal for the good of the entire community. The said goal could be to put up a school, a water point, a bridge, a church, etc., which is accomplished through members' voluntary contribution of resources. Abegunde (2009) notes that such groups could include savings and credit associations which are essentially informal financial institutions for mobilizing savings for lending to, as well as satisfying other financial needs of, the members. These institutions take the form of both rotating savings and credit associations (ROSCAS) or accumulating savings and credit associations (ASCRAAs).

### **2.5 Challenges Limiting Sustainable Development of CBOs**

According to Wanjohi (2012) Community Based Organizations are facing a myriad challenges in running their programs. A study conducted on the sustainability of community based projects in Kenya revealed that the major challenges that these organizations face include poor leadership, inadequate skills and under-capitalization. Further, the study showed that there is a vast gap between these organizations and donors. Thus, unless these organizations are strategically positioned, it is very difficult for them to address not only the critical issues facing communities today but also the very challenges threatening their own survival (Wanjohi, 2012). Most CBOs operate with minimal resources and are sustained by the personal contribution of their pioneers and the community leaders who drive them, the majority of whom are unemployed (Coetzee, 2007). Coetzee (2007) further argues that the above situation means that many CBOs lack



organization and administrative capacity as their administration tends to be informal, hampering their ability to deal with many donor requirements, such as financial statement and a documented track record

### **2.5.1 Insufficient financial Resources**

Inadequate financial resource is one of the challenges faced by the Community Based Organizations in their operations. In their assessment on the role of Community-Based Organizations in enrolling Children in public health insurance programs, (Chung, Cavender, & Main, 2010) observe that without financial assistance, many CBOs are unable to absorb the financial burden of providing various services, and not all states provide funding to help cover the costs of offering application assistance in CBO settings.

### **2.5.2 Inadequate Project Management Skills**

Project Management is the process that provides a framework for information gathering, analysis, planning, implementation, monitoring and evaluation of a project (Chung, Cavender, & Main, 2010). It is a dynamic process using the appropriate resources of the organization in a controlled and structured manner, employed to achieve a change clearly defined within specific objectives identified as strategic needs. Project management is therefore a powerful tool for improving the effectiveness and efficiency of a project by helping an organization to set project goals and objectives; and to guide implementation, monitoring and evaluation of a project. It provides a framework within which projects are implemented and ensures that scarce resources are used for project objectives, goals and activities. Project Management enables the establishment of a link between proposal preparation, review and approval mechanism, and ensures that the project is completed within defined scope, quality, time and cost limits.

For an organization to implement its programs in an effective and efficient manner, the staff implementing the project needs to have knowledge and skills in various elements of project management. According to (Odindo, 2009) findings on Capacity needs of community based organizations in Kenya, he argues that project staff of the largest majority of CBOs say that they lack such skills, a factor that has been an impediment in

the ability of CBOs participating in implementing malaria projects to attain the objectives of their programs.

### **2.5.3 Gaps in Administration and Governance**

Administration and governance issues have been stumbling blocks in the running of community organizations. The roles of various office holders in the organization are often muddled and unclear, which ultimately affects the performance of the CBO. Furthermore communication channels within the organization are often lacking and internal conflicts are frequent (Opare, 2007).

Opare (2007) further notes that most CBOs often have one person playing dual roles. For example in most CBOs, Leaders/Chairpersons are involved in keeping project accounts and reporting on project activities. This often leads to lack of transparency, for example in reporting on project finances.

### **2.5.4 Poor Infrastructure**

Most CBOs operate in rural areas that are known for poor infrastructure, poor roads, lack of appropriate communication for information and education technologies, lack of electricity, low levels of telephone lines and very long distances to be travelled by project implementers to get to their clients. This cripples the day to day activities and operations of CBOs (Maruta, 2010).

## **2.6 Opportunities for Sustainable Growth of CBOs**

According to Batten (1971) it is better to try and fail than never to try at all. But, failure is seldom accepted philosophically. Disappointment, frustration, and apathy may follow more often than patience, especially when a group has failed in an attempt to help its own community (Scott, 1998). Countless community development groups do not reach their goals because both organizers and participants do not know the reasons for their successes and failures (Batten, 1971). Community development groups have probably been used or at least formed in almost every city and village all over the world (Datta, 2005). Volunteer development group is one effective way for people to participate, direct,



and engage in worthwhile change (Smith, 1982). When a community group makes decisions which affect itself and the community, members not participating in the decisions will feel less involved with the group and less inclined to cooperate or assist in any action program (Opare, 2007). Scott (1998) argues that a community is born when its members reach a stage of "emptiness" or peace he finalizes

According to Chechetto & Yvette (2006), management can be referred as a group of people responsible for making decisions in an organization, such as executives and managers. In a nonprofit organization like CBOs, management can be identified as members of the board, the executive director and programme directors. Management focuses on leadership skills, such as establishing the vision of the organization and its goals, communicating these and guiding others to accomplish them. They further assert that leadership must be facilitative, participative and empowering to ensure visions and goals are established and communicated. The successful maintenance of a voluntary group requires that it remain flexible to change and adopt new goals as appropriate (Kanter, 1972). The local community development group should ideally avoid a static, rigid structure that is unresponsive to internal and external changes (Datta, 2005). Datta (2005) further argues that since change is ever present, the ability to adapt to change can help to ensure survival, or at least acceptable demise

## **2.7 Theoretical Framework**

This study was guided by social action theory which was founded by Maximilian Karl Emil "Max" Weber a German sociologist, philosopher, and political economist (Secher, 1962). In Social Action Theory, Weber points out that bureaucratic organizations are the dominant institutions in society. Weber believes that bureaucracies (institutions) consist of individuals carrying out rational social actions designed to achieve the goals of bureaucracies (Secher, 1962). Weber views the whole development of modern societies in terms of a move towards rational social action. Thus, modern societies are undergoing the process of rationalization. Weber (1991) argues that all human action is directed by meanings. He identified various types of action that are distinguished by the meanings on which they are based. Social Action Theory is a community-oriented theory that is used

to increase the problem-solving ability of entire communities through achieving concrete changes towards social justice. That is, individuals within communities come together to redress the imbalance of powers or privileges between a disadvantaged group and society at large (Weber, 1991).

According to Minkler *et al* (2008) Social Action Theory applies key concepts that are used within many community-organizing and community-building models. These key concepts include empowerment, critical consciousness, community capacity, social capital, issue selection, and participation and relevance.

According to Weber (1991), Empowerment is any social process that allows people to gain mastery over their lives and their community. In doing so, empowerment aims to transform power relations between communities, institutions, and governmental agencies. For example, communities may feel more empowered when they work together to strengthen their cultural identity and their community assets. Critical Consciousness on the other hand is a mental state by which members in a community recognize the need for social change and are ready to work to achieve those changes. Although this process is not obvious, it is completely necessary in achieving community involvement. Critical consciousness can be raised by engaging individuals in dialogues, forums, and discussions that clearly relate how problems and their root cause can be solved through social action (Minkler *et al*, 2008). Social action theory also applies the concept of Community Capacity which are characteristics of a community that affect their ability to mobilize and identify and solve social problems. These characteristics include the presence of leadership, participation, skills, sense of community, and more. Community capacity can be enhanced in many ways, such as through skill-building workshops that allow members of the community to become more effective leaders. Social Capital refer to the community resources that exist via relationships formed between community members (Weber, 1991). Social resources such as trust, reciprocity, and civic engagement can connect individuals in a fragmented community across social boundaries and power hierarchies, facilitating community building and organization. Social networking techniques and enhancing social support are important methods that build social capital.



Issue Selection is the process by which communities identify winnable, specific goals that unify and build community strength. In this process, individuals work together to select issues they feel are relevant to the entire community. Thus, social action theory will be used to explain the nature of activities carried out by CBOs and examine the challenges that limit sustainable growth of CBOs. Further, this theory will be used to help explain the opportunities for sustainable growth of CBOs specifically in Nyalenda.

## CHAPTER THREE

### METHODOLOGY

#### 3.1 Introduction

This chapter presents the methodology of the study. The chapter first provides the study area highlighting the physical features as well as the socio-economic characteristics. Similarly, it provides the study design, study population, sampling procedures, data collection, data analysis and presentation as well as the ethical issues of the study. Finally, it provides the instruments for obtaining the data. These instruments are; questionnaires, interview schedules, observations/checklists and photography for obtaining primary data and academic reports, journals, desk reviews and other relevant literature sources for obtaining secondary data.

#### 3.2 Study Area

Kisumu serves as the headquarters for Kisumu County and Nyanza region and is the largest town in the entire Lake Victoria basin, a region forming 5% of Kenya's land area. It is the third largest town in Kenya and has an area of approximately 417 sq km of which 297 sq km is dry and approximately 120 sq km is under water.





Figure 1 Map Showing location of Kisumu, (Source [www.boulderkisumu.org](http://www.boulderkisumu.org), 2013)

The town has sub-humid and semi-humid tropical climate with a high mean temperature of about 23 degrees Celsius and rainfall that varies with altitude. The mean annual temperature varies from 1100mm in the South and 1500mm in the North and potential evaporation of 2200mm and 1900mm respectively. The rainfall has marked peaks between March and May when half the annual rainfall may be expected. Short rains fall between November and December.

The population of Kisumu has rapidly been increasing, and at a growth rate of 4.74% and is estimated at 560,000 people. The peri-urban area, housing 50% of the total population, has the highest population density at 10,000 people per square kilometers, followed by the urban areas at 1,500 to 3,000 people per square kilometers and the rural areas at 170 to 680 people per square kilometers. However, the infrastructure services have not been developed in pace with the rapid increase in population. The necessary institutional

changes and legislation to provide an appropriate framework to address these problems are generally in place in the country. However, progress has been very slow in the decentralization process, and as at now, only Kisumu Water and Sewerage Company (KIWASCO) has been established as an autonomous service delivery organization.

The study was carried out in Nyalenda in Kisumu East district of Nyanza province. Nyalenda, as a residential area, dates back to the 1880 and is today one of the largest informal urban settlement in Kisumu with approximately 60,699 inhabitants (National Population census, 2009). Nyalenda has the highest number of inhabitants and is the most densely populated slum settlement in Kisumu (UN-HABITAT, 2005). According to Municipal Council of Kisumu (2004) Nyalenda also has the highest number of registered CBOs. Nyalenda stretches parallel to the Nyalenda Ring road South East of the Central business district. Nyalenda is today one of the largest informal urban settlement in Kisumu with about 60,699 inhabitants (National Population and Housing Census, 2009). Most of Nyalenda is characterised by a relatively lower density of housing development. Typical housing is of the rooming type, including a courtyard with shared facilities (Practical Action, 2011).

Nyalenda stretches parallel to the Nyalenda Ring road southeast of the Central Business District. The Nairobi road borders Nyalenda to the north and a marshland forms the border to the southeast. Nyalenda covers 28 square kilometer and the density in the area is approximately 580 persons per square km (UN-HABITAT, 2005). Most houses in Nyalenda are built of mud and a few houses are permanent (KOEE, 2006). The location of the houses clearly illustrates lack of planning in their physical layout. Most people living in Nyalenda carry out small-scale businesses for example carpentry, berber shop, Boda boda cycling, dressmaking and fish mongering. Most of the residents are fairly educated most of them having managed to reach secondary school. However, most of the population is not able to go beyond secondary school due to lack of fees to pay up for tertiary colleges and university education (Municipal Council of Kisumu, 2004).



According to Kisumu County Social Development Office (2013) Nyalenda has 342 registered CBOs many of which are registered as women groups. Others are self help groups, youth groups and faith based groups. The CBOs are involved in diverse activities. Majority are involved in livelihood enhancement activities like entrepreneurship, money saving, agriculture, health and environmental conservation initiatives.



Figure 2 Map showing location on Nyalenda

### 3.3 Study Design

The study design was cross-sectional and combined both qualitative and quantitative tools of data collection and analysis. The study was largely descriptive and did not put other variables in control as done in pure experimental studies.

### 3.3.1 Study Population

The target population for the study comprised the officials of the community based organizations specifically 5 chairpersons, 5 secretaries and 5 treasurers; 77 members of community based organizations; the District Social Development officer; 6 NGOs working in Nyalenda; local area chief; 8 Religious leaders; the local youth officer, 7 Municipal council of Kisumu officers, District Environment Officer, and 4 community opinion leaders. The unit of analysis was the officials and members of CBOs in Nyalenda. In total the study population consisted of approximately 120 participants

### 3.3.2 Sample Size

Freund (1988) states that an adequately representative sample, which is randomly, selected permits logical generalization

Determination of the sample size was guided by Yamane (1967:886) formula.

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, N is the population size, and e is the level of precision

Nyalenda has a total of 342 CBOs and thus the population size is 342.

The study adopted a precision level of and a confidence level of 95% and a precision of 10%.

$$n = 342 \div 1 + 342 (0.10)^2$$

$$n = 342 \div 1 + 342 \times 0.010$$

$$n = 342 \div 4.420$$

$$n = 77$$

This study therefore targeted 77 CBOs in Nyalenda.

The researcher administered 77 questionnaires and targeted the members of various CBOs in the study area.



### **3.3.3 Sampling Procedures**

The researcher used both simple random sampling and purposive sampling methods. Simple random sampling refers to the selection of a sample without bias from the accessible population (Oso and Onen, 2005). The purpose of simple random sampling is to select a representative sample. The technique also ensures that each member of the target population has an equal and independent chance of being included in the sample. The district social development office, local provincial administration, religious leaders, Community mobilization officers of NGOs working in Nyalenda, local youth officer, municipal council of Kisumu officers, district environment officer and the community opinion leaders who were key informants were purposively selected in this study. Purposive sampling is the technique where the researcher decides who to include in the sample and is used to collect focused information (Oso and Onen, 2005). Members of various CBOs in the study area were selected through simple random sampling.

### **3.4 Methods of Data Collection**

The study used both quantitative and qualitative data collection methods. The researcher used questionnaires, interviews, focus group discussions, observation and document analysis schedule as the main tools for data collection. The selection of these tools was guided by the nature of data to be collected, the time available as well as the objectives of the study. Using these approaches allowed the researcher to triangulate data as a measure of countering the shortcomings from any particular data collection tool.

#### **3.4.1 Semi-Structured Questionnaires**

The study used survey method to administer semi-structured questionnaires to 77 members of registered CBOs in Nyalenda to gather quantitative data. Semi-Structured questionnaires were used since the study was concerned with variable that cannot be directly observed such as views, opinions, perception and feeling of the respondents. The questionnaires had both closed and open ended questions to allow the respondents to fully capture the issues under investigation. Both qualitative and quantitative data were collected from the questionnaires. The data collected included the types of activities CBOs in Nyalenda engage in, the problems and challenges encountered by the CBOs in

Nyalenda in the course of their operations as well as the recommendable approaches suitable for adoption by the CBOs to ensure their sustainability.

### **3.4.2 Key Informant Interviews**

The district social development officer, local provincial administration, religious leaders, local youth officer, municipal council of Kisumu officers, District Environment Officer, representatives of NGOs working in Nyalenda and community opinion leaders were purposely selected to give their views on the factors influencing sustainable growth of CBOs in Nyalenda. They also helped in highlighting on the problems and challenges encountered by the CBOs in Nyalenda in the course of their operations as well as the recommendable approaches suitable for adoption by the CBOs to ensure their sustainability. An interview schedule (annex 2) will ensure all the issues are captured during the interview.

### **3.4.3 Focus Group Discussions (FGDs)**

For more in-depth analysis and scrutiny of data obtained, Focus Group Discussions were undertaken (see annex 3) and involved bringing together different categories of people to give their opinion on factors influencing sustainable growth of CBOs. The researcher purposively selected the groups while considering the homogeneity in relation to age groups, sex as well as their involvement in issues related to CBOs management in order ensure that there was representativity. The groups were composed of 10 members and Focus Group Discussion guides were used to obtain required information. The FGDs mainly targeted members of the CBOs. Four FGDs each comprising the youth, women, Men and the elderly people respectively were organized in different locations within Nyalenda so that the community members within Nyalenda share their feeling and experience regarding the factors influencing the sustainable growth of CBOs in Nyalenda.

### **3.4.4 Direct Observation**

The researcher observed the various projects implemented by CBOs in Nyalenda. The state of various interventions by the CBOs and the general community involvement in the



various projects. A comprehensive observation guide (see annex 4) was developed to ensure all issues were captured.

### **3.4.5 Secondary Data**

Secondary data included relevant literature collected from periodicals, articles and journals on community development, sustainable growth, management of community based organizations and challenges faced by CBOs. The reports and records of the existing CBOs/Groups were also reviewed to provide more data on their operations.

### **3.5 Data Analysis**

Data entry was done after thorough verification of all the questionnaires from the field in order to ensure completeness and consistency. The statistical Package for Social Science (SPSS) was used in data entry and analysis after data cleaning for quantitative data. The analyzed data was summarized using frequency tables and percentages. The summarized data was then presented in tables and graphs. The qualitative data gathered was analyzed using content analysis by identifying relevant themes so as to capture the feelings, experiences, values, perceptions and knowledge of the informants regarding the factors influencing the sustainable growth of CBOs in Nyalenda.

### **3.6 Ethical Consideration and Dissemination**

The researcher observed ethics in data collection. An informed consent was sought from the local administration as well as from the respondents with explanations on how the research was to provide understanding on sustainable growth of CBOs. Privacy, confidentiality and dignity of the respondents were to be considered during the research. Names of the respondents were not exposed and codes were used instead. A feedback session was also organized in order to disseminate the research findings to the community as well to thank the community for their assistance during the research. Participation in the entire research process was purely on voluntary basis.

## CHAPTER FOUR

### STUDY FINDINGS AND DISCUSSION

#### 4.1 Introduction

This study investigated factors influencing the sustainable growth of community based organizations in Nyalenda slums in Kisumu city, Kisumu County. This chapter presents the findings of the study under thematic sub-section in line with study objectives. Before handling the three objectives of the study the demographic characteristics of the respondents was tackled for it adds value to the subject matter of the study.

#### 4.2 Socio-Demographic Characteristics of Respondents

Demographic information was collected on the age, gender, level of education, and the nature of the group. The purpose of demographic information was to portray the nature and characteristics of the respondents.

##### 4.2.1 Distribution of Respondents by Age

The respondents were asked to indicate their ages. They responded as summarized in Table 4.1 below.

**Table 4.1** Age of the respondents

Age of the respondent	Frequency	Percent	Valid Percent	Cumulative Percent
18-21	5	6.5	6.5	6.5
22-30	42	54.5	54.5	61.0
31-40	22	28.6	28.6	89.6
41 and above	8	10.4	10.4	100.0
<b>Total</b>	<b>77</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data (2013).

From table 4.1 above, approximately 54.5% of the respondents were aged 22-23 years, about 28.6% were aged 31-34 years. There were about 10% aged 41 years and above while those aged 18-21 were about 6.5%. Thus, it was clear that the age bracket of the



respondents in the various CBOs in Nyalenda were in age brackets between 22 and 34 years.

#### 4.2.2 Distribution of Respondents by Gender

The respondents were asked to indicate their gender in order to determine the percentage of male and female in CBOs in the study area. The responses are summarized in Table 4.2

**Table 4. 2 Distribution of Respondents by Gender**

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	40	51.9	51.9	51.9
Female	37	48.1	48.1	100.0
<b>Total</b>	<b>77</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Field data (2013).*

Table 4.2 shows that majority (51.9%) of the respondents were males while only a lesser percentage (48.1%) were females. This could either be because of the patriarchal system that exists in the study area. The study area consisted of majorly Luo ethnic group and most CBOs in the study area had a larger percentage of Luo ethnic group. Luos believe that women cannot form organizations without men's consent, this could lead to reluctance of female to join CBOs.

#### 4.2.3 Level of Education of Respondents

**Table 4. 3 Distribution of Respondents by level of Education**

Level of Education	Frequency	Percent	Valid Percent	Cumulative Percent
University/College	21	27.3	27.3	27.3
Secondary	30	39.0	39.0	66.2
Upper primary	23	29.9	29.9	96.1
Lower primary	3	3.9	3.9	100.0
<b>Total</b>	<b>77</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Field data (2013).*

Table 4.3 above shows that majority (39.0%) of the respondents had secondary education; while a considerable number (29.9%) had upper primary education. A slightly lesser number (27.3%) had University Education and 3.9% had lower primary education.

#### 4.5 Distribution of Respondents by Nature of the Group

**Table 4.4 Distribution of Respondents by Nature of the Group**

Nature of the group	Frequency	Percent	Valid Percent	Cumulative Percent
Women Group	25	32.5	32.5	32.5
Youth group	14	18.2	18.2	50.6
Self help group	34	44.2	44.2	94.8
Faith based organization	4	5.2	5.2	100.0
<b>Total</b>	<b>77</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data (2013).

Most of the groups (44.2%) in the study area were self help groups while about 32.5% were women groups. The youth groups were about 18.2% and a smaller percentage (5.2%) were faith based organization.

#### 4.6 Area of Group's Focus

**Table 4.5 Distribution of CBOs by Nature of activities**

Main Activity	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Environment Conservation	3	3.9	3.9	3.9
Entrepreneurship/Saving	65	84.4	84.4	88.3
Health	1	1.3	1.3	89.6
Orphan/Widowhood support	5	6.5	6.5	96.1
Agriculture	2	2.6	2.6	98.7
Any other	1	1.3	1.3	100.0
<b>Total</b>	<b>77</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data (2013).



It was clear during the study that about 84.4% CBOs in the study area were mainly focusing on entrepreneurship or saving, while about 6.5% were focusing on orphan/widowhood support. Approximately 3.9% CBOs were focusing on environment conservation, about 1.3% were focusing on health and about 2.6% focused on agriculture while approximately 1.3% focused in other activities as shown in table 4.5 above. According to Odindo (2009) community organizations in Kenya can be classified into welfare groups, whose interest is to improve the standard of living of their members, and Income Generation Activity (IGA) groups whose main agenda is to engage in some form of economic enterprise for the purpose of wealth creation for their members. The other group consists of CBOs that have been set up to implement programs in health, agriculture, environmental conservation at community level. The findings from the study shows that most CBOs in the study area were involved in entrepreneurship or saving representing 84.4% of the CBOs as compared to agriculture related CBOs which accounted for only 2.6% as shown in table 4.5. Most of the CBOs in Nyalenda were formed as a result of welfare associations which was meant to bring together people along kinship ties like lineage, clan or ethnic group for purposes of satisfying their social, cultural and at times economic interests. During Focus Group Discussions (FGDs), the issue of CBOs affiliating themselves in relation to ethnic groups, clan or lineage emerged.

I joined the group because there were people from my ethnic group and there I find comfort and feel as if I am with my brothers.....though we are not related by blood, we share a lot thus makes us one thing.....(Male, participant).

In this group I find comfort when I lost my husband, they were with me all the time and even used part of my savings in the group to facilitate the funeral programmes.....Yes, this group though my savings I have been able to pay my son's school fees (Female participant).

The study revealed that most CBOs in Nyalenda were spontaneously formed by interested people within a locality out of the common desire and concern to realize a common goal for the good of the entire community. Goals of most organizations were to put up a school, a water point, give out soft loans to their members. Most of the CBOs in

the study area got their funds through members' voluntary contribution of resources and according to the data collected approximately all CBOs (100%) in Nyalenda got their funds through members' contributions. Some CBOs were formed as savings and credit associations and were essentially informal financial institutions for mobilizing savings for lending to, as well as satisfying other financial needs of, the members. These institutions took the form of both Rotating Savings and Credit Associations (ROSCAS) or Accumulating Savings and Credit Associations (ASCRAAs).

Moreover, findings from FGD concur with Goodlands' (1999) arguments which stated that CBOs are often developed through Rotating Savings and Credit Associations (ROSCAs) and through Accumulating Savings and Credit Associations (ASCRAAs). ASCRAAs in particular offer the potential for appropriate finance through flexible credit programmes, both in terms of loan size and timing of disbursements, which can overcome problems of seasonal peak demands. As with the better NGO schemes, CBO credit organization often benefits from extensive and intimate knowledge of the local clientele, which is conducive to flexible approaches, adapted to local needs and more easily accessible to the poor (Goodland, Onumah, & Amadi, 1999).

In addition, CBOs have been moving away from food security and social development, and embracing a wider agenda, in which income generation activities are increasingly seen as an important means to poverty-reduction (Goodland, Onumah, & Amadi, 1999). In contrast, the study finding indicated clearly that approximately 2.6% of the CBOs in Nyalenda were engaged in agricultural sector, while about 1.3% were engaged in other activities hence there is need to sensitize the CBOs in order to promote income generation activities.



#### 4.7 Source of Group's Income

**Table 4. 6 Distribution of CBOs by Source of Income**

Source of income	Frequency	Percent	Valid Percent	Cumulative Percent
Members contribution	77	100.0	100.0	100.0

Source: Field data (2013).

Approximately all (100%) organizations in the study area got their income from members contributions as shown in table 4.6 above.

#### 4.8 Challenges that Limit Sustainable Growth of CBOs

**Table 4.7 Challenges limiting Sustainable Growth of CBOs**

Challenges	Frequency	Percent	Valid Percent	Cumulative Percent
Gaps in Administration and Internal Governance	18	23.3	23.3	40.6
Inadequate Project Management Skills	59	76.7	76.7	94.8
<b>Total</b>	<b>77</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Source: Field data (2013).

Findings in table 4.7 shows that inadequate project management skills was the major obstacle that limited sustainable growth of CBOs in Nyalenda followed by gaps in administration and internal governance of the CBOs. Most of the respondents (76.9%) noted that there were inadequate project management skills while a few respondents (23.3%) stated that there exist gaps in administration and internal governance of the CBOs.

Community-Based Organizations (CBOs) play an important and relevant role in providing services at the local level. They work in a variety of different fields, such as

education, health, the rights of the disabled, gender issues, among others. Wise management of the organization can contribute significantly to ensuring the effectiveness of the work that it does (Chechetto-Salles, & Geyer, 2006). However, CBOs are facing a myriad challenges in running their programs. However, there exist challenges that act as barriers to sustainable growth of these CBOs.

#### **4.8.1 Inadequate Project Management Skills**

Project management is a powerful tool for improving the effectiveness and efficiency of a project by helping an organization to set project goals and objectives; and to guide implementation, monitoring and evaluation of a project. It provides a framework within which projects are implemented and ensures that scarce resources are used for project objectives, goals and activities. Project Management is the process that provides a framework for information gathering, analysis, planning, implementation, monitoring and evaluation of a project. It is a dynamic process using the appropriate resources of the organization in a controlled and structured manner, employed to achieve a change clearly defined within specific objectives identified as strategic needs.

In order for an organization to implement its programs in an effective and efficient manner, the staff implementing the project needs to have knowledge and skills in various elements of project management. According to Odindo (2009) analysis on Capacity needs of community based organizations in Kenya, project staff of the largest majority of CBOs lack the desired skills for effective management of CBOs a factor that for example has been an impediment in the ability of CBOs participating in implementing malaria projects to attain the objectives of their programs.

During focus group discussions, it emerged clearly that resource mobilization of the groups over the last five years and the trend in financial flow of the CBOs were fluctuating and the participants mentioned inadequate financial management skills as the major cause of fluctuation in the groups' financial flow. In addition, from the information in the semi-structured questionnaires, it was clear that most projects picked up later on after 3 years this is due to introduction of microfinance savings which



increased participation where by members started received savings and loaning hence sharp increase in participation in the group, as well as more regular participation of existing members. Thus, most discussants suggested that the department of social development and other Non Governmental Organizations (NGOs) should organize short term trainings specifically targeting CBOs on matters pertaining to financial management and further encourage the CBOs to have savings within their groups. The following extracts from discussants illustrate this:-

Our group has faced a major financial fluctuation in the last four years in fact our group management have no in-depth understanding of financial management thus, according to me I am requesting NGOs around to come.....train us on financial management to boost our group. Despite the fact that currently number of members have increased, management skills are still poor (Male discussant).

For the last five years our resources mobilization has been very poor and this has also been a challenge limiting the growth of most CBOs in Nyalenda. I am requesting the relevant government organ to train our leaders on managerial skills (Female discussant).

#### **4.8.2 Gaps in Administration and Internal Governance**

According to Chechetto-Salles and Gayer (2006) if managers are not clear about vision, mission, values and strategic goals and all the aspects of an organization, they will not be able to lead its other members. The goals of the organization will not be met and many people might become frustrated and disillusioned.

During the FGDs, participants were asked main problems and challenge that CBOs encounter. The participants mentioned that most CBOs in the study area had one person playing dual roles. For example in most CBOs, Leaders/Chairpersons were involved in keeping project accounts and reporting on project activities. This could lead to lack of transparency, for example in reporting on project finances.

The following extracts from discussants illustrate this:-

Playing dual roles by our group leaders has indeed been a challenge in this group since there is no proper accountability on how project funds are used.....  
(Male participant)

There is conflict in division of labour since the chair person and the treasurer does conflict on who makes the financial statements..... even during collection of members contributions, there seems to be some hiccups in most CBOs not just ours (Female participant).

#### 4.9 Opportunities for Sustainable Growth of CBOs

**Table 4.8 Opportunities for Sustainable Growth of CBOs**

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	40	51.9	51.9	51.9
No	37	48.1	48.1	100.0
<b>Total</b>	<b>77</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data (2013).

Members were asked whether there were any available opportunities for sustainable growth of CBOs in Nyalenda. Majority of the respondents (51.9%) agreed that there existed opportunities for sustainable growth of CBOs in Nyalenda while minority of the respondents (48.1%) stated that there were no opportunities available for sustainable growth of CBOs in Nyalenda.

According to the Kisumu district social development officer, there are a vast opportunities available for the growth of CBOs in the slums within Kisumu. For instance, during the interview the officer mentioned the availability of enterprise funds by the government which gives loan to the groups to enhance their sustainability. Further, most CBOs in Nyalenda do not know the importance of the ministry of social development thus fail to get the right information in case there are opportunities available for the sustainability of CBOs and other organizations. Trainings that are organized by development oriented non-governmental organizations have acted as an opportunity for growth of the CBOs in Nyalenda. Such training focus on book keeping, accounting, resources mobilization and loan processing and repayment. The district social



development officer also noted the availability of numerous funding opportunities arising from the government devolved funds that the CBOs could exploit. Such devolved funds include the Women Enterprise development Fund, Youth Development Fund and the Economic Stimulus programme. The new Constitution of Kenya also offers a new window of opportunity for CBOs as it recognizes their role in the development and need for their inclusion in decision making.

### 3.5 Conclusion

The study has shown that key challenges experienced by the CBOs in Nyakanda arise from their own internal organisational structure coupled with lack of capacity rendering them dependent on external support. Even though CBOs have continued to play a critical role in the development of the local community by complementing Government efforts, they have not received their commensurate support in terms of training and capacity building.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter provides the summary, conclusions and recommendations of the study. It is divided into three sections

#### **5.2 Summary**

The study established that CBOs in Nyalenda had a variety of activities that were majorly established to enhance the continual growth of the groups and its members. Multiple factors ranging from inadequate project management skills to gaps in administration and internal governance emerged as major challenges that limited sustainable growth of CBOs. In addition, it emerged that there were opportunities available for sustainable growth of CBOs in Nyalenda hence this shows the study addressed the three objectives adequately.

#### **5.5 Conclusion**

This study has shown that Key challenges experienced by the CBOs in Nyalenda arise from their own internal organizational structure coupled with lack of capacity rendering them dependent on external support. Even though CBOs have continued to play a critical role in the development of the local communities by complimenting Government efforts, the government has not offered them commensurate support in terms of training and capacity enhancement to ensure their sustainability.

The study revealed a cartel of individuals masquerading as community gate keepers and who have several CBOs formed under their management and which they use to apply for different funding opportunities and yet in reality such are just individual properties for enriching themselves.

There exists a weak institutional framework governing the formation and operation of CBOs. Several CBOs have been accused of misappropriation of funds received from



government and other development partners and no serious action has been taken against them.

## 5.6 Recommendations and Areas for Further Research

Based on the findings, the study recommends;

- There is need to support and promote networking and partnership between CBOs to promote synergy building between different activities implemented by the CBOs.
- That there is need to enhance the capacity of CBOs through training in critical areas such as organizational management, group dynamics and resource mobilization.
- That CBOs need to be encouraged to apply for locally available funds through government programmes such as the Youth Development Fund, Women Enterprise Development Fund and the Economic Stimulus package funds.

## 5.7 Areas for Further Research

The study recommends further research into the roles of government in sustainable growth of community based organizations in slums.

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