

# **Factors Influencing Mobilization of Kenyan Resources for Health and Development**

By

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## **Abstract**

*Community Based Organizations (CBOs) have performed a key role in complementing initiatives of governments towards meeting the basic needs of its citizens not only in Kenya. This was a descriptive study that employed both qualitative and quantitative methodologies. Three sampling methods were used namely purposive, stratified and random. Purposive sampling was used to identify all the relevant CBOs while stratified sampling was applied on gender composition, nature of activities, level of performance, size of membership, geographical location among others while random sampling was utilized to identify CBOs within the various stratum. 14 CBOs were selected for the study from a population of 41 CBOs. Findings indicate that inaccessibility to resources from the corporate sector, presence of management structures and governance in CBOs among others has greatly influenced the ability of the CBOs to mobilize internal resources.*

**Key Words:** Community based organization, health, resource mobilization

## **1. Introduction**

Community Based Organizations (CBOs) have performed a key role in complementing initiatives of governments towards meeting the basic needs of its citizens not only in Kenya but also in Sub Saharan Africa. This has been as a result of using the project approach where different project initiatives are put in place with a view to addressing ill health within their respective communities/households. Examples of projects implemented by CBOs include health, water, sanitation and hygiene, education, income generation, recreational activities and environmental projects among others.

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

According to the Ministry of Gender, Sports, Culture and Social Services of Kenya (MGSCSS) (2008), Isinya division has about 484 CBOs of various types formed to address the poverty/household ill health. However, only 25% of these CBOs are active and implementing various projects at micro level, the rest have remained inactive due to inability to mobilize the required resources for implementing their mandates. The implication is that it does not allow these organizations to put in place sustainable

interventions that can effectively contribute to the well-being of communities. The study sought to examine the factors that influenced internal mobilization of resources by CBOs; ability of CBOs to mobilize resources from the government; mobilization of resources from the corporate sector by CBOs; mobilization of resources from development agencies by CBOs and market access initiatives that influenced mobilization of resources by CBOs as vehicles of health and development.

### ***Mobilization of resources from government***

The Kenyan Government introduced a lot of changes in terms of development planning and resource allocation through the devolved funds, where there was a lot of emphasis on bottom-up planning and devolved funding. The creation of these funds offered a fertile opportunity for CBOs to mobilize funds through the government.

Among the devolved funds included the central government funds such as Constituency Development Fund, Youth Fund, Constituency Bursary Fund and the Constituency Aids Fund (Ministry of Planning and National Development, 2006). UNDP (2006) argues that this concept evolved in order to give the Kenyan community at the grassroots level a chance to develop their respective constituencies in accordance with their priorities. This involves partnership between grass root organizations such as CBOs, other forms of civil society organizations, the private sector and the government by developing mechanism for which such resources would be accessed and utilized.

UNDP (2006) reports that the support of women groups increased from Kshs. 46 million in 2004 to Kshs. 48.1 million in 2005 in Kenya. However a Coast Rural Support programme (2007) reveals several challenges facing the CBOs among other Community Service Organizations (CSO) arms faced in accessing these funds. There is a mismatch between the policy changes on devolution of these funds and awareness creation at the community level, to enable the public understand clearly what the policy articulated and how this policy is intended to be implemented. As a result, there have been inequities in the way these funds have been accessed at the community level.

UNDP (2006) indicates that the central and local government funds have not been accessed by civil society organizations due to inadequate awareness about the source and the procedures required to accessing the funds. Among the factors blamed for this situation were low literacy levels of some of the people elected to the civic seats, which hindered them from articulating these policies to the public and weak capacity of CSOs to elect effective civic leaders. Besides, the operations of the county councils were not seen as transparent enough hence suffocated the opportunities for people's participation in identification of the projects to be implemented. The ability of CSOs to challenge these dominant structures was equally weak due to the fear by the ordinary people of government authorities and the fear of victimization.

The Kenya government has made efforts to provide land, which is a core resource to social development projects at micro level. Muungano (1990) and Humama (1991) suggests that there is no systematic process regarding the allocation of such parcels of land which can involve a roadside declaration by a head of state to bribing of various officers within the line ministries to secure a public utility land to implement a community based project.

## **2. Research Methodology**

This was a descriptive study that employed both qualitative and quantitative methodologies. The study location was in Kajiado District, Rift Valle Province, Kenya. Three sampling methods were used namely purposive, stratified and random. Purposive sampling was used to identify all the organizations that had been working directly and indirectly with Masai AIDS Awareness Programme (MAAP). Stratified sampling was applied on the basis of the following criteria: Gender composition (men, women and youth); Nature of activities (integrated or single activities); Level of performance (Strong, moderate,

weak, almost dying / intensive care unit); Size of membership; Geographical location and integrated health and development interventions

Random sampling was finally used to identify CBOs within the various stratum. Using the above criteria, 14 CBOs were selected for the study from the 41 CBOs that were working directly and indirectly with MAAP. A second level of sampling was calculated to help determine the number of CBO members to be interviewed in the 14 CBOs already identified. The thirty-by-thirty sampling formula (World Vision Somalia, 2006b) was applied to derive the number of members to be interviewed using the formula below:

$$n = \frac{t^2 \times p(1-p)}{M^2}$$

n= required sample size

t=confidence level at 95% (standard value of 1.96)

p=estimated percentage of the people targeted by the project out of the wider population

m=margin of error at 5% (standard value of 0.05)

It was established that out of an average membership of 30 people each CBO and an estimated population of Isinya division standing at 67,140, the percentage of the population working with MAAP was 0.06%. The estimated percentage of the people targeted by MAAP out of the wider population was therefore calculated by using 0.06%.

The sum of 'n' derived using the above formula was 138, which was rounded to 140. This implied that 10 members would be interviewed using the questionnaires in each of the 14 CBOs. In addition, 10 key informants comprising of the provincial administration, NGO workers and development consultants were sampled. Another 72 CBO members were interviewed in 6 focus group discussion sessions. 212 respondents were interviewed for the study.

### 3. Research Findings

**Table 1: Resources tapped from the government**

Variable	Category	n	Total (%)
Accessing Constituency development fund	Yes	9	6.4
	No	125	89.3
	Do not know	3	2.1
	Missing	3	2.1
Accessing Youth fund	Yes	7	5.0
	No	126	90.0
	Do not know	4	2.9
	Missing	3	2.1
Accessing constituency AIDS fund	Yes	10	7.1
	No	123	87.9
	Do not know	5	3.6
	Missing	2	1.4
Accessing constituency bursary fund	Yes	2	1.4
	No	132	94.3
	Do not know	4	2.9
	Missing	2	1.4

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Accessing LATIF Fund	Yes	2	1.4
	No	117	83.6
	Do not know	17	12.1
	Missing	4	2.9
Accessing council development funds	Yes	3	2.1
	No	129	92.1
	Do not know	6	4.3
	Missing	2	1.4
Accessing materials from government	Yes	16	11.4
	No	117	83.6
	Do not know	5	3.6
	Missing	2	1.4
Accessing training from government	Yes	12	8.6
	No	118	84.3
	Do not know	5	3.6
	Missing	5	3.6
Accessing equipment from the government	Yes	38	27.1
	No	96	68.6
	Do not know	3	2.1
	Missing	3	2.1
Accessing technical advice from government	Yes	23	16.4
	No	110	78.6
	Do not know	4	2.9
	Missing	3	2.1

Source: Research data n=140

***Tapping of resources from the government***

The Government has not been effectively tapped by the respondents, for example, Constituency Development Fund (CDF) was accessed by 6%, youth fund (5%), constituency AIDS fund (7%), constituency bursary fund (1%), Local Authority Transfer Fund (LATIF) (1%) and council development funds (2%). Other resources that were not accessed by CBOs from the government included materials, training, equipment and technical advice. The main reasons given were that no efforts were made to inform people on the procedures. This revelation underlines the perception of Coast Rural Support programmes (2007) that there is no equitability in the access to the devolved funds due to inadequate awareness.

Reports from the MGSCSS indicated a new set of grants and funds that were not identified in the reviewed literature. These grants included the women's fund managed by the MGSCSS, youth fund managed by the ministry of youth, through the collaboration of the MGSCSS; and the *njaa marufuku* (meaning ending poverty) funds managed by the Ministry of Agriculture through the collaboration of the MGSCSS.

***Women's Fund:***

The women's fund is an allocation from the central government to the MGSCSS. Each constituency receives Kshs. 1 million upon which the 3 groups or CBOs receive an amount of Kshs. 50,000.00. This is a new initiative and no CBO had received any funds as at the time of data collection. However, there were fears that there was inadequate capacity of CBOs to manage their projects; the amounts of money disbursed would be too minimal such that materials and equipments for use may not be purchased. Finally, the nature of training provided to CBOs just before they are given the funds appeared ad hoc, and overwhelming to the literacy levels of the membership.

***Youth fund:***

This fund is managed by the Ministry of Youth (MOY) in with collaboration from the MGSCSS. The MGSCSS calls for proposals from CBOs, does the vetting of the proposals then submits to the Ministry of Youth. Ideally the fund is supposed to be disbursed on quarterly basis, but this has not been the case. Other factors that affects the disbursement of this fund include politicization of the funds where makeshift CBOs access the funds but organic ones are marginalized due to nepotism, inadequate training of CBOs hence the funds received failed to produce the desired outcome, lack of audits by the Ministry of Youth, poor marketing of CBO products which led to unachieved returns of investments, ill-equipped youth officers whose capacities do not match the responsibilities allocated to them in terms of youth empowerment.

***Njaa Marufuku fund:***

This fund is managed by the Ministry of Agriculture in collaboration with the MGSCSS. The fund allocates Kshs. 120,000.00 to CBOs initiating livestock and crop farming. This is done bi-annually and disbursed to only one CBO per division. While CBOs appreciated this initiative, the policy of funding one CBO bi-annually per division is viewed as an obstacle to the resource empowerment of the wider CBO fraternity in the area. One challenge that hindered the CBOs from accessing the women's, youth and *njaa marufuku* fund was poor skills in proposal writing. Most groups were not willing to re-write their proposals even though a number were asked to do so after vetting to correct their applications forms.

## **4. Conclusion**

***Internal mobilization of resources by CBOs:***

Payment of membership subscriptions by members has greatly influenced the ability of the CBOs to mobilize internal resources. This has been as result of inadequate income by members due to exploitation by middlemen, drought and poor marketing strategies of their products at individual level. Other factors include poor investment options of the income acquired during the high peak; Inability of CBOs to initiate viable Income Generating Activities (IGA) has largely contributed to their inadequacy in mobilizing resources due to absence of markets for goods and products; poor infrastructure, weak capacity in project planning.

Inaccessibility to resources availed by the government influenced resource mobilization in CBOs in Isinya division. Most CBOs were not aware of the existence of grants and other forms of government support such as the CDF, LATIF and constituency AIDS fund; Although CBOs were aware of the grants managed by and through the MGSCSS, the amounts issued as well as the number of CBOs targeted annually were too small to meet the resource needs of the CBOs. Other factors such as nepotism and long waiting period between the submission of application and the actual disbursement of funds put off prospective applicants; Inclusion of CBOs in decision making structures did not influence their ability to mobilize resources from the government. The key factor identified was inadequate capacity of CBOs to manage their own projects, coupled with poor auditing systems; and the ad hoc nature of training delivery to communities by the government.

Inaccessibility to resources from development agencies influenced resource mobilization in CBOs. This was due to there being a near absence of Non-Governmental Development Organizations (NGDOs) in the division working directly with CBOs other than MAAP, which is a local organization. CBOs were not aware of how they could link up with NGDOs while others too failed to access resources because of poor proposal writing skills; Exclusion of CBOs in decision making structures did not influence their ability to mobilize resources from development agencies because there were none except for Microfinance institutions (MFIs). The extent of relevance of resources from development agencies to the needs of

CBOs partly influenced resource mobilization in CBOs, especially from the MFIs who released funds later than expected making the funds irrelevant.

Inaccessibility to resources from the corporate sector influenced resource mobilization in CBOs. This was because the concept of corporate social responsibility was new to them. It was not established whether the inclusion of CBOs in decision making structures or the extent of relevance of resources from the corporate sector had any influence on ability of CBOs to mobilize resources because the concept was new and no CBO had any experience with it.

The presence of management structures and governance in CBOs influenced their ability to mobilize resources. Although CBOs had elected leaders, they did not have governance instruments such as organic constitutions, policies and guidelines, which scared off potential donors.

The type of networks that CBOs engaged in influenced their ability to mobilize resources. This was owing to the networks were not well thought out and did not enable them to gain more visibility, gain experiences or access new avenues for resource mobilization. In this case, the type of networks that the CBOs engaged in did not add any value as far as resource mobilization was concerned.

The clarity of goals and objectives by the CBOs membership highly influenced the ability of CBOs to mobilize resources. This was seen in the way the membership was committed to contributing resources despite the numerous challenges they encountered. The level of legitimacy of CBOs influenced their ability to mobilize resources because it was through such legitimacy that both local and external donors would trust any resources provided would be utilized for a common good.

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