



ISSN 2278 – 0211 (Online)

## The Level of Efficacy of Christian Faith – Based Organizations in the Management of Relief Food in Kilifi County, Kenya

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### **Abstract:**

*Faith – Based Organizations engage in a wide variety of activities beyond worship, most of which provide services and immediate benefit to needy individuals and families around them and beyond. With the changing world and the increase in disasters across the world, Faith – Based Organizations have come in focus when it comes to charity. Many governments and other relief agencies that take part in disaster mitigation are look on as Faith – Based Organization takes the lead. This has been instigated by governments being overwhelmed by relief operations during disaster response and also lack of transparency in the management of relief aid. This is part of the study carried in Kilifi County in the year 2014. Kilifi County is periodically affected by drought and also most of the people live below the poverty line. The Obligation and System Management theories guided this study. The findings revealed that apart from being closer to the community and always being in touch with its needs, Faith – Based Organizations are in the process of empowering the community to be self – reliant during drought season by building water pans per sub – location and providing seeds with the aim of reducing relief food dependency. The findings also reveal that relief food agencies should embrace Food for Work or Cash for Asset especially in arid and semi arid area. Further results point out that Christian Faith – Based Organizations are invaluable partners in disaster response and are model agents in the management of relief food aid. The involvement of the beneficiaries in the management of relief food is among the suggestions to ensure effective management. The paper recommends that experts in emergency management, especially in response to drought brought into the disaster arena should be able to communicate fully and openly with community leaders in order to gain the support of the community. Also there is need to integrate the community in all the activities with the aim of empowering them.*

**Keywords:** Efficacy, Effectiveness, Community, Faith – Based Organizations, Management, Relief food, Kenya

### **1. Introduction**

Faith-Based Organizations are unique players in the international humanitarian community in that they are rooted in their local communities and yet have global reach. Their large constituencies give Faith-Based Organizations the potential to play a vital role in advocacy and public awareness. With their presence on the ground, in the most remote parts of every country, they are well positioned to take action when emergencies arise (Ferris, 2005). The Canadian Food Grains Bank is a partnership of Canadian church-based agencies working to eradicate hunger in developing countries. On behalf of its fifteen member agencies, the Food Grains Bank collects grain and cash donations from Canadians, provides funds and expert advice for food aid, nutrition and food security projects submitted by member agencies and their partners, manages the procurement and supply of food commodities and engages in public policy and public education activities related to hunger and food security (Harvey *et al.*, 2010). When Hurricane Mitch devastated Honduras and Nicaragua, leaving millions without access to their usual food sources, Catholic Relief Services, and others distributed food and worked to meet the nutritional needs of the most vulnerable, such as women and children (IFPRI, 1998). The Evangelical Lutheran Church in Tanzania (ELCT) provided more than 210 metric tonnes of food to aid people in northern Tanzania who faced hunger as a result of prolonged drought in 2008 and 2009.

In Kenya, there are two rainy seasons and two intervening dry seasons. The long rain season lasts from March until June, and is followed by a long dry season from June to October. The second rainy season is shorter and lasts from October to December, followed by another dry period from December to March. All parts of the country are subject to periodic droughts at the beginning and at the end of the two rainy seasons, which has a profound effect on settlement patterns of the Kenyan population affected by nutrition crises. The severity of the droughts has had a great influence on the ability of the affected population to recover from food insecurity, which drives the food aid needs for long periods. The most vulnerable regions of Kenya are the arid and semi-arid regions in which agro-pastoralism and pastoralism are the dominant livelihood systems (Bourn and Blench, 1999). In Kenya the Counties of Turkana, Marsabit, Samburu, Wajir, Tana River, Garissa, Kwale and Kilifi receive aid consistently. These are all semi – arid regions prone to drought (Marie - Eve *et al.*, 2013). To assist these vulnerable populations, Action Against Hunger (AAH) has been implementing programs in nutrition, food security, and water, sanitation, and hygiene in Kenya since 2002 (AAH, 2013)

In Kilifi County, there are ongoing interventions in food security in Kaloleni, Ganze and Rabai Sub – Counties by various organizations. Pwani Christian Community Services distributed 800MT of relief food under their Food for Work program targeting 2,400 HHs to last between August and December 2011 (ALRM Project II, Oct. 2011). In 2012, the Anglican Church of Kenya was expanding Kwa Hakatsa water pan in Bamba division and undertaking feeder road construction in Ganze division under food for work programs while World Vision Kenya implemented Cash For Assets and also distributed grass seeds to community members covering 32community farms and 11water pans across the larger Kilifi district (EWS DMB: January 2012). However, there was lack of specific information and empirical data on their role and coverage especially on efficacy and the management processes and procedures of relief food aid. Hence, there was need for the systematic collection of local studies to form a more comprehensive and complete picture of the scope and scale of FBO activity in the disaster mitigation and or humanitarian response.

## 2. Methodology

The study was carried out in Kilifi County. Kilifi County is in the coastal region of Kenya and lies between 2° 20' and 40' South, and 39° 5' and 40° 14' East, covering an area of 15,500km<sup>2</sup>. It borders Tana River County to the North, Taita Taveta County to the West, Kwale to the South West, Mombasa County to the South and the Indian Ocean to the East. The county has a population of 1,134,856 according to the Kenya National Population Census of 2009 distributed within 92,000 households with a growth rate of 3.4% (KCAR, 2013). Administratively, Kilifi County has seven sub counties namely; Malindi, Magarini, Ganze, Rabai, Kaloleni, Kilifi North and Kilifi South (KIRA, 2014). The four main livelihoods include; marginal mixed farming (MMF) which comprises 44 percent of the population, ranching (two percent); food cropping (11 percent) and cash cropping/dairy (22 percent). Kilifi County was selected purposively as the location of the study since it is one of the counties in Kenya that is affected by drought for some seasons when long rains fail especially in the hinterland and there is a high dependency on relief food. The county is under Protracted Relief and Recovery Operations (PRRO) where 94,000 beneficiaries are targeted under the Cash for Assets (CFA) program. Emergency operations (EMOP) started in September 2004 after two consecutive failed seasons: short rains and long rains (KDR, 2008). According to Joseph R Oppong & Esther D. Oppong (2009), Kilifi County has a mixed religion of Islam, Christianity, and the native religion since the County is remote and tribal.

Evaluation and correlational study research designs were adopted for this study. The study population comprised of household heads, chiefs and assistant chiefs, directors of Christian Faith – based Organizations, NDMA, Kenya Red – Cross Kilifi Branch and employees of the Christian Faith – Based organizations.

Study Population	Study Population size	Sample size	Data collected
Household heads	17,108	222	Ranking and rating of Relief food aid Organizations
World Vision	22	15	Capacity and funding of CFBOs
ACK(ADS)	31	21	Capacity and funding of CFBOs
NDMA	-	1	Collaboration with CFBOs
Red – Cross, Kilifi	-	1	Collaboration with CFBOs
Local Government leadership	-	12	Collaboration with CFBOs

*Table 1: Summary of Study population and Data collected*

*Source: (Researcher, 2014)*

A Pilot study was done using 22 households from Ganze division, and data analyzed using Pearson product moment correlation (r).A Pearson correlation coefficient of  $\alpha = 0.8$  was obtained and accepted since it was above 0.5 an acceptable value and the validity of research instruments was tested using content validity. Purposive sampling was used to sample the key informants for this study while simple random sampling was used to sample employees of the Christian Faith – Based Organizations while stratified sampling technique was used to sample the households. Data was collected through focused group discussion, questionnaires, key informant interview schedules and observation using a digital camera. The data obtained was analyzed using descriptive statistics; frequencies and percentages and inferential statistics; chi – square.

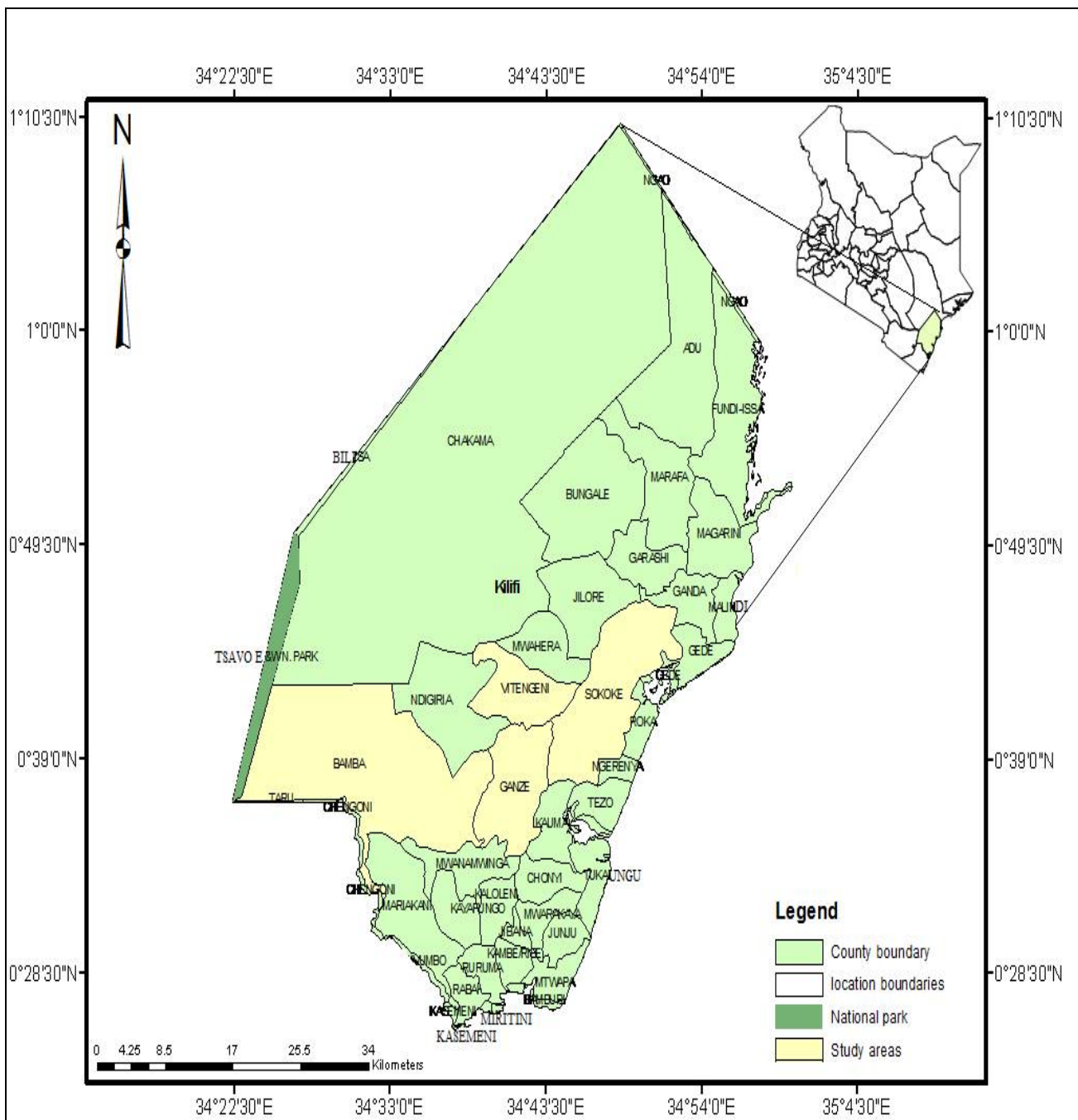


Figure 1: Map of Kilifi County  
Source: (Arc View, 2014)

2.1. Conceptual Framework

The Obligation and System Management theories guided this study and also in the development of the conceptual framework. The theory of obligation has two major components: a moral/ethical element which informs decisions as to which issues are appropriate for humanitarianism and which actions are morally permissible in pursuing them; and a pragmatic element which guides in evaluating the most effective use of available resources. The moral component of a theory of Obligation is further broken down into four constituent parts: burden sharing, personal responsibility and institutional accountability, sympathy and compassion, and non-neutrality. The admission to a moral obligation to aid the dispossessed and disadvantaged, must concurrently lead to admission to the existence of a burden to carry.

The system approach to management came to be developed when there was increased interest in the use of quantitative methods in management. The theory considers management as asset of distinguishable, but interdependent and interrelated parts operating in a logical manner or sequence in order to achieve a goal.

### 3. Results and Discussions

#### 3.1. The Ranking of Relief Food Aid Agencies in Kilifi County

The study sought the ranking of the organizations that provide relief food aid in Kilifi County. The household respondents were asked to rank the organizations basing on the quality of food offered, the timing in response, fairness in the distribution, amount of food received, community involvement, and food security empowerment. The findings were recorded in Table 1.

Organization	Frequency	Percent	Rank
Christian Faith-based Organizations (CFBOs)	93	46.0	1
Non-governmental Organizations (NGOs)	54	26.7	2
Government of Kenya (GOK)	42	20.8	3
Community Based Organizations (CBOs)	13	6.4	4
<b>Total</b>	<b>202</b>	<b>100.0</b>	

Table 2: Ranking of Relief Food Aid Organizations by household heads in Kilifi County  
Variation in the importance organizations,  $\chi^2 = 62.29$ ,  $p = 0.000$ ,  $df = 3$   
Chi - Square value is statistically significant if  $p < 0.01$ . Source :( Field data, 2014)

The findings in Table 2 from household respondents shows that most of the household heads 93 (46%) ranked CFBOs as the most as the most effective, NGOs 54 (26.7%) came second; GOK 42 (20.8%) was ranked third while community organizations 13 (6.4%) were ranked last. A Chi Square test carried out on the importance of the organization revealed that there was a highly significant ( $P < 0.01$ ) in the importance of organizations that work and address the needs of the respondents of the Kilifi County during drought season in the years of ( $\chi^2_{3,0001} = 62.29$ ). The interviews on local government leadership also informed the study, that even though the GOK is always the first to respond, there is a lot of bureaucracy in food distribution that leads to delay and also loss of relief food. In addition, the interview schedule also informed the study that residents of Kilifi County were tired of dependency on relief food aid; they want programs that will cushion them and make them self reliant even during drought season and this is what CFBOs are working on. In his remarks the chief of Ganze Location said:

“...During Government relief provision, village elders need more food for themselves or else they steal but FBOs are effective since they are people of faith.....” (Field data, 2014).



Figure 2: Relief food being delivered at Vitengeni Division office for later distribution (Field data, 2014)

The data from views focused group discussions were in agreement for participants cited CFBOs as the effective relief food organizations for they provide more food compared to other relief food organization. The discussion also informed the study that there is transparency and fairness in food distribution by CFBOs. This is in agreement with Dr. Hamman, who argues that the advantage of faith-based relief is the strict standards of morality and accountability that they can demand from aid applicants, effectively telling them: “Okay be real. Tell the real story.” And that is not what is available to the government agencies (John P. Bartkowski & Helen A. Regis, 1999). This also supported by World Bank (2003) and World Bank (2005) which noted that CFBOs are often more connected to local communities and can therefore access the needs and priorities of these communities, which allows them to advocate more effectively for the poor and marginalized.

### 3.2. The Rating of CFBOs in the Provision of Relief Food Aid in Kilifi County

The study sought to find out the rating of CFBOs in the provision of relief food in Kilifi County. The household heads were asked to rate CFBOs when it comes to provision of relief food. The respondents were asked to rate them as either good, average, low or undecided. The findings were as shown in Figure 3.

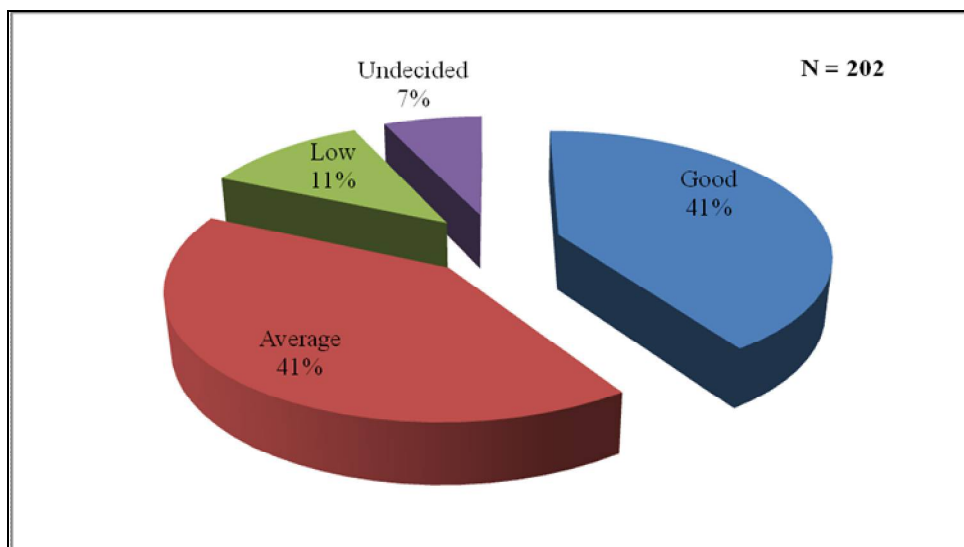


Figure 3: Showing the Rating of FBOs in the Provision of Relief Food Aid in Kilifi County (Field data, 2014)

The results show that 41% of the household heads rated the provision of relief food aid by CFBOs as average, 41% said that they were good, 11% rated them as low while 6% were undecided. The respondents who rated CFBOs as average said that their rating was based on the amount of food they received. Majority of the household heads indicated that the relief food they received was not enough to cater for whole family while those that received cash for asset indicated that the amount given was not enough to meet their financial needs.

This was in agreement with interview on WV and ADS Directors which revealed that relief food has never been and shall never be enough due inadequate funding and the increase in the needs of the community. However in the comprehensive view of effectiveness of CFBOs, the FGDs were asked about the program effectiveness of the CFBOs, their degree of empathy, level of staff knowledge in working with them, and the intensity of contact with the staff after exiting a program. The findings indicated that Christian Faith – Based Organizations are effective across the diverse population. This was affirmed by Schneider & Ingram (1997), they noted that unlike social groups that exist to reinforce a status quo, Christian Faith – Based Organizations are organizations that are open, excited and talking about how they are changing life. It is this kind of environment that an “ideal speech situation” as described by critical theorists where there is comprehensibility, sincerity, rightness and truth.

### 3.3. The Capacity of CFBOs in the Provision of Relief Food Aid

The study sought to establish the capacity of FBOs in the provision of relief food. Employees of CFBOs were asked about the capacity of CFBOs in terms of financing, staffing, procurement, storage and transportation. The findings were recorded in Table 3.

Variable	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
The financial sources are sufficient and reliable	0(0%)	0(0%)	0(0%)	36(100%)	0(0%)	100%
There is enough staff for the organization	0(0%)	21(58.3%)	0(0%)	15(41.7%)	0(0%)	100%
The procedure for procurement is standard	36(100%)	0(0%)	0(0%)	0(0%)	0(0%)	100%
There are enough storage facilities for relief food	0(0%)	0(0%)	0(0%)	73(100%)	0(0%)	100%
There are enough transportation facilities for relief food distribution	0(0%)	0(0%)	0(0%)	36(100%)	0(0%)	100%

Table 3: The Capacity of CFBOs in the Provision of Relief Food Aid in Kilifi County  
Source: (Field data, 2014)

All the employees of CFBOs, 36 (100%), agreed that the source of funding for CFBOs is not reliable and also not sufficient. The study established that the CFBOs are financed by international CFBOs, donors and also receive grants from well – wishers. 58.3% of the CFBOs employee respondents agreed that there is enough staff to carry out the activities of the organization but 41.7% disagreed. However the interview schedule with the directors of CFBOs revealed that the staff they have is not sufficient and this has been a hindrance to effective discharging of their duties. Lack of sufficient funding was cited as the major reason as to why the CFBOs lack sufficient staff.

The procurement processes and procedures were cited as standard by all 36 (100%) of the CFBOs employee respondents. This was in agreement with the interview schedule with the directors of the CFBOs who informed the study that all the procedures of procurement are always followed religiously and standards are always a priority in all the activities. All 36 (100%) of the CFBOs employees' respondents cited lack of enough storage and transportation facilities of relief food.



Figure 4: Distribution of relief Food at Tsangalaweni in Kilifi County (Field data, 2014)

Interview schedule with the directors of CFBOs informed the study that storage and transportation facilities are always hired when need arises. This was cited as a challenge of CFBOs in their response to emergency for it results in the delay in the provision of relief food aid. This is in agreement with Moyer (2013), who notes that CFBOs face limitations due to size, time, and funding.

#### 3.4. Collaboration of Christian Faith – Based Organizations with other Stakeholders in Kilifi County

The study sought to establish the stakeholders CFBOs collaborate with and the nature of collaboration. The employee respondents from CFBOs were asked to describe the nature of their collaboration with National Drought Management Authority (NDMA), Government of Kenya (GOK), Red – Cross Kenya, and Local community Leadership in the provision of relief food aid. The finding was as displayed in Table 4.

Stakeholder	Nature of Collaboration
National Drought Management Authority(NDMA)	Source of drought management information and level of food security in the community.
Government of Kenya (GOK)	Provision of the experts and expertise knowledge needed to boost food security.
Red – Cross, Kenya	Involved in planning to avoid duplication in provision of relief food
Local Government leadership	Work with community committees to provide security of relief food and ensure that the aid goes to the needy persons.

Table 4: Collaborators of CFBOs in the Provision of Relief Food Aid in Kilifi County  
Source: (Field data, 2014)

From Table 4, the study established that in the dissemination of their functions, CFBOs collaborate with various stakeholders. This finding from the employee respondents was in line with an interview schedule with Directors of the CFBOs who informed this study that efficiency and effectiveness of relief food provision has been enhanced through collaboration. This was in line with Kemper &Adkins (2005), who established that Faith-based community development may be characterized as social capital development to the extent that it builds on relationships within the community of interest and then expands these relationships to include external individuals, associations, and institutions. When religious institutions join with labour unions, schools, banks, and other enterprises, the chances for transforming the community increase dramatically beyond what typically occurs when 'top-down' planning approaches are imposed by external agencies....So, there is a significant multiplier effect for faith-based community development in such contexts.

### 3.5. Funding and Accountability Factors of CFBOs in Kilifi County

The study sought to examine the CFBOs external funding and accountability factors and their effectiveness in the management of relief food. Employees of the CFBOs were asked to respond to a set of questions on whether their CFBOs had organizational charts, written financial policies and had audited financial records. The results were as summarized in Table 5.

Variable	Frequency		%	
	Yes	No	Yes	No
Whether the CFBO have Organizational Chart	36	0	100	0
Whether Records are audited	31	5	86.1	13.6
Whether CFBO have written Financial Management Policies	31	5	86.1	13.6
Whether the CFBO is currently being Funded Externally	36	0	100	0

Table 5: Showing Efficacy of CFBOs in Management in Kilifi County  
Source: (Field data, 2014)

The results from the Table 5 indicate that CFBOs surveyed in Kilifi County have written financial management policies, they have put in place an organization and they conduct project record auditing requirement. This finding from the employee respondents was in agreement with the interview schedules with the Directors of the CFBOs who informed the study that they follow their Organizational chart strictly, however it's subject to improvement. The study was further informed that all the initiated projects are audited internally and externally. The interview schedules further informed the study that the CFBOs have their financial accounts audited every financial year and this has increased confidence from the donors. These results informed the study that accountability concerns are important in CFBOs project financing since accountability facilitates transparency and strengthens collaboration between donors and local organizations

A chi – square was conducted on the availability of the financial management policies and the account auditing. The calculated chi – square was 18.778 at 1 degree of freedom confirms a highly significant ( $p < 0.01$ ) variation in the accountability of the CFBOs. The Director ADS (Pwani) informed the study during the interview that accountability facilitates transparency and strengthens cooperation between donors and recipients and may determine the funding relationship between organizations and their donors. This sentiment was emphasized by the director WV Kilifi County. This was in agreement with Bartsch (2007), who states that accountability is important in international development policy and practice as it contributes to an enhanced legitimacy of global governance. However, the views of the CFBOs directors were in contrast with James (2011) who argues that just like many NGOs, CFBOs have often failed to deliver on the accountability requirements of donors. Again he states that some CFBOs lack competent human resource and insufficient stipend levels, such as functional organizational structures.

### 4. Conclusions

Findings indicated that majority of the household respondents ranked FBOs as the first in relief food aid management for they provide more food, exhibit transparency and fairness in food distribution. They informed the study that there is negligible bureaucracy in food distribution, and also FBOs empower them by coming up with projects that cushion them during dry season hence reducing dependency on relief food. In addition the study was informed that efficiency and effectiveness of relief food provision by FBOs have been enhanced by collaboration with other stakeholders in emergency response. Gender balance at all levels of management, literacy among all the staff, frequent capacity building of the staff and all those in the management, and well remuneration of the employees were also the contributing factors to the effectiveness of FBOs in relief food aid management.

### 5. Recommendations

- (i) FBOs are effective in the management of relief food since they exhibit transparency and fairness in food distribution, and also empower the community by coming up with projects that cushion them during dry season hence reducing dependency on relief food. Hence, they should be viewed as equal partners in emergency response.
- (ii) Relief food should be in form of Food for Asset to reduce over dependency on relief food for this will enhance food security.
- (iii) Community participation in the management of relief food aid cultivates trust in the relief agencies and transparency in the management process of relief food aid hence eradicating conflict.

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