

## THE ROLE OF COMMUNITY BASED ORGANISATIONS (CBOS) IN POVERTY ALLEVIATION: EXPERIENCE FROM ONDO, NIGERIA

**\*YOADE, A.O. AND OLATUNJI, S.A.**

Department of Urban and Regional Planning, Wesley University P.M.B. 507 Ondo, Nigeria

\*Corresponding author: [yoadewale@yahoo.com](mailto:yoadewale@yahoo.com)

### Abstract

*Poverty is pronounced when the basic necessities of life (which include adequate income, education, good health, security, sense of dignity and a certain level of freedom) are absent. The study examined the role of Community Based Organisations (CBOs) in poverty alleviation in Ondo city, Ondo State, Nigeria, with the view of providing guidelines for policy makers in the area of community development. Primary data was collected from all the heads of 50% of 243 (122) CBOs that have registered with the local government council in the study area as at the time of this study. Both descriptive and inferential analytical techniques were used to analyse data collected on the study. Findings revealed that 59% percent preferred loans with low interest rate; this is relative to other sources of loans such as banks. Findings established the list of community projects individually embarked upon or chaired by these CBOs in Ondo, Nigeria. These include construction of roads (40.9%), electricity (20.9), flood control (10.9%), schools (6.4%), public toilets (5.50%), potable water (well, bore-holes) (11.8%) and others (3.6%). The study concluded that CBOs could act as strategies directed toward alleviating poverty of communities in developing nations.*

**Key Words:** *Poverty alleviation, Development, Community based organisation, Planning*

### Introduction

The use of Community Based Organizations for development is a process of social action in which the people of a community will organize themselves for planning and action. They execute their plans with maximum reliance upon community resources and supplement these resources, with services and material from outside (Paulo, 2004). However, CBOs approach to self-help involves the fullest participation of all members in the decision making process. Participation of local people in

Community Based Organizations (CBOs) activities is an act involving residents in a project which requires a democratic approach. The belief is that, all members make their contributions to decisions which affect them (TanMe, 2009; Sakiko, 2006; Ryan-Nicholls, 2002). Indeed, people are more likely to be committed to a rural project, if they are involved in its planning and implementation because they are more likely to identify themselves with its use and regard it as their project, Ugal (1992). It is therefore usually observed that projects undertaken by

CBOs are always successful especially as most members would not like to be associated with failure.

The Government's insensitivity to people's yearnings and aspirations has made the people to suffer a lot of neglect in terms of development. It is a yearning to fill developmental gap in their communities where governance had failed or neglected them. All of the above, have strengthened the people's spirit of coming together for their own development, however, the good performance of the first community organization in the area as mentioned above, led to the proliferation of other CBOs. The Poor performance of government in meeting the socioeconomic quests of citizens has been identified as one of the reasons behind the proliferation of Community Based Organizations (CBOs) in the new millennium (UNDP, 2001). Along this line, Wahab (2000) observed that people in developing nations had until recently looked up to their governments to meet their basic socio-economic demands. Of a truth, governments in African nations have evolved both top-down and bottom-up approaches to achieve sustainable development of their people (Mmari and Kayunze, 2014). These include establishment of lead industries at key centres so as to create job opportunities, provide basic infrastructure and utilize regional natural and man-made resources to stimulate growth and economic development that should spread to lagging regions (Perroux, 1955; Abegunde, 2003). Besides, Agbola (2002) noted that successive Nigerian governments have responded to both rural and urban problems by evolving poverty alleviation programmes to help stir development simultaneously at the grassroots. These programmes include the National

Directorate of Employment (NDE), Community banks, Directorate of Foods and Rural Roads Infrastructure (DFRRI), Better Life for Rural Women (BLRW), National Poverty Alleviation Programme (NAPEP).

The failure of governments' top-down approach and lack of involvement of the people at the grassroots in the bottom-up strategy have weakened the confidence of the public in central authorities. Communities therefore seek solace in indigenous institutions, which pressurize the government for attention to development problems in their communities and/or undertake development programmes and projects that they observe that are very needful in their immediate communities. The indigenous organizations are associated with self-help (Ogundipe, 2003; Adebayo, 2012). They constitute the media for resources mobilization to confront local challenges. These include the finance and execution of projects, lobbying and nomination of representatives to government offices to air their views and press their needs and developing of human resources against future developmental needs of their immediate communities. Thus, their impacts have been felt in the areas of economic development, policy matters, health and infrastructure, environmental and physical development among others (Agbola, 1998; Akinola, 2000; Akinbode, 1974; Onibokun and Faniran, 1995; Clark, 1999; Cairns; Harris and Hutchison, 2006; Abegunde, 2009).

Despite these accomplishments, many CBOs have risen and fallen like old empires while some have had no significant impact since their establishment due to poor funding. This is more so because CBOs in African communities are micro-systems within the

macro environment that is afflicted by economic regression, poverty and low standard of living. There is therefore the need to appraise the socio-economic status of existing CBOs in the communities of developing nations like Nigeria and identify the degree of impact they have exerted on their physical environments (Bamidele, 1994; Thake, 2004; Adeyemo, 2012).

This paper focuses on the role of CBOs in poverty alleviation at community level. Using Ondo, Nigeria as a case study, the study exposes the effectiveness of such efforts and also reveals the expectations of the people will ensure the better performance of the CBOs. Also, despite a large volume of literature on CBOs, little effort has been made towards considering and establishing their contribution in poverty reduction especially in developing countries. The study therefore was to fill this knowledge gap by assessing the contributions of CBOs towards poverty reduction among its members in Ondo, Nigeria.

### **Literature Review and Theoretical Perspectives**

Community based organizations otherwise known as local organizations have been given different names in different places. These included 'Community Development Associations', 'Neighbourhood Councils' and United Community among others (Biddle and Biddle, 1968; Agbola, 1998). Community based organizations are set up by collective efforts of indigenous people of homo or heterogeneous attributes but living or working within the same environment. Their coming together created conditions which broadened the base of self-governance and diffusion of power through a wider circle of the

population (Agbaje, 1990; Adejumobi, 1991; Adeyemo, 2002). They are voluntary, non-profit, non-governmental and highly localized or neighbourhood institutions whose memberships are placed on equal level and whose main goal is the improvement of the social and economic wellbeing of every member (Abegunde, 2004). CBOs are localized institutions in that their spheres of influence hardly extend beyond their immediate communities or neighbourhood. They are non-profit and non-governmental because all members contribute economically towards the fulfilment of their responsibilities to the immediate environment and not depend on government before fulfilling these (Claudia, 2003). Benefits accrued from members' contributions to the associations were shared accordingly with fairness (Alkire and Foster, 2007; Anderson and McFarlane, 2004).

They are concerned with the developmental problems of their communities and development of programme projects in their various areas (Esman and Upholt, 1984; Bralton, 1990). They respond to community felt needs rather than market demands or pressure. Distinction has been made between community based organizations (CBOs) and non-governmental organization (NGO) (Agbola, 1998). However, both scholars agreed that CBOs and NGOs have common attributes and their difference is a matter of "scale and location". According to them, CBOs suggest a simple institution that covers a relatively small area with local identity while NGOs have a sophisticated and complex structure and covers a wider area and project. From the example made by one of them, the rotary international qualifies as (Non-Governmental

Organizations (NGOs) but the Rotary club of a community qualifies as CBO (Akinbode, 1999; Alkire and Santos, 2010).

Furthermore, several governments have engaged in various programmes with the intention of alleviating poverty. According to Maduagwu (2000), over the past four decades, such programmes have included National Accelerated Food Production Programme (NAFPP) and the Nigerian Agricultural and Co-operative Bank (NACB); Operation Feed the Nation (OFN); Green Revolution; “Go Back to Land”; and Directorate of Foods, Roads and Rural Infrastructure (DFRRI) programme. Furthermore, there were the Family Support Programme (FSP) and Family Economic Advancement Programme (FEAP). Even the relatively recent National Economic Empowerment and Development Strategy (NEEDS) with all the promises of partnerships between all levels of government and the involvement of consultation with the people seem not to be yielding fruits. The reasons for failure have been earlier outlined. However, communities are taking their fate in their hands with the involvement of CBOs.

CBOs pervade all facets of life. In Massachusetts and its neighbourhoods, whether it relates to community health issues, the environment, recreation, education, public safety, or any number of neighbourhood issues, CBOs exist. Despite being a prominent player in civic and economic life of the people, “Non-Profit Organizations (as NPOs are at times called) are so entwined in communities that it is easy to miss the impact they have on daily life until those services provided are absent. Thus, Non-Profits Organizations were an essential feature of civic and economic life today (Jennings,

2005). Furthermore, Jennings (2005) highlighted that though not usually emphasized, it has also been observed that NPOs are “connecting points” between people from different backgrounds and ages, people and opportunities, people and other sectors. Community-based nonprofit organizations are the basic glue for these connections and therefore are vital in providing services, triggering and sustaining civic spirit as well as volunteerism, and supporting local economies (Alkire and Foster, 2009).

According to Ritchie (2007), there were several forms of Microfinance service providers at community level which assist in improving the economy of the people. These include Multipurpose Cooperative Societies, Financial Cooperative Societies, Village Banks, Self-Help Groups, Rotating Savings, Credit Associations and Accumulating Savings, Credit Associations. The aim of these associations is to assist in alleviating poverty of members or residents of their communities. Furthermore, in a measure, CBOs also participated in dealing with issues of environmental management and sanitization by embarking on mini projects such as construction of drainage channels and sewage facilities (Haider, 2008; Emmanuel *et al.*, 2010).

***Theoretical Framework: The Community Action Model (Paulo Friere Theory)***

Directly related to this study is community action models which originated from the theory of Paulo (2004) He was a Brazilian educationist who through his concern for the oppressed argued that there should be no disparity between poor and prosperous residents. Community Based Organisations in the society can be a bridge through self-determination between those in high and

low socioeconomic classes. According to him, awakening of peoples' conscience and development of a sense of self-confidence will assist them to attain desired goal collectively. In other words, enlightenment of mind through proper mobilization empowers the poor to collectively strive towards attaining common goals and confront the oppressors. When this is achieved, the poor can easily develop their community to catch up with the rich class. These according to Paulo will give the ability to involve in planning with the ruling class and over time, bridge the socio economic gap that separates residents or organisations at grassroots from those in prosperous regions or state (Raphael *et al.*, 1999)

There are five (5) basic assumptions on which the community action model is based. The model, according to Ryan and Racher (2004) identified inequality in the distribution of state resources. It also believed that inequality can be bridged through awakening of the mind and sense of self-confidence of individuals in the community. It focused on changing individual's lifestyles and behaviour to mobilizing community members and agencies to eliminate underserved conditions (Lavery, 2005). The model placed the onus on the individual and did not challenge the social structures that shaped residents choices and decisions (Caira, 2003). This means that the theory is designed to increase the capacity of communities and organisations to address the social and economic determinants that will positively influence their communities toward development.

However, implicit in this theory was that residents in poor communities could team together to attain socio economic development (Boreham, 2004). This

means that community action model involves participatory action research approaches and is asset based. That was to say it build on the strengths of a community to create changes from within (Racher, 2007; Alkire and Foster, 2011). Its intention is to change by building community capacity, working in collaboration with communities and providing a framework for residents to acquire skills and resources necessary for assessing their socio economic conditions (Lavery, 2005). When they have done this, they can plan, implement and evaluate actions designed to improve those conditions. In this particular study, the CBOs in Ondo, Nigeria were considered to be the "vehicles" for moving their members from a life of poverty to better living conditions.

#### **Study Area**

Ondo city, one of the major urban center in Ondo State and the city is located on latitude 06°30'N and longitude 04°45'E. The city is bounded on the north by Oluji/ Okeigbo local government, on the east by Idanre local government, on the west and south by Odigbo local government. The population of the town stood at 113,900 according to projected 2018 projected population figure. Ondo falls within the 'tropical wet and dry climate' with a relatively small dry season. Currently, there are 12 political wards in Ondo city. Consequently, rainfall in Ondo is seasonal in character with well-marked wet and dry seasons. The dry period comes between November and February, while the wet season lasts for 8 months from March to October; the mean annual rainfall is about 1615mm. The annual mean temperature is 27°C, with a maximum of 30°C.

Ondo landscape is made up of generally undulating hills of granite

outcrop of igneous origin, and is marked by few dome-shaped hills. The hills are found to be developed over the basement complex of metamorphic rocks and their summits ranging between 250 and 500 metres above sea level (Akintola, 1982). The town has no major river; rather it is drains into several streams with fairly

wide flood plains. The major streams are Luwa, Lisaluwa and Mode. The town falls within the moist/wet lowland forest i.e. it has thick forested vegetation, but due to human activities most of these original forest has been replaced with secondary re-growth. Currently, there are 12 political wards in Ondo city.

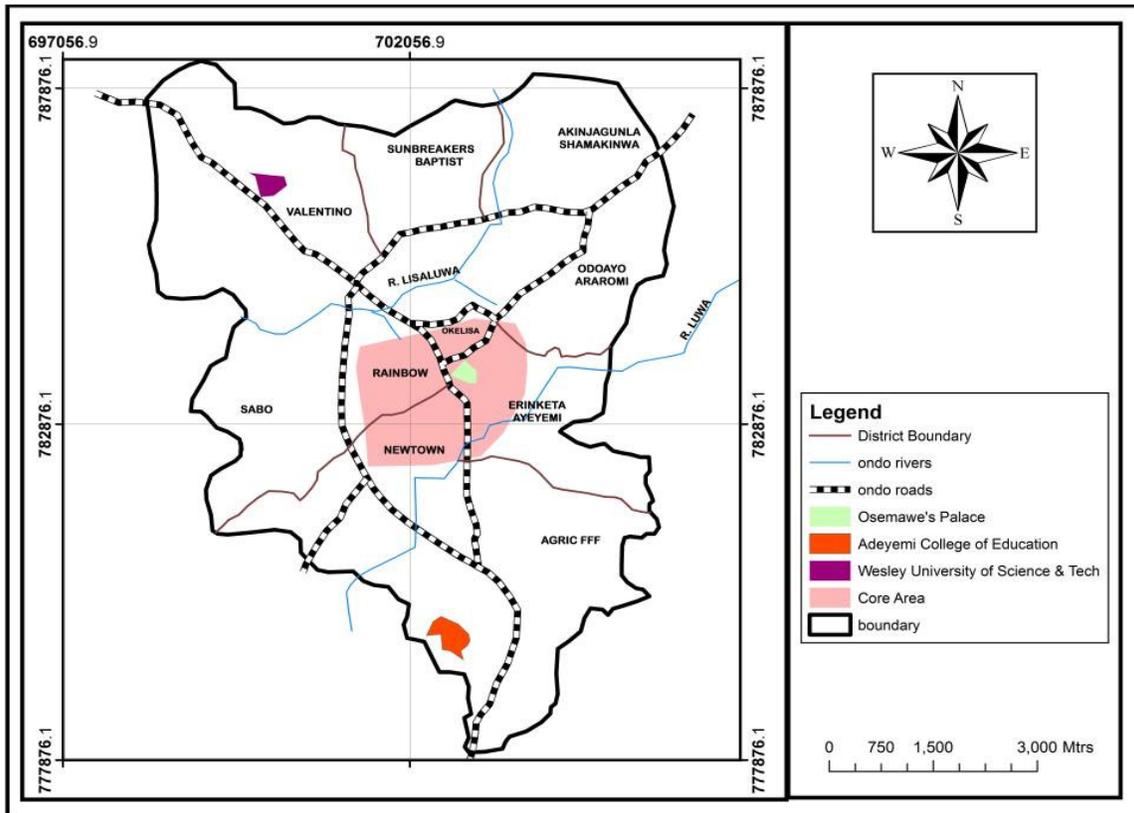


Fig. 1: Map of the Study Area  
Source: Ondo West Local Town Planning Office

**Methodology**

Both primary and secondary sources of data collection were used in this study. Primary data was collected through the design and administration of questionnaires to all registered CBOs in Ondo City. Reconnaissance survey revealed that they were 243 in the study area and therefore 50% (122) of the total number of CBOs were sampled out of which 110 questionnaires were retrieved

for the study. Contacts with these CBOs were first made by obtaining their addresses from their registered files in the community development units in the local government councils of the study area. The study targeted the heads of these CBOs for questionnaire administration through the use of purposive sampling technique. The reasons for the selection of CBO leaders as respondents is that these CBOs leaders have served the CBOs for

several years, in fact, some of the leaders are the initiators or co-founders of these organizations. Another reason is that they have the records of the creation and performance of the organization. Both descriptive statistic and Relative Importance Index (RII) for the Likert scale.

### Results and Discussion

#### *Socio-Economic Characteristics of the CBOs*

Findings established that respondents with secondary education were the highest making a total of 73.0% while 27.0% have tertiary education. Findings revealed that most (97.6%) of the CBOs in Osogbo were established more than a decade ago. Specifically, about two thirds (73.0%) of the total CBOs came into existence within 11 to 20 years to the time of this study. In the same vein, most (53.3%) of the CBOs

had membership of 2 to 100 people. Only 3.3% of the total had membership of 200 above people as at the time of this study. Findings revealed that most (70.1%) CBOs generated their funds primarily from members' contributions while few (2.5%) of them raised funds from donations made to from charity organizations. Findings revealed in Table 1 that about half (54.1%) of the CBOs in the study area had capital bases of N100, 000 to N500, 000.

About 5.7% of them had more than N1, 000, 000 capital base. This agrees with the study of Ugal (1992) and Abegunde (2009) that the low performance of CBOs in their study was due to poor utilization of their meagre resources. If this avenue is utilized, CBOs are "vehicles" toward community development of the social and economic lifestyles of people in their environment.

Table 1: Socio-Economic Characteristics of Respondents

Year of establishment		
1-10 years	03	2.4
11-20 years	89	73.0
21 years and above	30	24.6
Categories of CBOs		
1-50 members	65	53.3
51-100 members	39	32.0
101-150 members	9	7.4
151-200 members	5	4.1
200 members and above	4	3.3
Mode of generating fund		
Personal contribution	86	70.1
Donations from charity	03	2.5
Loans/borrowing	9	7.4
Grants from government	12	9.8
Investments of the association	12	9.8
Capital base		
Below 100,000	19	15.6
100,000-500,000	66	54.1
500,001-1,000,000	30	24.6
Above 1,000,000	7	5.7
Total	122	100.0

### ***Contributions of CBOs to Poverty Alleviation in the Study Area***

Findings showed that (59.1%) of respondents indicated that they had benefited from loans from existing CBOs. This is not unconnected with the high percentage involved in cooperatives societies whose main objective is to provide loans for members. Some of these loans are either meant to initiate a fresh business or catalyse an existing one. Furthermore, 20.0% of respondents had benefited from provision of machine/equipment to aid their businesses. Many of these machines were meant for graduating apprentices or young business owners who had acquired skills that could help in establishing an economic base. Examples of these are sewing machines, grinders, vulcanizing sets, to mention a few. Since many of the members of CBOs are small-scale business entrepreneurs, business skills training have been brought to assist them and as such about 16.4% indicated having gained in this respect. For such there was no prior training in most cases and consequently some few but necessary skills are required at times. Only 4.5% indicated other benefits derived from CBOs in the study area.

Result from the study revealed that 80.0% and 14.5% out of the total CBOs in the study area had given out loans to members and other members of the public in times past respectively (Table 2). Just 5.4% stated that because of no capital base, they cannot give out loan to their members. Also, findings revealed that all the CBOs generated their funds primarily from members' contributions (100%) and fund raised from public (94.5%). Few of them acknowledged seeking additional funds from non-governmental organizations (2.7%), government

(10.9%) and financial institutions (2.7%). Findings established the list of community projects individually embarked upon or chaired by these CBOs in Ondo, Nigeria. These include constructions of roads (40.9%), electricity (20.9%), flood control (10.9%), schools (6.4%), public toilet (5.50%), potable water (well, bore-holes) (11.8%) and others (3.6%) (Table 2).

### ***Loan Benefits***

Leaders of CBOs revealed that they have obtained loans in one time or the other. Though many in the urban areas also obtained loans, the access to such loans was not limited to or dominated by provisions from CBOs. Many obtained loans from banks or Cooperative Societies in their workplace with access to several millions of Naira in some cases. The reasons for preferring some specific loan system vary and they include low interest rate, less bureaucracy in loan processing, reasonable borrowing conditions and relationship with the lending institutions. However, these reasons also attract varying percentage of respondents in the study area (Table 3). Findings revealed that 59% percent preferred loans because of the low interest rate; this preference was relative to other sources of loans such as banks.

Also, the second highest percentage of respondents (21.3%) preferred loans because the conditions for obtaining the loans were fair enough. Most persons found it difficult to meet conditions especially of collaterals given by other sources of loans. Many would not see less bureaucracy as the reason for preferring loans since this was not an issue in the sense of general ease for processing loans. Once the member meets the general conditions and has a level of savings with the lending organization, impediment is virtually non-existent.

Table 2: Contribution of CBOs in Alleviating Poverty

Variables	Frequency	Percentage (%)
Benefits from CBOs		
Credit loan	65	59.1
Business management skills	18	16.4
Machines	22	20.0
Others	05	4.5
Purpose for loan		
Yes, to members alone	88	80.0
Yes, to members and general public	16	14.5
No, because of capital base	6	5.4
Methods of financing community projects		
Contribution from members	110	100
Fund raised from public	102	94.5
NGOs	14	12.7
Government	12	10.9
Financial institutions	3	2.7
*multiple responses		
Provision of infrastructure by CBOs		
Roads	45	40.9
Water	23	20.9
Flood control	12	10.9
Schools	7	6.4
Public toilets	6	5.5
Electricity	13	11.8
Others	4	3.6
Total	110	100

Table 3: Preference for Loan

Reasons for preferring Loan	Frequency	Percentage (%)
Reasonable borrowing condition	26	21.3
Less bureaucracy	12	9.8
Low interest rate	72	59.0
Cordial relationship with financial house	03	2.5
Accessibility	9	7.4
Total	122	100

**Suggestion for Improving Resident's Economy**

Presented in Table 4 are the suggestions for CBOs to improve residents' economy in the study area. The highest ranked suggestion is provision of loan, with the mean frequency ratio of 4.82, next to this is the provision of infrastructure with a mean frequency

value of 4.82. Other significant suggestions in the study area, including their mean frequency values are; provision of private investment 4.80, provision of jobs 4.16, promoting markets 3.97 and skills acquisition 3.79. The least number of suggestions by the CBOs is the management of risk with an average rate of 2.18.

Table 4: Level of Agreement

Variables	LEVEL OF AGREEMENT (% N=122)						Mean Score	Rank
	VIF %	I %	N %	F %	VF %			
Provision of loan	0(0.0)	2(1.6)	1(0.8)	14(11.5)	105(86.1)		4.8197	1
Provision of infrastructure	2(1.6)	3(2.5)	2(1.6)	1(0.8)	114(93.4)		4.8197	2
Manage risks	52(42.6)	18(14.8)	30(24.6)	22(18.0)	0(0.0)		2.1803	10
Promote private investment	0(0.0)	0(0.0)	1(0.8)	22(18.0)	99(81.1)		4.8033	3
Provision of job	6(4.9)	20(16.4)	0(0.0)	19(15.6)	77(63.1)		4.1557	4
Tackling epidemics	50(41.0)	20(16.4)	36(29.5)	7(5.7)	9(7.4)		2.2213	9
Promoting markets	22(18.0)	0(0.0)	7(5.7)	24(19.7)	69(56.6)		3.9672	5
Building assets	49(40.2)	21(17.2)	15(12.3)	21(17.2)	16(13.1)		2.4590	7
Skills acquisition	14(11.5)	7(5.7)	14(11.5)	43(35.2)	44(36.1)		3.7869	6
Addressing social inequalities	38(31.1)	47(38.5)	8(6.6)	14(11.5)	15(12.3)		2.3525	8

VIF= Very Infrequently, I= Infrequently, N=Neither, F= Frequent, VF= Very Frequent

### Conclusion and Implication of Study for Policy Formulation

The study concluded that CBO's hold a great promise to provide the much needed socio-economic infrastructure in developing countries. They are increasingly making up for the shortcomings of the state, particularly in developing countries where the state is weak and conspicuously absent in the development of communities. They are considered part of the civil areas of the society, which exist in forms of clubs, unions, people's associations, or cooperative associations etc. A significant number of members of the CBOs in the study area were still multidimensionally poor at the time of collecting data for this study. However, participation of members

in decision making meetings of the CBOs was very high. The CBOs in the study area were alleviating poverty among their members by urging them to enough in different economic activities and also assisting them to look for markets of their products. The study therefore recommended that governments at all levels should encourage the proliferation of CBOs and economically support their goals in the study area.

### References

Abegunde, A.A. (2003). "Rethinking Polarization of Raw-Material Inputs to region Centres: A Panacea to Rural Economic Development". Environment and Behaviour.

- Adekunle et al (eds) EBAN. pp. 315-324.
- Abegunde. A.A. (2004). "Community Based Organizations in the Sustainable Development of the Rural Area of Atiba L.G.A., Oyo State. *J. Inst. Town Plan.*, 17: 1-14.
- Abegunde, A. A. (2009). The role of community based organisations in economic development in Nigeria: The case of Oshogbo, Osun state, Nigeria. *International NGO Journal*, 4(5): 236-252. Available online at <http://www.academicjournals.org/INGOJ> ISSN 1993-8225 © 2009 Academic Journals *Article*
- Adebayo, E.A. (2012). Poverty Alleviation Strategies by Non-Profit Organisations: Benefactors' Experience in the Riverine Area of Ondo State, Nigeria, *International Journal of Developing Societies*. 1(2): 43-52. ISSN 2168-1783 Print/ISSN 2168-1791
- Adejumobi, R. (1991). "Process and Problems of Community Organisation for Self-Reliance's". Nigeria Institute of Social and Economic Research, Ibadan. Nigeria. Monographs Series No. 1.
- Adeyemo, R. (2002). Self-help promotion for sustainable small holder agriculture: Blueprint versus greenhouse. Obafemi Awolowo University, Ile-ife, Nigeria. Inaugural Lecture Series 157.
- Agbaje, A. (1990). In Search of Building Blocks: The state civic society and the contribution of voluntary association to grassroots development in Africa. A paper presented at the general assembly of social science council of Nigeria held at institute of development studies, Enugu in February 1990. [<http://www.academicjournals.org/INGOJ>] site visited on 11/03/2012.
- Agbola, T. (1998). "Nigeria Voluntary Agencies and their contributions to Housing Development: An Appraisal." In Nigeria Institute of Social and Economic Research, Ibadan, Nig. J. 13: 1&2, 14(1&2): 25-41.
- Agboola, T. (1998). Community Organisations and their Contributions to Housing Development. An Appraisal" In Nigeria Institute of Social and Economic Research, Ibadan Nig. J. 13
- Akinbode A (1974). "Changing population Characteristics, Farm Labour Supply and Rural Development in South Western Nigerian". *Nig. Behav. Sci. Quart.*, 1(3-4): 140-149.
- Akinbode, A. (1999). "Changing Population Characteristics. Farm Supply and Rural Development in South Western Nigeria". *Nigeria Behav, Science Quart.*, 5(2):
- Akinola, S.R. (2000). "Balancing the Equation of Governance at the Grassroots". Adebayo A. and Bamidele A. (edits) *People-Centred Democracy in Nigeria?* Heineman Educationa l Books (Nigeria) Plc. pp. 171-198.
- Alkire, S. and Foster, J. (2007). Counting and multidimensional poverty measurement. *Oxford Poverty and Human Development Initiative, Working Paper No. 7*, Oxford department of international development, University of Oxford.
- Alkire, S. and Foster, J. (2009). Counting and multidimensional poverty. In Von Braun J. (Ed.) *The poorest and*

- hungry: Assessment, Analysis and Actions.* Washington D.C.: International Food Policy Research Institute.
- Alkire, S. and Santos, M. (2010). Acute multidimensional poverty: A new index for developing countries. Background paper for the 2010. *Human Development Report*. UNDP (United Nations Development Programme).
- Alkire, S. and Foster, J. (2011). Counting and multidimensional Poverty measurement. *Journal of Public Economics*, 95(8): 476-487.
- Anderson, E. and McFarlane, J. (2004). *Community as Partner*. Williams and Wilkins Philadelphia, Lippincott.
- Bamidele, O. (1994). Strategy for rural development: The Bendel state experience. A paper presented at the first general meeting, NITP, Benin, March 1st, 1986.
- Boreham, N. (2004). A theory of collective competence: challenging the neoliberal individualization of performance at work. *British Journal of Educational Studies*, 52(1): 5-17.
- Bralton, M. (1990). Non-governmental organisations in Africa. Can they influence public policy? *Development and Change* Vol.21.
- Caira, N., Lachenmayr, S., Sheinfeld, J., Goodhart, F., Cancialosi, L. and Lewis C (2003). The health educator's role in advocacy and policy: Principles, processes, programs, and partnerships. *Health Promotion*, (4): 303-313.
- Cairns, B., Harris, B. and Hutchison, R. (2006). Servants of the community or agents of government? The role of community-based organizations and their contribution to public services delivery and civil renewal.
- Clark, J. (1999). The role of non-profit organisations in development: The experience of the World Bank. NGO unit, World, USA.
- Claudia, J. (2003). Non-profit organisations as developers of affordable housing eastern shore family resources association Atlantic health promotion research centre coastal communities' network, Nova Scotia, Canada. [www.ruralnovascotiaca] site visited on 22/7/2014.
- Esman, M.J. and Uphoff, N.T. (1984). *Local Organisation Intermediaries in Rural Development and Local Development* World, Cornell University Press, New York.
- Fakoya, O.O. (1984). *Element of Rural Economics*. Ibadan University Press Publishing House, University of Ibadan, Nigeria.
- Lavery, S. (2005). The Community action model: A Community-driven model designed to address disparities in health. *Am. J. Public Health*. 5(4): 611-616.
- Mmari, A.G. and Kayunze, K. (2014). Contribution of CBOs in Poverty Reduction among Their Members in Tanzania: Empirical Evidence from Hai District. *European Journal of Business Management*, 2(1): 173-189.
- Ogundipe, A. (2003). The Challenge of community development in Ijebu, Ogun State, Nigeria. *Ogun J.*, 16: 5-8.
- Onibokun, A.G. and Faniran, A. (1995). *Community Based Organizations in Nigerian Urban Centres – “A Critical Evaluation of their Achievements and Potentials as*

- Agents of Development”. Centre for African Settlement studies and Development, Ibadan, Nigeria: a Monograph series 7.
- Paulo, F. (2004). Power and Community Structure. New York, Random House Publisher Inc. Vol. 1. 1.
- Perroux F (1955). Note Sur La Motion De Pole De La Groissance. *Quart. J. Econ.*, 64: 89-104.
- Racher, F. (2007). *Running Head: The Community Health Action Model: Health Promotion by the Community*. Brandon University Press, Lancaster.
- Raphael, D.T., Steinmetz, B., Renwick, R., Rootman, I., Brown, I., Sehdev, H., Phillips, S. and Smith, T. (1999). “The Community Quality of Life Project: A Health Promotion Approach to Understanding Communities”. *Health Promot. Int.* 14(3): 197-210.
- Ryan-Nicholls, K. and Racher, F. (2004). Investigating the health of rural communities: Toward framework development. Available online: <http://rrh.deakin.edu.au>. *Rural and Remote Health* 4(244).
- Sakiko, F. (2006). Humani Poverty Index. A multidimensional measure. International poverty centre, Brasilia. [<http://www.org/ipc>] site visited on 13/06/2012.
- TanMe, T. (2009). The Contribution of Civil Society Organizations (CSOs) to the development of education in Tanzania. [<http://www.tenmet.org>] site visited on 22/5/2014.
- Thake, S. (2004). Sustainable futures: Investing in community based Organisations. New economics foundation. [<http://www.neweconomics.org/gen>] site visited on 31/3/2009.
- United Nations (1963). “Community Development and National Development: Report of an Ad Hoc Group of Experts”, UN. New York.
- UNDP, (2001). *Attacking Poverty: Opportunity, Empowerment and Security*. World Development Report, New York. 138pp.
- Wahab, B. (2000). “Sustainable Community Development Project Approach in Osun State, Nigeria, in the new Millennium: The Need for Project Planners at the Local Government Level”. Paper Presented at the Workshop on Urban Planning and Sustainable Development in Osun State Local Governments held in Osogbo, Osun State.