

A Community-Based Organization Analysis in Rural Development: A Case Study of Tharaka Sub County in Tharaka Nithi County

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Abstract

CBOs have had an influence that has been experienced social and economic development, environmental, policy matters, infrastructure, health, and physical development among others. Despite these accomplishments, many rural areas still lack basic amenities like pipe borne water, good road networks, schools, health facilities, markets to mention a few making those areas to be grossly underdeveloped. Thus, the study sought to investigate the role of community-based organizations in rural development in Kenya: A Case of Tharaka Sub County, Tharaka Nithi County. The study aimed at answering the following questions; i. What are the characteristics of CBOs engaged in rural development in Tharaka Sub County? ii. What is the effect of CBO on social wellbeing in rural development in Tharaka Sub County? iii. What is the effect of CBO activities on economic wellbeing in rural development in Tharaka Sub County? iv. What is the role of resource mobilization in rural development in Tharaka Sub County? A descriptive research design was adopted. The study targeted 10 CBOs in Tharaka sub- County. A census of 40 respondents was carried which was used as the sample size of the study. The instruments to collect data were questionnaires and interviews and they were pre-tested in Maara Sub-county in Tharaka Nithi County. Descriptive statistics was used to analyze quantitative data. The association between variables was determined by using inferential statistics. The study concluded that community-based organizations have the capacity to achieve developments for communities as long as they have sufficient funding and technical support. In addition, CBOs are better placed in initiating development compared to other agents of development. The study recommended the need for sufficient funding to CBOs by NGOs and government agencies to enable CBOs effectively initiate development projects at the community level.

Keywords: CBO, Characteristics, Rural development, Resource Mobilization, Strategies

Introduction

The major objectives of rural development programmes have been the alleviation of poverty, elimination of illiteracy, improvement in health and the consequent enhancement of the standard of living of rural population (Vermeulen, Minkoff & Vandermeer, 2019). Levine (2021) observes that most of the rural development programmes in the past were exclusively conceived and designed by the ministries and departments of the government. In addition, the whole process involving participation of local communities during all stages of rural development programmes, viz., conception, designing, formulation, implementation and post-implementation lays the foundations of community-based approach to rural development.

The purpose of Community Based Organisations (CBOs) is to plan, implement, and monitor social and economic development programs and provide technical and financial help to the communities (Molyneux, Hutchison, Chuma & Gilson, 2017). Middlemiss (2021) observe that CBOs positively affects the process of rural change i.e., increase in income, improvement in health, nutrition and literacy status of the populations. Some of the programs that can ensure bring changes in the rural communities are: availability of micro-finance for micro-enterprise, health and education, sustainable agriculture, animal husbandry, safe water and sanitation.

Norris, Miranda, Duru and Mangione (2018) indicate that the CBOs are known to have the ability to influence ideas and actions of others and as a result of this they are regarded as effective change agents. According to Reardon (2020) the failure of governments' top-down approach and lack of involvement of the people at the grass-roots in the bottom-up strategy have reduced the confidence of the public in central authorities. Therefore, communities seek solace in indigenous institutions such as CBOs which undertake development programmes and projects that they observe as immediate needs in their communities.

Community based organisations (CBOs) have the requisite potential for bringing sustainable development to local communities in rural areas. Institutions of state and other development agencies are increasingly seeking the involvement of CBOs in conceiving, planning and implementation of rural development programmes. During the post-implementation, stage, CBOs are encouraged to become owners/managers of the assets created through rural development programmes. CBOs are generally established with the motivation and support from outside agencies such as state or other development agencies or even large NGOs. Some CBOs have also emerged independently from within local communities with the motivation and missionary zeal of indigenous community leaders.

Community Based Organisations have been focal both in agricultural and revolution based on bringing a reasonable achievement in agriculture and the growth of the rural areas. Quite increasing number of CBOs locally and indigenous and groups are seen to be actively participative in various communities of Delta State. According to a report by Nwugo (2009) the attainment of developmental plans particularly in rural regions in qualitative and quantitative terms can only be achieved with the presence of Community Based Organisations (CBOS). The author further recommends the foundation of participation of all parties involved in developments within the community from different areas so as to offer a better coordination between all the stakeholders such as the government, extension services and Community Based Organisation.

CBOs have had a positive significant effect in the sectors of development in Tanzania, such HIV/AIDs; building capacity networks; better governance and democratic system; development in both social and economic; rights of people and legal action; development of rural regions; education; empowering women; science and technology; and gender equity (TenMeT, 2009). Regardless of huge literature volume concerning CBOs, minimal attention has been done regarding the establishment of CBOs in alleviating poverty.

In Kenya, Community Based Organizations are groups composed of a minimum of 10 members both male and female. Every CBO elect their leaders of the group mostly the Chairperson, the Secretary and the Treasurer. The activities of CBOs in a sub-county are coordinated by the Sub-County Social Development Officer (SCSDO). The CBO decisions are taken during group meetings by consensus among the members and leaders. Upon legal establishment of CBO, and official selected the treasurer is to prepare a good accounting system. Good leadership and effective structure prevent financial mismanagement and determines accountability and generates mutual trust among the organization members. This ensures there is a strong commitment by each member of the organization to a common goal by having clear and realistic performance goals.

Rural development is concerned with transformation of entire areas through making humans the target of such efforts. It seeks to optimize resources with aim of ensuring dignified and valued living devoid of insecurity as well as poverty (Agba et al., 2014). Development aims at advancement in material, economic, cultural, social and political aspects, and consists of initiatives and activities that enhance increased productivity of labour and changing social roles expectations and fulfillment of personal goals. Development is associated with gradual and steady improvements of which Umehali (2006) considers as multi-faceted involving structures, attitude, institutions, reduction and eradication of abject poverty through economic growth acceleration. Development can be viewed as enhancement of living standards and quality of life in observable and discrete dimensions (Umehali, 2006).

Community Based Organizations (CBOs) and Non-Governmental Organizations (NGOs) are involved in development activities among them tree planting and establishment of tree nurseries. Tree seedlings are mainly sold to farmers in the county. The county has over two hundred (200) CBOs initiated by the communities to mobilize and pool resources together to address some of the immediate pressing issues. Some of the initiatives are; Water projects and Income Generating Activities (IGAs). However, Weak partnerships, linkages, and coordination among community-based organizations (CBO), NGOs, sectoral ministries and development partners have contributed to a lack of synergy and complementarity among actors resulting in limited impacts in terms of improving community resilience to sustainability challenges and effects of climate variability and change.

CBOs have had an influence that has been experienced social and economic development, environmental, policy matters, infrastructure, health, and physical development among others. Despite these accomplishments, many rural areas still lack basic amenities like pipe borne water, good road networks, schools, health facilities, markets to mention a few making those areas to be grossly underdeveloped. Whilst the government is ensuring that it achieves its expected role, there should be a complementary aspect in the activities of community-based organizations and not avoiding it. This study sought to investigate the role of community-based organizations in rural development in Kenya. A Case of Tharaka Sub County, Tharaka Nithi County. The study aimed at answering the following questions; i. What are the characteristics of CBOs engaged in rural development in Tharaka Sub County? ii. What is the effect of CBO on social wellbeing in rural development in Tharaka Sub County? iii. What is the effect of CBO activities on economic wellbeing in rural development in Tharaka Sub County? iv. What is the role of resource mobilization in rural development in Tharaka Sub County?

Literature Review

Characteristics of CBOs on Rural Development

Community Based Organizations (CBOs) have always stood above board when playing their critical role of making sure that public is aware of their resources as well as collectively resolving challenges being faced by establishments (Putnam, 2010). For this reason, they are crucial and more needed in least developed nations where administrations are hesitant or not willing to provide the much-needed public services more so on rural regions. because of this, they're especially important in negative countries wherein the authorities are not able or unwilling to offer plenty wanted social services, specifically in rural regions. further, when community-based organizations align themselves along the gender and ethnic affiliations, their operations are likely to be influenced by either side and thus the community interest as a whole are likely to be alienated by the affiliations acquired which could either be gender or ethnic inclined. Quite often than not the prevailing economic gaps are expected within the CBOs composition with and exclusion of those who do not fit in the prevailing economic standards or by groups may lead to negative social accord and cohesion effect (De Bock, 2014).

The importance of CBOs in agricultural development is very essential to communities in the rural regions. That is due to the fact they had been involved in poverty reduction measures in numerous bureaucracies. In his argument Olaleye (2009) explains that providing credit scoring farmers in rural regions is one way of helping them to double their rate of production as well as uplift their standard of living. In another study, Onweagba (2010) postulates that stated that besides others, organization in rural areas driving the girls' agenda help in propagating and providing rewards and boosts that allow many if not all population to be unwaveringly focused on development process.

Adisa (2013) argues that Community Based organizations have very huge potential and that they have been recognized as the potential agents of change because of their ability to influence others. Past studies have indicated that the operations of CBOs in rural enterprise promotion and development have been observed as the most important guaranteed and speedy agricultural development in rural regions in Nigeria. The effect of that CBOs has created has been felt across various sectors of social as well as economic advancement, matter that concern policy, health, environment, infrastructure and human physical wellbeing besides others (begunde, 2009; Adeokun et al., 2006).

Role of CBO in Rural Development

The CBOs are related to self-help (Abegunde, 2009). Challenges that affect the locals are better addressed through appropriate resource mobilization using CBO as media of delivery. The composition of all that is needed in rural development to be successful are finances, projects to be executed, lobbying for the appointment of consultant that will work with state administration as an agent of the people and the development of human resource capacities with respect to urgent needs of the community. Agboola (2010) notes that the influential role that CBOs play in agricultural sector development, monetary improvement, health, education, environmental, technological, infrastructure and human growth and development besides others has been felt across rural areas.

CBOs serve as the apex of employment through which the community members can engage in various income generating activities through small scale industries, agricultural product value addition, vocational enterprises, transport ventures as well as commercial sports ventures (Adejumobi, 2011). CBOs significantly have an effect on the technique of rural trade though boom in earnings, development of fitness, and nutritional knowledge about humans. Rural communities experience changes in development programs because of the initiatives CBO introduce to rural communities for instance education, healthcare programs, microfinance and microenterprise activities, suitable and sustainable agricultural activities, animal faming, water and sanitation programs (Wahab, 2010).

Capacity Building and Rural Development

According to Obisi (2011), the main intention of capacity building initiative is value addition to human resources. Any form of training that does not lead to improvement of any kind should be abandoned. Groups hence need to incorporate continuous training in their activities as part of employee development and empowerment. Without education, it will be very difficult to accumulate capabilities and without capabilities businesses will not gain its targets thru human beings. A few companies see education as a steeply-priced mission and might put limit on schooling and utilize the cash for different activities inside the enterprise (Obisi, 2011).

Symes (2006) stresses that few companies devote a sizable proportion of their financial resource and time in an effort to providing training on financial literacy skills, but there after training, a undertaking chief would possibly nonetheless not realize the way to tailor their economic control talents to the organization's particular desires. Because of this problem, a few agencies increase their

personal inner economic control strategies. Several leaders in charge of projects undertake their obligations of managing their economics without necessarily benefiting from any formal training (Shackelford, 2004). When CBOs are adequately equipped with financial management capacities, they will be more likely to have a consistent good monitoring and systems of reporting which will help them to untie the inefficiencies in the entire financial management strategies.

CBOs do have a sturdy benefit as channels of improvement that benefits the people at the ground, but for them to be powerful of their reason they need to have strategic path, and precise organizational systems and approaches (Mild, 2010). Thinking about the quantity to which CBOs play a deepening role in any given case enables to determine each the allocation of obligations some of the companions and additionally the extent and nature of capability constructing aid. Most CBOs have the ability to manage small prevention efforts that concentrate on sensitization and facts, education and conversation in addition to jogging care and support software (Mackman et al., 2010). The CBOs capability for policy evaluation and institutional strengthening wishes great reinforcement which may be done through that specializes in building the institutional potential of CBOs in preference to only the technical ability (Light, 2010).

Resource Mobilization and Rural Development

Abegunde (2009) states that a number of CBOs rose up and fell like antique kingdoms even as a number of them never had any meaningful impact from the time they were established because of poor funding. This is because most of the CBOs in African communities are micro-systems which operate in a macro environment that is bedeviled by poor standards of living, economic regression and poverty. It is therefore imperative to evaluate the financial status of the present CBOs operating communities living developing countries such as Nigeria and recognize the level of effect they have had on their physical surroundings.

Joshi (2010) in her study of CBOs participation in emergency preparedness and responsive activities, reports that CBOs have minimal collaboration levels with government organizations. This physical limitation hinders them from accessing funds from state agencies. Be that as it may, the author does not examine or talk about to what degree this constrained Government financing to CBOs affects their adequacy in the implementation of their activities. Pamela Joshi (2010) in a similar report distinguished low endowments and employment as among impediments that face CBOs.

Harley et al (2003) reports that two-thirds of the organizations surveyed received funding from various agencies. The funding came from more than one source, for the CBOs that received funding. The study further adds that the investment is short time period, being of a year or much less in period, eighty-three% of the companies engaged in some kind of fund elevating activity, with procedures to donors being the maximum giant accompanied by using the sale of services and products. 87 out of 89 companies have been said to experiencing a few form of a hassle, funding being most often referred to. The investment trouble, the study adds, changed into associated with different troubles stated through the businesses, like workplace space and device, shipping and the lack of ability of the corporations to maintain excellent employees.

Governance and Rural Development

Governance aspects critical to CBO effectiveness includes vision and formulation process, membership and participation of members in decision making processes, accountability to members, constitution and adherence to the constitution, governance structure and body or committee and democratic practices. Schirin (2008) report that leadership ability within CBOs was expressed through sturdy pioneers. They had been the principle driving forces of the CBOs however could also have a tendency to dominate the companies. He further argues "leaders decide how the corporation is familiar with and remains proper to itself and sustains its legitimacy in the network.

Forsyth (2005) argues that agencies are frequently extra effective than people in conducting responsibilities, devising answers to troubles and attaining revolutionary dreams because a group possesses more expertise, talents and thoughts and that there is energy in unity. Mullins (2002) but states that this declare is but to be verified. In Kenya, Community Based Organizations are groups composed of a minimum of 10 members both male and female. Every CBO elect their leaders of the group mostly the Chairperson, the Secretary and the Treasurer. Good leadership and effective structure prevent financial mismanagement and determines accountability and generates mutual trust among the organization members. This ensures there is a strong commitment by each member of the organization to a common purpose through specifying clear and realistic performance goals.

Methodology

A descriptive research design was adopted. The study targeted 10 CBOs in Tharaka sub- County, Tharaka Nithi County, Kenya. Considering that the study's population is small, the research used census technique. Thus, the sample size of this study was the whole population.

The collection of data in the field was done using questionnaires administered to the selected respondents. The questionnaires were administered to the CBOs' Chairpersons while the interviews were conducted among the officials of National Council of Community-based Organizations based on research questions through probing method.

Piloting was undertaken in Tharaka Nithi within the locality of Maara Sub-county. Questionnaires and interviews were piloted on 10 respondents. The piloting findings were used to check for inconsistencies and errors which might have been present in the instruments.

Descriptive statistics were applied when analyzing quantitative data so as to generate statistics in form of fractions, frequencies as well as means. This was made possible by using computer application software used for data analysis (SPSS) version 22.0. After completing data analysis, the findings were presented using charts and tables.

Results and Discussion

The findings of the descriptive statistics were based on the study of specific variables and presented in Tables and Figures. The results were presented in the order of the subthemes as follows.

Characteristics of CBOs

The results on Characteristics of CBOs were presented in Table 1.

Table 1: Respondents' Group Formation

Member	Frequency	Percentage
Both men and women	3	7.7
Only women	7	17.9
Only men	11	30.8
Groups	17	43.6
Total	39	100

Source: Research Data (2020)

Table 1 shows that indicate that most of the members of the CBOs are groups as indicated by 43.6%, 30.8% only men, 17.9% only women and 7.7% both men and women. Adisa (2013) argues that Community Based organizations have very huge potential and that they have been recognized as the potential agents of change because of their ability to influence others. Onweagba (2010) postulates that stated that besides others, organization in rural areas driving the girl's agenda help in propagating and providing rewards and boosts that allow many if not all population to be unwaveringly focused on development process.

The CBO size was assessed, and the results presented in Figure 1.

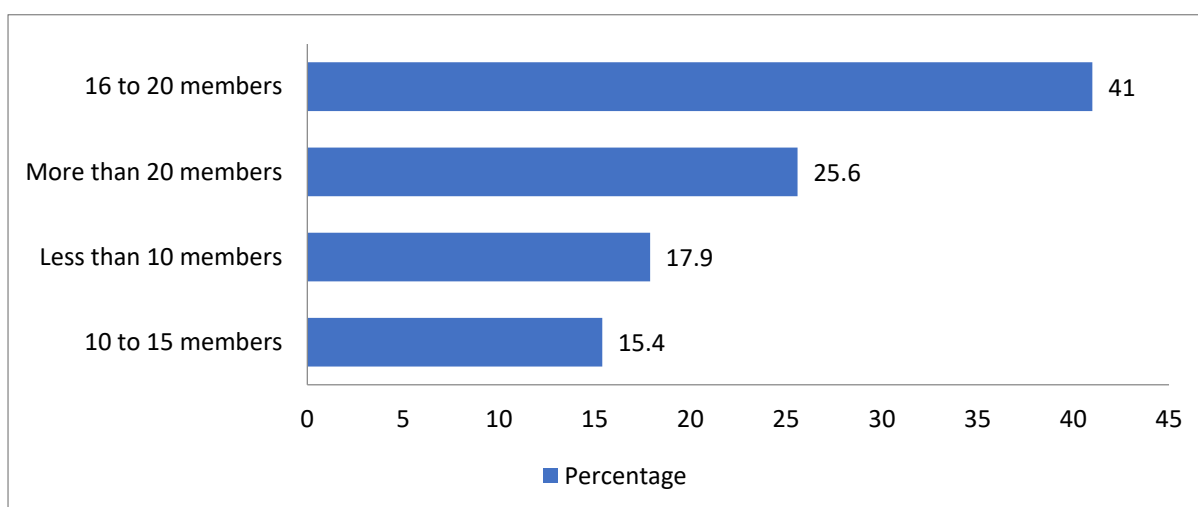


Figure 1 CBO size

Source: Research Data (2020)

Figure 1 shows that majority (41.0%) of the respondents indicated that their organization consisted of members ranging from 16 to 20, 25.6% more than 20 members, 17.9% less than 10 members and 15.4% between 10 to 15 members. The respondents further indicated that the annual turnover of their CBO in Kenyan Shillings ranged between 500,000 to 10 million.

Results on CBO activities were presented in Table 2.

Table 2 CBO Activities

Member	Frequency	Percentage
Economic activities	17	43.6
Social activities	13	33.3
Emergency	3	7.7
Cultural activities	6	15.4
Total	39	100

Source: Research Data (2020)

Table 2 shows that through the results in the table above that most (43.6%) of the respondents indicated that their CBO was involved in economic activities, 33.3% social activities, 15.4% cultural activities and 7.7% emergency. Adisa (2013) argues that Community Based organizations have very huge potential and that they have been recognized as the potential agents of change because of their ability to influence others. Past studies have indicated that the operations of CBOs in rural enterprise promotion and development have been observed as the most important guaranteed and speedy agricultural development in rural regions in Nigeria.

The results on CBO targets were presented using Figure 2.

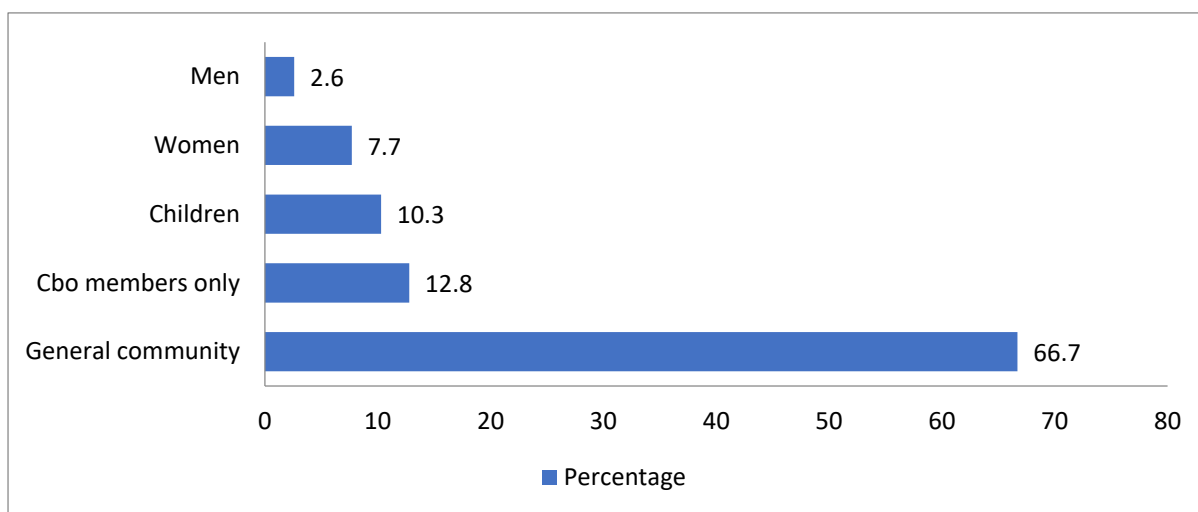


Figure 2 CBO Targets

Source: Research Data (2020)

Figure 2 reveals that majority (66.7%) of the respondents indicated that general community as the CBO target, 12.8% CBO members only, 10.3% children, 7.7% women and 2.6% men. The study further established that CBO had constitution/rules/laws to guide their members. The reasons were indicated as for effectiveness in decision making, for reduced discrimination, clear authority etc. The effect of that CBOs has created has been felt across various sectors of social as well as economic advancement, matter that concern policy, health, environment, infrastructure and human physical wellbeing besides others (begunde, 2009; Adeokun et al., 2006).

Role of CBOs

The study sought to establish the major roles played by the respondents' CBO on rural development and found that CBOs are meant to plan, implement, and monitor social and economic development programs and provide technical and financial help to the communities. CBOs positively affects the process of rural change i.e., increase in income, improvement in health, nutrition and literacy status of the populations. Some of the programs that can ensure bring changes in the rural communities are: availability of micro-finance for micro-enterprise, health and education, sustainable agriculture, animal husbandry, safe water and sanitation. Within community development, CBOs tend to serve primarily as the middleman for resources and actions. In a way, an established

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CBO can attract and filter resources necessary for the community development process. The findings agree with Wahab (2010) study that show that CBOs significantly have an effect on the technique of rural trade though boom in earnings, development of fitness, and nutritional knowledge about humans. Rural communities experience changes in development programs because of the initiatives CBO introduce to rural communities for instance education, healthcare programs, microfinance and microenterprise activities, suitable and sustainable agricultural activities, animal farming, water and sanitation programs.

CBOs also have a role in community development as the public voice of the community. One of the best features of a CBO, due to their localized focus, is that it is a wealth of information regarding the issues it is focused on within the community. They highlight issues that need to be addressed and then include every relevant piece of data regarding those issues for those that will be working on them. This includes details about what is wrong in the community, what should be done to remedy the situation, what needs to be done, the resources available, and the effects the issue is having on the community. These findings agree with the findings of Adejumbi (2011) who indicate that CBOs serve as the apex of employment through which the community members can engage in various income generating activities through small scale industries, agricultural product value addition, vocational enterprises, transport ventures as well as commercial sports ventures.

Strategies by CBO

The respondents were asked to indicate strategies adopted to ensure that each role is executed effectively and indicated that they ensure that all the stakeholders are involved in decision making process to ensure transparency and accountability. Employee capacity-building and the provision of guidance is also considered as a crucial element in effective execution of CBOs roles. The CBO management ensures that they allocate the relevant resources by ensuring that enough capital is provided during project implementation, there is competent and talented staff and all the necessary equipment are supplied. Beef up fundraising and adequate resource allocation and developing an effective communication system to ensure effective information sharing. According to Obisi (2011), the main intention of capacity building initiative is value addition to human resources. Any form of training that does not lead to improvement of any kind should be abandoned. Groups hence need to incorporate continuous training in their activities as part of employee development and empowerment.

Contribution of CBO Projects

The respondents were asked to show the ways in which the CBO's project/activities contributed to the development of the community and showed that the project have been an effective vehicle in transforming peoples' lives and in promotion of sustainable development because they apply integrated, people centered, participatory development approaches through organizing and mobilizing communities into action and exploitation of the rich social capital asset for public good. According to Light (2010) the CBOs capability for policy evaluation and institutional strengthening wishes great reinforcement which may be done through that specializes in building the institutional potential of CBOs in preference to only the technical ability.

Problems CBOs Face in Carrying out their Activities

The study sought to establish the problems the CBOs face in carrying out its project/activities and revealed that CBOs face poor organizational structures; weak culture and poorly nurtured organizational values; inadequate and poor resource allocation for strategy implementation; poor communication channels and weak monitoring and evaluation systems.

Resource Mobilization

The study sought to find out the major financiers for your projects on rural development and found that they mostly receive funds from member contribution, public sources, charities and foundations together with NGOs. The respondents further indicated that the source of funds is short term. Abegunde (2009) states that a number of CBOs rose up and fell like antique kingdoms even as a number of them never had any meaningful impact from the time they were established because of poor funding. This is because most of the CBOs in African communities are micro-systems which operate in a macro environment that is bedeviled by poor standards of living, economic regression and poverty.

Most (89.7%) of the respondents as shown in Figure 3 indicated that their CBO is self-reliant on critical resources while 10.3% were on contrary. This was because most of the projects had improved the living standard of the members of the community through job creation, funding of small businesses and women empowerment. Joshi (2010) in her study of CBOs participation in emergency preparedness and responsive activities, reports that CBOs have minimal collaboration levels with government organizations. This physical limitation hinders them from accessing funds from state agencies.

The results on contribution of CBOs were presented on Figure 3.

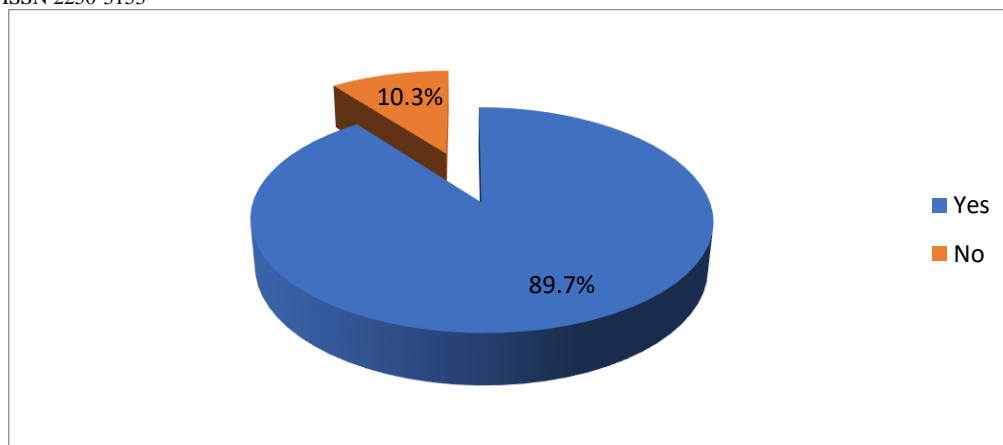


Figure 3 Contribution of CBOs

Source: Research Data (2020)

Figure 3 shows that most (92.3%) of the respondents agreed that their CBO has a condition that guides it in choosing which grants to apply for while only 7.7% indicated that they did not have. These conditions included the following;

- A member must be legally and locally registered with the CBO.
- A member must demonstrate mature, good governance and accountable leadership.
- A member must be grassroots organizations with experience in the implementation of economic and livelihood projects.
- A member must demonstrate existence of governance and financial management systems.
- A member should demonstrate a clear track record that brings out credibility and experience from their side.
- There should be a clear match between the mission of the project and the CBO’s goals.
- Anyone seeking grants should present to CBO a project and budget.
- Evidence of community involvement in the proposed project.

The respondents were asked to indicate how much money they were given/funded and the results are presented in Table 3.

Table 3 Amount given/funded

Amount	Frequency	Percentage
Less than Kshs. 200000	14	35.9
Kshs. 200000 – Kshs. 500000	18	46.2
Over Kshs. 500000	7	17.9
Total	39	100

Source: Research Data (2020)

Table 3 shows that majority (46.2%) of the respondents indicated that the amount of money they were funded ranged from Kshs. 200000 to Kshs. 500000, 35.9% less than Kshs. 200000 and 17.9% Over Kshs. 500000.

The study further established that most (43.6%) of the respondents indicated that they had been funded thrice in a year, 33.3% twice, 12.8% more than thrice and 10.3% once as shown in Figure 4. Harley et al (2003) reports that two-thirds of the organizations surveyed received funding from various agencies. The funding came from more than one source, for the CBOs that received funding. The study further adds that the investment is short time period, being of a year or much less in period, eighty-three% of the companies engaged in some kind of fund elevating activity, with procedures to donors being the maximum giant accompanied by using the sale of services and products. 87 out of 89 companies have been said to experiencing a few forms of a hassle, funding being most often referred to.

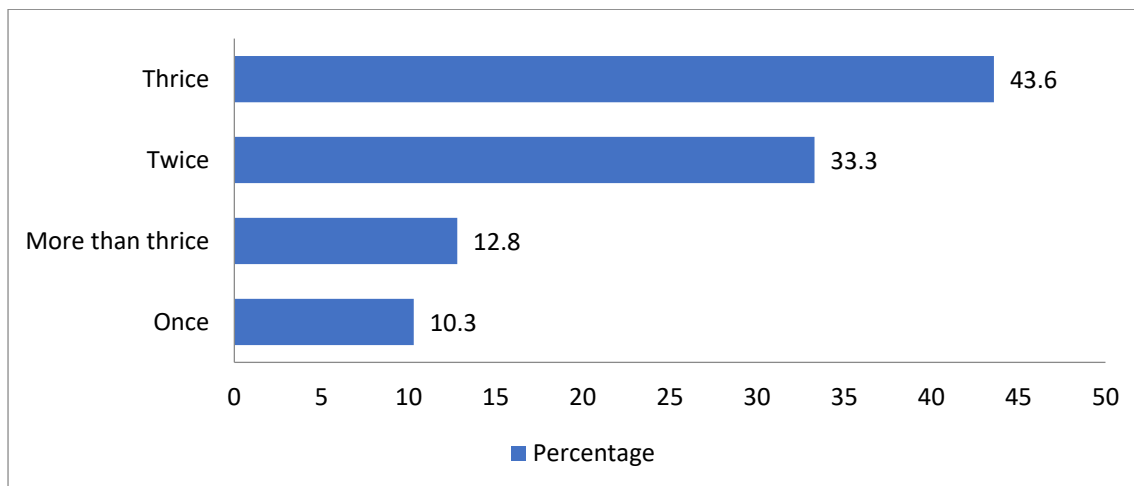


Figure 4 Frequency of Funding

Source: Research Data (2020)

Figure 4 shows that the respondents were further asked to indicate the extent to which each source is involved with the projects/CBOs. Table 5 illustrates the results.

Table 5: Extent of Involvement of Source with the Projects/CBOs

Extent	Frequency	Percentage
Very Large Extent	16	41.0
Large Extent	7	17.9
Little Extent	11	28.2
No Extent	5	12.8
Total	39	100

Source: Research Data (2020)

Table 5 reveals that the majority (41.0%) of the respondents indicated that they were involved with the projects/CBOs sourcing to a very large extent, 28.2% little extent, 17.9% large extent and 12.8% no extent.

Rural Development

The respondents were given a list of statements relating to the role of CBOs on rural development to indicate their level of agreement. The findings are presented in Table 6.

Table 6: Role of CBOs on Rural Development

Statement	Mean (M)	Standard Deviation (SD)
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CBOs have ensured availability of water in rural areas	4.20	1.203
CBOs have increased the level of income among rural people	4.11	0.878
CBOs have enhanced housing projects	3.89	0.675
CBOs have increased the level of education of people in rural areas	4.40	1.364
CBOs have enhanced gender equity among people in rural areas	3.67	0.936
CBOs have enhanced medical access to people in rural areas	4.02	1.278
Aggregate Score	4.86	1.056

Source: Research Data (2020)

Table 6 reveals that the respondents strongly agreed that CBOs plays a great role in rural development as indicated by the aggregate mean score of 4.86 and an aggregate standard deviation of 1.056. Schirin (2008) report that leadership ability within CBOs was expressed through sturdy pioneers. They had been the principle driving forces of the CBOs however could also have a tendency to dominate the companies. He further argues “leaders decide how the corporation is familiar with and remains proper to itself and sustains its legitimacy in the network.

Most of the respondents strongly agreed on the statements that CBOs have increased the level of education of people in rural areas, CBOs have ensured availability of water in rural areas and that CBOs have increased the level of income among rural people as shown by mean score of 4.40, 4.20 and 4.11 respectively with respective standard deviation of 1.364, 1.203 and 0.878. According to Mullins (2002) norms may also stabilize and adjust behavior in businesses and consequently help to inspire organized and coordinated movement to attain group goals. However, they may also be bad or cause uncomfortable exclusion from the group.

The respondents agreed that CBOs have enhanced medical access to people in rural areas, CBOs have enhanced housing projects and that CBOs have enhanced gender equity among people in rural areas as shown by mean score of 4.02, 3.89 and 3.67 with respective standard deviation of 1.278, 0.675 and 0.936. According to Forsyth (2005) effective institution performance depends to a huge extent, on the size of the group. On the way to be effective, institution length ought to be stored to a minimal without jeopardizing workload and purpose achievement.

Conclusion and Recommendations

The study concluded that community-based organizations have the capacity to achieve developments for communities as long as they have sufficient funding and technical support. In addition, CBOs are better placed in initiating development compared to other agents of development. This is due to the fact that they operated at the community level instead of using intermediaries to reach community members. The numerous challenges that CBOs encounter in their operations in the study area impede their capabilities of development. This situation, which needs to be curbed if not totally eradicated, affects the effective and efficient performance of CBOs. CBOs are seen to be indigenous organizations; they have the best potential to respond to genuine local needs. The establishment, management and capacity of CBOs can influence rural development.

The study recommended that:

- i. There is need for sufficient funding to CBOs by NGOs and government agencies to enable CBOs effectively initiate development projects at the community level.
- ii. CBOs should emphasize more on capacity building of organizations in order to achieve community participation in development initiatives, more so capacity building for individuals that relates to advocacy skills, training abilities, and technical skills.

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