

**UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES AND SOCIAL SCIENCES
FACULTY OF ARTS
DEPARTMENT OF SOCIOLOGY AND SOCIAL WORK**

**THE EFFECTS OF PERFORMANCE CONTRACTING ON THE DELIVERY OF
COMMUNITY BASED PUBLIC LIVESTOCK EXTENSION SERVICES IN ISIOLO
SUB-COUNTY, ISIOLO COUNTY**

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REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS (RURAL
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NAIROBI**

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DECLARATION

This research project is my original work and has not been presented for award of a degree in any other University.

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DEDICATION

This work is, first, dedicated to the almighty God, to whom I owe my life and all my achievements. Secondly, I dedicate it to my wife, Eunice, and to my sons – Josiah Njoroge, Godfrey Ernest Njoroge and Paul Kimani. Without their encouragement and support, it would have been impossible for me to achieve what I have attained in this endeavor.

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ACRONYMS AND ABBREVIATIONS

AAPAM	African Association for Public Administration and Management
AEZ	Agro-Ecological Zones
ASAL	Arid and Semi-Arid Lands
CBOs	Community based Organizations
CLPO	County Livestock Production Officer
CVO	County Veterinary Officer
DFZ	Disease Free Zones
ERS	Economic Recovery Strategy for Wealth and Employment Creation
ESPs	Extension Service Providers
F/PTCs	Farmers/Pastoralist Training Centers
FA	Focal Area
FAA	Focal Area Approach
FBOs	Faith Based Organizations
FFS	Farmer Field Schools
FS	Farming Systems
GDP	Gross Domestic Product
GoK	Government of Kenya
IAD	Integrated Agricultural Development
KRDS	Kenya Rural Development Strategy
MALFD	Ministry of Agriculture, Livestock and Fisheries Development
MRF	Managing for Results Framework
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NAEP	National Agricultural Extension Policy
NASEP	National Agricultural Sector Extension Policy
NGOs	Non-Governmental Organizations
OECD	Organization for Economic Co-operation and Development
PC	Performance Contracting
PRSP	Parastatals' Reform Strategy Paper
PSRS	Public Sector Reforms Strategy

RBM	Result Based Management
SAPs	Structural Adjustment Programs
SRA	Strategy for Revitalizing Agriculture
T&V	Training and Visit
WFEA	Whole Farm Extension Approach

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ABSTRACT

Although, the Kenyan Ministry of Agriculture, Livestock and Fisheries Development, embraced Performance Contracting in the delivery of community-based public livestock extension service since 2005/2006 financial year, there has not been any assessment carried out to document the effects of its implementation, experiences and lessons learnt. The outcome of such a study would potentially inform a review of the implementation process so far, and perhaps illuminate on aspects that need review moving forward. This study was designed to find out what Performance Contracting entails for both the County Directorates of Veterinary Services and Livestock Production in the MALFD, within Isiolo Sub-County, Isiolo County. The study employed purposeful research design, aimed at evaluating the benefits accrued from implementing PC as part of community-based public livestock extension services in the study sub-County. In addition, the study used snowballing approach to reach out to key informants, especially the farmers and agro-pastoralists. The primary data was from the MALFD extension staff and the benefiting farmers and agro-pastoralists, where questionnaires and Focus Group Discussion (FGD) and checklist were administered. Secondary data was sourced from relevant literature, including the Ministry's policy documents and reports. The researcher analyzed the data using Statistical Package for Social Scientists (SPSS, version 19 for Windows). The open-ended questions were coded according to major themes or issues. From the findings, the respondents indicated that integrating performance contracts into the activity plans of the Ministries/Departments, ensures there is consistency in decision-making as evidenced by a mean of 3.51 and a standard deviation of 0.954. The extension staff also said that performance contracting has guaranteed uniformity in the ministry's extension work, as supported by a mean of 3.62 and a standard deviation of 1.098. Further analysis of the results showed a mean of 3.77 and a standard deviation of 1.043, indicating that performance contracts is a key driver not only towards enhancing performance, but also in attaining the set targets. These study findings clearly show that performance contracting minimized wastage of public resources, enhances service delivery and bolster job satisfaction. It is the recommendation of the study that for effective performance contracting that positively impacts on the quality of livestock extension services, all employees should be fully involved the whole process, including the signing of performance contracts. Additionally, reliability and inventiveness need to be embraced for performance contracting to contribute towards minimizing wastage of public resources. Besides, performance contracting reduces red tape leading to improved service delivery and job satisfaction among extension workers, a critical factor in enhanced productivity.

CHAPTER ONE: INTRODUCTION

1.1 Background Information

All over the world, public institutions are increasingly faced with the critical question of how to enhance service provision to the citizenry. Kobia and Nura (2006) observe that it is an acceptable fact that whenever the delivery of public services is not up to the required standard, it compromises people's quality of life and nation's development agenda. Transforming government institutions aimed at improving service delivery has become popular especially in developing countries across the World, where changing socio-economic status has resulted into demand for quality service by the taxpayers. Performance contracting has emanated from the general awareness that service delivery by public sector, has consistently fallen below the standard expected (Kobia and Nura, 2006).

World Bank (1989) report observes that a key requirement of the Structural Adjustment Programmes (SAPS) era of the 1980s was for African Governments to liberalize public enterprises to match private sector business. Therkildsen (2001) reports that Africa's public management then, was not able to sustain macro-economic stability, lower inflation, cut deficit spending and reduce the scope and cost of government, making it necessary to introduce New Public Management (NPM) models in Africa. PC has been successfully introduced in certain enterprises in Benin, Burundi, Cameroon, Cape Verde, Congo, Cote d'Ivoire, Gabon, the Gambia, Ghana, Guinea, Madagascar, Mali, Mauritania, Morocco, Niger, Senegal, Togo, Tunisia and Zaire. One of the success stories in Africa include Ghana, which in little more than a decade, managed to innovatively change the structure and strategy of its rural water supply sector. Additionally, Swaziland and Gambia have reported reasonable degree of success (Musa, 2001).

Just like any other Public Services System in many African countries, Kenya's has been confronted with a myriad of challenges, which constrain public service delivery (Lienert, 2003). Despite the numerous public-sector reforms undertaken in Kenya to address such bottlenecks, minimal results have been realized (AAPAM, 2005). In a further effort to mitigate the said short comings, the Government of Kenya (GoK) initiated Performance Contracting concept as part of a comprehensive package identified in Economic Revitalization Strategy (ERS) policy document (GoK, 2003).

Vision 2030, the current Kenyan economic blue print, recognizes livestock development as a key player in national development that could potentially help to realize an industrializing middle-income country by the year 2030. The second Strategic plan of the Ministry of Agriculture, Livestock and Fisheries Development (MALFD) (GoK/MALFD 2008-2012) outlines its mandate, as: "...to promote, regulate and facilitate livestock production for socio-economic development and industrialization", while spelling out its vision as being "...to be the regional leader in facilitation and delivery of efficient and effective services for a sustainable and prosperous livestock sub-sector." The Ministry's mission is "...to create a favourable legal and policy framework for the sustainable development of the livestock industry; and to provide support services that increase productivity, value addition and market access for the sub-sector's products."

In recognition of the importance of a fully functional extension service for agricultural and livestock sectors, and their contribution to economic growth and poverty reduction, the Government of Kenya, in consultation with key stakeholders, prepared a National Agricultural Extension Policy (NAEP) in 2001, accompanied by an appropriate framework for its implementation. In NAEP, MALFD is charged with the responsibility of spearheading livestock extension service delivery within the larger agricultural sector portfolio (GoK, 2005).

The livestock sub-sector sole objective is to promote food and nutrition security in livestock products and contributes about 10 percent of the Gross Domestic Product (GDP) of the country, accounts for over 30 percent of the farm-gate value of agricultural commodities and employs over 50 percent of the agricultural sector labour force. In addition, the sector earns the country foreign exchange through export of hides, skins, dairy products, live animals and canned beef. Despite this enormous contribution, the livestock sub-sector is faced with many constraints, ranging from frequent droughts, diseases outbreak, negative impacts of trade liberalization. To respond to some of the challenges faced by public extension service delivery, the Government of Kenya started implementing PC as an integral part of the Public-Sector Reforms (PRS) way back in 1993. The MALFD, embraced Performance Contracting in 2005-2006 financial year (GOK, 2005b). This report goes further to define a Performance Contract as a free-will negotiated work arrangement between an employer (e.g. government ministry/department), and the employee (e.g. staff of the MALFD). It plainly stipulates the roles, commitments and the tasks allocated to the two contracting parties.

As noted earlier, a Performance Contract is one part of the wider public-sector reforms, whose objective is to improve productivity and success in service delivery, at the same time minimizing the overall costs of service delivery. (Mallon 1994), what Kobia and Nura (2006).

1.2 Problem Statement

The Result Based Management (RBM) Guide Kenya (2005), observes that the problems, which limit the performance of public agencies can be enumerated as undue controls, multiplicity of principles, political meddling, unsatisfactory management and utter negligence. The RBM Guide Kenya (2005) goes further to observe that whereas a number of methods have been applied to address these inhibitions, PC has been identified as an effective tool for enhancing productivity. Performance Contracts were ideally designed to combat the negative public opinion that public sector performance was fast declining below expected levels. It was, therefore, felt that by introducing performance contracting in public service, there was likely to be marked improvement in service delivery within the public sector.

Up to 1980s, Government extension was well resourced with appropriate qualified personnel and financial resources to perform its extension outreach in every community. This grass root presence could pass for a truly community-based livestock extension services. Unfortunately, in slightly over three decades, the situation has deteriorated largely due to freezing of public employment, coupled with minimal funds for execution of extension services. Besides, the ratio of deployed extension staff to farmers, is about 1:1000 far below the FAO recommended level of 1:400 (GoK, 2001). This has led to constrained delivery of livestock extension services, which have largely become ineffective, leading to declining performance of livestock sector, especially in the ASALs, where this ratio is even lower. The agricultural sector in Kenya contributes 26% to the GDP directly and another 27% indirectly through downstream and upstream sectors (e.g. manufacturing, distribution and service-related sectors) (GoK, 2003). The declining livestock performance continues to exacerbate poverty among livestock keepers, especially pastoralists, as well as the national developmental agenda.

In spite of the MALFD embracing Performance Contracting (PC) since 2005/2006 financial year, the delivery of community-based public livestock extension service in Kenya is yet to meet the expected standards. This is confounded by the fact that since the introduction of PC in the Ministry of Agriculture, Livestock & Fisheries Development, there has not been any assessment carried out to document the impact as well as lessons learnt from adopting PC. The outcome of such a study would inform the review of the PC implementation process so as to

benefit from the lessons learnt so far, while illuminating the way forward. This study was therefore designed to evaluate the success realized through adoption of PC in the Ministry of Livestock Development affects the delivery of public livestock extension services in Isiolo Sub-County of Isiolo County, in Kenya.

1.3 Research Questions

Generally, the study was designed to find out what performance contracting (PC) entails in the Ministry of Agriculture, Livestock and Fisheries Development, in Isiolo Sub-county, Isiolo County. Specifically, the study set out to provide answers to 3 questions:

- i. What is the perception of both the community and staff of the Ministry of Agriculture, Livestock and Fisheries Development (MALFD) towards Performance Contracting in Isiolo Sub-County, Isiolo County?
- ii. What are the effects of the adoption of Performance Contracting by the MALFD on the delivery of community-based public livestock extension services in Isiolo Sub-county, Isiolo County?
- iii. What are the challenges encountered in the implementation of Performance Contracting and how are they being addressed in Isiolo Sub-county, Isiolo County?

1.4 The Study Objectives

The overall study objective was to assess the impact of Performance Contracting on the delivery of community-based public livestock extension services in Isiolo Sub-county of Isiolo County, in Kenya.

The specific objectives included:

1. To find out the perception of both the community and the staff of the MALFD towards Performance Contracting in Isiolo Sub-county, Isiolo County.
2. To determine the effects of Performance Contracting adoption by MALFD on the delivery of community-based public livestock extension services in Isiolo Sub-county, Isiolo County.
3. To document the challenges encountered in the implementation of Performance Contracting in the study area and how they are being addressed.

1.5 Justification of the Study

In Kenya, the implementation of PC commenced in the 2004-2005 financial year, and within the larger public service, the concept was piloted in selected parastatals that recorded marked improvements in service delivery. Since then, PC has attracted huge investment by government agencies. However, the real impact in the mainstream public service is yet to be fully evaluated.

One of the key contributing factors to the underperformance of the livestock sub-sector is reduced effectiveness of extension services. It is, therefore, necessary to assess the impact of the PC on the community-based public livestock extension service delivery in Isiolo Sub-County of Isiolo County. The results will form a body of baseline data on the impact of Performance Contracting on the community-based livestock extension service delivery in the larger agriculture sector. It may also be useful in other related service providers in community-based livestock extension like NGOs and Community Based Organizations (CBOs). Besides, other public institutions that have adopted Performance Contracting, may also find the outputs of this study useful for benchmarking on their outreach services and other public education endeavours. These findings could also be used to make recommendations aimed at adding value to relevant policy formulation, future evaluation of similar initiatives and recommend areas that require further research.

In addition, the study on the effect of Performance Contracting on community-based public livestock extension service delivery in Isiolo Sub-county, Isiolo County, comes at a crucial point in time. The output will contribute towards the realization of *Kenya Vision 2030*, the current Kenyan development blueprint, covering 2008-2030, with its first Medium Term Plan (MTP), covering 2008-2012, recognizes that livestock interventions are part of its key flagship projects.

Finally, the findings from this study will enable the various livestock extension stakeholders to identify their strengths and weaknesses, and therefore, initiate appropriate remedial measures that make them remain relevant and focused on the goals of Performance Contracting as far as delivery of community-based public livestock extension service is concerned.

1.6 The Scope of the study

This study assessed the impact of PC on the delivery of community-based public livestock extension services in Isiolo Sub-county of Isiolo County, in Kenya. In addition, it also investigated the effects of PC adoption by staff of the MALFD on the delivery of community-

based public livestock extension services in the sub-county. Besides, the study documented the challenges encountered in the execution of PC and how they are being addressed.

1.7 Definition of Key Terms

Performance target setting is identifying indicators for various actors e.g. ministries, departments, groups or individuals in carrying out defined work assignments. Each extension staff of the ministry is required to develop his/her annual activity plan, with specific performance targets that s/he is expected to deliver in that specific financial year.

Work planning is creating a common understanding of the task at hand, and mode of execution, including allocation and utilization of resources to ensure success. During annual work planning sessions, staff and their leaders, look at the next financial year (usually from 1st July – 30th June), and determine the activities to be undertaken by the organization or individuals to achieve its set targets for that specific period. The sessions are carried out at the main extension administrative levels. The identified annual activities are scheduled and put together in a work plan for that specific sub-county/county. These sessions are called “work planning sessions.”

Individual work plan is a planning tool within the Managing for Results Framework (MRF) where departmental goal of an organization is translated into actual activities to be performed with the actual allocated resources by specific individuals, becoming individual work plans, that captures individual targets, eventually becoming the county total targets per a given time frame, usually phased into 4 quarters per year (3-month sessions).

Performance appraisal involves evaluating the organization, the group or the individual achievements based on agreed milestones. Each extension staff in the MALFD, is appraised annually, against the targets S/he set within his individual work plan, as well as against the resources allocated for the implementation of individual activities in that financial year. Usually, the level of accumulative individual achievements, tallies to the total performance of the department, and eventually the ministry. Individual performance can attract rewards and / or sanctions depending on the level of delivery.

Performance based contracting is an achievement-based assessment method that emphasizes the outputs and outcomes that determines payment lots to the contractor, renewal of contract to the realization of precise, quantifiable achievement standards and requirements. At the MALFD, each extension staff signs an annual performance contract that is annually appraised to reflect both individual/department/ministry achievements against the annual set targets.

Public services are those services provided by governments (local, county, municipal, or national) to the public. It is also a service offered for the sole profit of the citizenry. The Public Service comprises of the civil service, local Government service, the disciplined service (excluding the military) and all those employed in state corporations and other public institutions whose salaries are funded through Government budget (PSC(K), 2001).

Public service delivery is the implementation of services provided or supported by government or its agency and making sure they reach communities intended. In Isiolo Sub-County, extension service is largely public service driven, hence delivered by public servants.

Strategic management is a tool kit that provides guidelines to government officials or organization managers on how to carry out activities in a strategic way. Work planning as a component of strategic management looks at the future and determines actions to be undertaken by the organization or individuals to achieve its set targets for a specific period.

Implementation is the putting into action of activities that have been agreed upon in the plan. In case of Isiolo Sub-county, extension services to the pastoralists and agro-pastoralists are delivered through implementation of the annual individual work plans.

Control refers to directing of resources and activities towards the achievement of set targets. Which a functional both individual staff as well as the immediate supervisors and/or managers, the latter being the heads of department, and doubling up as the holders of Authority to Incur Expenditure (AIE).

Resources are inputs required for the successful implementation of the work plans. Each individual staff is allocated some resources to facilitate execution of their individual work plans.

Quality service is the desired outcome which aims at exceeding customers' expectations. In our study context, quality community-based livestock extension service will lead to enhanced livestock productivity through better husbandry practices, resulting from adoption of appropriate technologies, promoted during the various extension forums.

Capacity building is the development of employees' skills to the desired levels necessary for the achievement of organization's goals. As part of performance contracting, each employee is required to identify any gap that can be addressed through short term training, and their supervisors are expected to facilitate the staff to undergo such trainings to build their capacity.

Primary data is data collected for the first time through various data collection techniques including field and site reconnaissance, surveys, interviews of key respondents, participant observations, focused group discussions and participatory techniques among others. Primary

data is a body of original, raw facts which must be analyzed and presented in appropriate format.

Secondary data is published data, especially such as was collected in the past or by other parties. MALFD annual reports, GoK policy documents and individual work plans formed part of the secondary data in this study.

CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

Review of literature is a “Critical analysis of a segment of a published body of knowledge through summary, classification and comparison of prior research studies, reviews of literature and theoretical articles (Wisconsin)”. The review is discussed in three parts. First, is the review of the livestock sub-sector and the extension delivery systems in Kenya. This is followed by the status of agricultural and livestock extension service in the country. Secondly, we define the concept, rationale and objectives of Performance Contracting before tracing its origins. Next, we bring in the Global, African and the Kenyan perspectives as well as a highlight of the constraints facing its implementation in Kenya. The third and final part of chapter two will focus on theoretical literature.

2.1.1 Performance Contracting

Performance Contracting (PC) belongs to a branch of management science referred to as Management Control Systems and is a contract signed by those that are part of the contract spells out their shared undertaking in order to deliver the contractual obligations. PC include two main components namely: Determination of jointly settled performance goals as well as the evaluation of periodic and terminal performance (GoK, 2005b). The accomplishment of PC in such diverse countries as France, Pakistan, South Korea, Malaysia, and India, has created a lot of interest in PC around the Globe. Many public institutions and international organizations have adopted performance contracting. World Bank (2002), reports that Ghana happens to be one of the African countries, that have successfully executed performance contracts, since the year 2000. Swaziland has also successfully implemented Performance Contracts in its public service (Musa, 2001).

2.1.2 Historical Perspective of Performance Contracting

Performance Contracting, which has its origins in France, United Kingdom, Australia and Canada (OECD, 1997), has been in the last fifteen years successfully used in about 30 developing countries. In Asia, the Performance Contract idea has been implemented in Bangladesh, China, India, Korea, Pakistan and Sri Lanka. In Latin America, PC has been used at different times in Argentina, Brazil, Bolivia, Chile, Colombia, Mexico, Uruguay and Venezuela. Elsewhere, Malaysia, United Kingdom, U.S.A, Canada, Denmark and Finland have also adopted PC.

The Structural Adjustment Programmes (SAPs) era of the 80s, left many African countries highly weakened by the various World Bank fronted reforms in public sector management. Part of the reform package implemented include: Governments were implored to liberalize public initiatives as a way of ensuring that they are managed like private sector businesses (World Bank, 1989). The importance of this shift in public administration was aimed at sustaining macro-economic steadiness, lowering inflation, cutting deficit spending and reducing the scope and cost of government operations (Therkildsen, 2001). The aforementioned challenges led Governments and other public institutions to introduce innovative New Public Management (NPM) models in reform programmes. Performance Contracting have been successfully implemented in certain enterprises in Benin, Burundi, Cameroon, Cape Verde, Congo, Cote d'Ivoire, Gabon, the Gambia, Ghana, Guinea, Madagascar, Mali, Mauritania, Morocco, Niger, Senegal, Togo, Tunisia and Zaire. One of the success stories in Africa is Ghana, which in a little over a decade, managed to positively change the structure and strategy of its rural water supply sector. Besides, Swaziland and Gambia have recorded notable success. (Musa, 2001).

Delivery of services to public in many African countries, including Kenya, is confronted by a myriad of bottleneck, impacting negatively on their capacity to deliver services (Lienert, 2003). In spite of the numerous public-sector reforms undertaken in Kenya to address these challenges, minimal results have been realized (AAPAM, 2005). In a further effort to mitigate these inhibitions, the Government of Kenya initiated PC as part of a comprehensive package identified in ERS policy document (GoK, 2003).

According to Masai and Mullei (2005), the concept of performance contracting was first introduced in Kenya in 1989 in the management of parastatals/state-owned corporations with the first two being the Kenya Railways Corporation, in April 1989, and the National Cereals and Produce Board, in November 1990. But the official recognition came in 1991, with the adoption by Cabinet of the Parastatals Reform Strategy Paper (PRSP), which defined broad policies that were aimed at streamlining and improving the performance of State-owned Corporations. Nafukho, *et al.* (2009) argue that performance contracting was not entrenched widely outside of a few parastatals until 2003, with the institutionalization of, and the need therein for operationalization of the objectives of, the ERS, that saw the wide adoption of PC across the civil service, including some key City and Municipal councils.

The adoption of PC in Kenya did not occur smoothly, since the system continued to face many challenges (Kobia and Mohammed, 2006). These challenges may have resulted from

underlying structural and systemic weaknesses. Mallon (1994) draws our attention to the importance of addressing both underlying and related issues within the wider public service and not just dealing with Performance Contracting as a stand-alone issue. Given the aforementioned scenario, there is need for continuous assessment of Performance Contracting along the implementation path with a view to identifying gaps that need to be filled in order to guarantee its positive impact on extension service delivery.

2.1.3 Performance Contracting in Kenya

The retired Kenyan president Mwai Kibaki, introduced PC in Kenya, through the then Ministry of Planning, headed by Professor Peter Anyang Nyong'o. The PC was then plainly elaborated in the ERS (GoK, 2003) and initiated in 16 State Corporations that signed the Performance Contracts in December 2004. Selection of the pilot parastatals was based on several aspects e.g. representation of varied sectors and establishments with existing Strategic plans. After successful implementation of Performance Contracts in parastatals, the government went ahead to initiate PC adoption in the Public Service, beginning with Permanent Secretaries and other accounting officers. Subsequently, in April 2005, the state put 175 Local Authorities the management on Performance Contracts (GoK, 2005b).

Performance Contracting in the Kenyan context, is an agreement between an employer e.g. government and an employee (MALFD staff) stipulating the services to be delivered to the public (GoK, 2005a). The PC stipulates the joint performance commitments, goals and tasks between the two parties. In that covenant, there are measurable targets that are clearly stated for a period of 12 months (usually from 1st July to 30th June), and achievement assessed against approved milestones.

The Government of Kenya guide-book defines performance contracting as a “administration instrument for determining performance against jointly agreed performance targets.” Organization for Economic Co-operation and Development (OECD, 1997) defines Performance Contracting as a variety of management tools used to describe obligation and expectations between parties towards attaining jointly decided outcomes. Kobia & Nura (2006) highlight the main rationale for implementing PC to include the following core reasons: i) Improve delivery of quality and timely services to citizens by government departments and government-owned corporations; ii) Decrease or remove dependence on the exchequer for regular and growth expenditures by Government-owned corporations; iii) Impart a sense of culpability and personal commitments in serving the public and in use of the availed resources; iv) Guarantee

that the government-owned agencies become viable and money-making, especially in the global and competitive environment.

Performance Contracting epitomizes an instrument for enhancing delivery of service to the public and rated highly as a crucial instrument for firming up virtuous management and accountability for results in the public sector (GoK, 2007). According to the Office of the President Circular of April 2007 (GoK-OP, 2007), PC succinctly states the intension, responsibilities and tasks of the parties in the contract. In setting performance targets, according to the circular, the targets need to be progress oriented; all-inclusive (i.e. covering all significant performance areas); appropriate to the mandate of the agency and reigning national priorities, corporate plans and budgetary provisions and milestones. Additionally, the targets must be completely aligned with budgets and national development instruments. Finally, the targets must be specific, realistic, simple, thought-provoking, easily understood, attainable and measurable. Given that the MALD has been on Performance Contracting since June 2005, and presumably abiding by these regulations, then its service targets/levels ought to show a growing trend since 2005. Service delivery indicators are more applicable to this study and entail periodic performance appraisal, individual work plans, performance targets, resource allocation and rewards and sanctions (GoK, March, 2007).

2.2 Livestock Development in Kenya

2.2.1 The Livestock Sub-Sector

According to the Ministry of Livestock Development Strategic Plan (GoK/MALFD, 2008), the livestock sub-sector accounts for 10% of the Gross Domestic Product (GDP) and over 30% of farm gate value of agricultural commodities. Livestock rearing is the main economic mainstay for most communities i.e. dairy production for those who live in the high rainfall areas and in the arid and extensive livestock production for those in semi-arid areas (ASALs). Within the ASALs, livestock keeping creates 90 per cent of employment opportunities and accounts for nearly 95% of the household incomes while in the more humid parts of the country, dairy keeping is a chief source of income to over 600,000 households. Equally the sub-sector also provides substantial raw materials to our local industries dealing with dairy, meat, hides and skins, wool and hair processing and also contributes significantly to household food and nutrition security.

2.2.2 Agricultural Extension Services in Kenya

The Kenyan agricultural extension has changed over the years, stranding across both colonial and post-independence era. During colonial times, the most popular extension methodologies were mainly designed to serve the settler and commercial farming systems, which was a well-packaged program that combined extension services with credit through banks and subsidized inputs through institutions like Kenya Farmers Association (KFA). On the other hand, native Africans, many of who were largely engaged in subsistence farming, agro-pastoralism and/or pastoralism, were reached through an extension approach that was coercive in nature (GoK, October, 2008).

After independence, the new Government designed and promoted more convincing and instructive extension methods, primarily with the help of donor funds. Some of the methods promoted include: conservative livestock extension approach in the 1960s and 1970s, formation of Farmers' and Pastoralists' Training Centers (F/PTCs), the Whole Farm Extension Approach (WFEA) and use of Integrated Agricultural Development (IAD) method (GoK, 2001).

The newly adopted extension styles required not only more human resource but also time and finances. Besides, all the methods were fundamentally top-down, with limited opportunity in understanding and addressing the felt needs of the clientele. The experience accrued was instrumental in informing the Government and other stakeholders to promote more participatory and demand-driven extension approaches, in the recent years. The current methods are, among other things aimed at tapping farmer's involvement, as well as private sector engagement in offering extension (GoK, October, 2008).

Despite the different methods used over the years, extension services have been over the years found to be more inclined to enhancing production without much regard to value addition and marketing. This is a mismatch, since it is a known fact that relating production with value addition and access to marketing opportunities is a precondition for transforming agriculture from subsistence to commercial orientation. Other new extension methods being adopted go further to address financing gaps in provision of extension services, with options like cost-sharing, commercialization and privatization. The execution of these extension methods takes cognizance of clear exit and entry strategy to avoid interruption of the service.

The provision of agricultural and livestock extension service in Kenya is largely public sector driven through the respective Departments of Extension in the Sector Ministries. Until the late

1980s, public agricultural and livestock extension service was well structured and endowed with appropriate human capacity and financial resources, across all administrative levels. During the last three decades, public sector-led extension has been confronted by a myriad of challenges that include: thinly spread extension staff, and the ever-declining resources for operations and maintenance. For example, the current Kenyan ratio of frontline extension workers (FEWs) to farmers is about 1:1000 compared to the FAO recommended level of 1:400. Due to the absence of private sector extension providers to fill the gap, the reduced staffing has led to reduced spatial coverage, without most farmers not able to access public extension service (GoK, 2008).

2.2.3 Community Based Livestock Extension Services within the MALFD

Besides the MALFD, other livestock Extension Service Providers like NGOs, CBOs and Faith Based Organizations (FBOs), have recently been involved in extension service provision filling in the gap created by the ever-reducing presence of public extension service. The entry of multiple livestock extension service providers has created the much-needed synergies among stakeholders, thus offering extension clientele more extension options (GoK/MALFD, 2008).

According to the National Agriculture Sector Extension Policy (NASEP) (GoK, 2005), the current livestock extension services in the country is provided through three different models and/or a hybrid of them. (i) Model 1: Offering free community based public extension services, largely offered to small scale livestock farmers and pastoralists; (ii) Model 2: Cost-shared livestock extension services, generally driven by the public sector in places where limited adoption of commercialized livestock production has taken place; and (iii) Model 3: Fully privatized extension, mainly targeting ranches, companies, cooperatives and quasi-public organizations like ADC farms.

Different players in livestock extension provision make use of diverse extension methods. Besides, in some areas, efforts to reproduce selected methods across diverse Agro-Ecological Zones (AEZ) and farming systems has been promoted. Additionally, dearth of multi-skilled extension workers has necessitated use of phased livestock extension service delivery to the farmers/pastoralists, who are otherwise confronted with multiple challenges, often resulting in low rates of technology uptake among livestock producers (GoK, 2005).

Even in absence of appropriate guiding principle, majority of the stakeholders acknowledge the importance of tailored livestock extension approaches that are based on the agro-ecological zones and socio-economic categorization of the livestock producers (GoK, 2005).

2.3 Theoretical Literature

2.3.1 Modernization theory

One of the analytical frameworks guiding this study is the Modernization Theory, whose proponents theorize that societies are categorized as either modern or traditional. The modern societies are the rich north while the traditional societies are the poor south. The theory blames the victim for failing to develop and the theorists are, therefore, referred to as internalities. This theory takes a simplistic approach to underdevelopment in our societies through the dichotomy of comparing a developed society and an underdeveloped one. Modernization theory claims that the main cause is internal, and that solution can only be found in the governing authorities of the 3rd World countries, who should invest in getting their people out of the old-style way of life and help them to adapt into a modern capitalist's future. This parochial viewpoint ignores the challenges posed by the damage already done to the supposedly 'Old-style way of life in the 'Third World'. This modernization school of thought demands that the world's poor disregard the ecological and ethical problems brought about by capitalism, and by extension the rich countries. From a modernization stand point, the degree of industrialization, urbanization, and cultural values are the main indicators of change in development in a country.

This argument is familiar in Kenya where pastoralists and agro-pastoralists communities are blamed about their lack of development without understanding and appreciating the many challenges encountered in their environment. Manufacturing is equated to modernity yet there are very few if any manufacturing facilities in the Kenya's ASAL regions. Therefore, one can postulate that the region lacks modernity.

According to Isbister (2001), the old-style society is stagnant, unchanging and its values are spiritual and inconsistent with individual self-betterment, and its paces of life are spherical and not linear or progressive. The old-style world is expressively contented, a world in which each person has a place that is secure. The old-style personality identifies with his or her ancestors and emulates them. Routine work is performed to sustain one's place in the society. Furthermore, they lack innovativeness and there is no distinction between daily life and spiritual life. This, to a large extent, defines the pastoralists' way of life in our study context.

Isbister (2001) continues to observe that people with old-style psychological and cultural traits put lower value on accomplishment, hard work, asset, savings and any other such features. Old-style people put more focus on sustenance living and cultural values treasured by local communities and religions. In addition, they pride in outdated economies, that is depicted by minimal industrialization, very small segment of middle class, and food and nutritional insecurity, coupled with large numbers of unemployed.

Bates (1981) notes that as a way of modernizing, the poor segment of the society is obligated to surrender their meagre resources to the superior class, the state and the industrial sector. In pastoralists' context, what comes to mind is the vastness and remoteness of their dwellings that make access to livestock extension services and inputs a far-fetched dream. This is confounded by the perennial lack of resources for effective provision of livestock extension services at the grass root level. According to Bates (1981), resources from agriculture are appropriated from peasants to meet the needs and the luxuries of businessmen and industrialists. Drawing a parallel scenario where, from Isiolo sub-county, livestock are bought, albeit at very low prices, and transported to far off end markets (at producers' expense) to meet the urban demand for red meat in Nairobi and other major urban towns of Kenya.

2.3.2 Theories of Organizational Change

This research work is also informed by theories of organizational change. According to Giddens and Duneier (2000), there exist four key pathways to organizations and organizational change: classical and early modernist, modernist, symbolic interpretive and post-modernity. Classical and early modernist theorists are real worried of stability than change. Early modernists see change as deliberate change in which a change agent promote change deliberately. In contrast, for the modernists, organizational change comes from variations in the environment and comes from outside the organization's direct control. Lately, population ecology, organizational life cycle and learning organization theories have seen organizations as not just adjusting to pressures from without but generating their own inner dynamics. Irrespective of which approach to organizational change is adopted, an organization wishing to carry out change at this level require one to employ best managers or advisors to create change from within; try to transform the organization through changes in its environment; inspire change from within by forming learning organizations; change the rhetoric and discourse of the organization /management.

The introduction of Performance Contracting across all the strata of the MALFD, including Isiolo Sub-County and indeed the entire public service, is aimed at bringing change to an entire organization in order to enhance delivery of public service, including the community-based livestock extension service.

2.3.3 Theories of Individual and Group Change

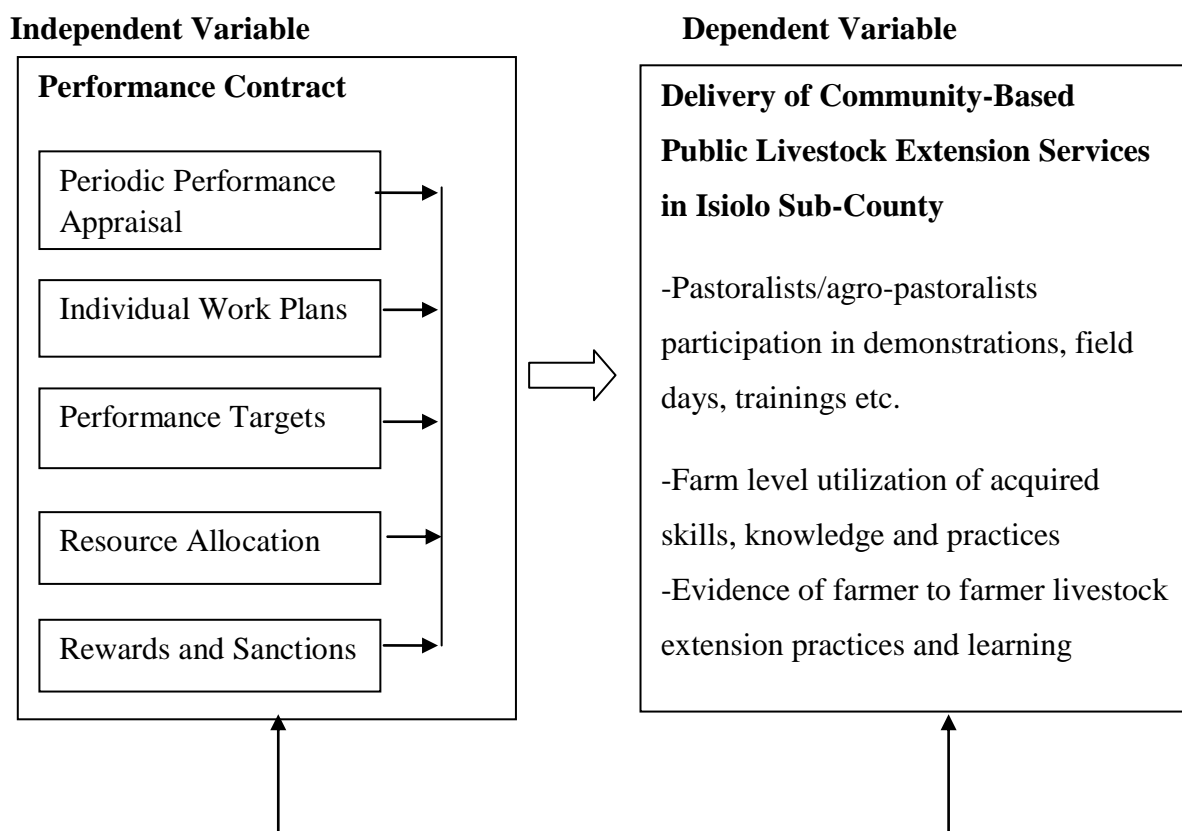
The themes of organizational change have equivalents in theory of individual and group change. According to Backer (2001), conduct is more probable to change if: the person develops a strong positive purpose, or gives an assurance, to accomplish the behavior. There are no environmental limitations that make it difficult for the behavior to happen: the person have the skills essential to accomplish the behavior; the individual sees that the rewards of accomplishing the behavior are more than the disadvantages; the individual sees more normative pressure to accomplish the behavior than not to accomplish it and the individual have confidence that performing the behavior is more consistent than inconsistent with his or her self-image or that it does not intrude upon personal standards. Besides, the individual's emotional reaction to accomplishing the behavior has to be more positive than negative; and the individual has to see that he or she has the capacity to accomplish the behavior under varied circumstances (Backer, 2001). This is inconsistent with the introduction of Performance Contracting in community-based livestock extension services in Isiolo Sub-county, which is aimed at changing individual extension workers in the MALFD, to be more results-oriented, as well as encouraging stock owners to demand extension service that catalyze adoption of better livestock husbandry and health management practices.

2.4 The Conceptual Framework

A conceptual framework essentially provides a linkage of relationship between the independent variable(s) on one hand, and the dependent variable(s), on the other. In this research project, the dependent variable was the delivery of community-based public livestock extension service, which will be measured by what knowledge and skills have been acquired by the targeted pastoralists/agro-pastoralists through MALFD's extension outreach services and the improvements in livestock rearing practices. The independent variables can be viewed at two levels. On the one hand, we have the performance of the MALFD extension staff in community-based public livestock extension services in Isiolo sub-county, Isiolo County. The staff extension activities can be assessed through: periodic performance appraisal; individual work plans, performance targets, resource allocation, and rewards and sanctions. On the other

hand, the acquisition and adoption of livestock extension technologies at the household/farm level, forms the other level of measurement of both dependent and independent variables. The latter will be measured by community participation in MALFD’s community-based livestock extension activities (e.g. demonstrations, trainings and field days); Farm level utilization of the acquired technologies, skills and knowledge, and evidence of farmer to farmer livestock extension practices. The challenges experienced, and lessons learnt in the delivery of the community based public livestock extension services at the two levels will be captured through the structured interviews as well as the discussions with the selected key informants.

Figure 2.1: The Conceptual Framework



The conceptual framework (Figure 2.1) explains the potential effects of adopting performance contracting in enhancing delivery of community-based livestock extension services by the MALFD extension staff, in Isiolo Sub-county of Isiolo County. At staff level, enhanced extension services will be measured through tools like periodic performance appraisal against individual work plans, which captures quarterly and annual performance targets, as well as resources allocated for extension services at the various levels, i.e. individual level, sub-county level and county level, in addition to rewards and sanctions. At community level, the effects of adoption of performance contracting in the delivery of community-based public livestock

extension services will be measured by the level of participation by pastoralists/agro-pastoralists in community based public livestock extension activities (e.g. demonstrations, field days & trainings), and indication of farm level utilization of acquired knowledge and skills. In addition, evidence of adoption of technologies, knowledge, skills and practices acquired at household/farm level by pastoralists/agro-pastoralists will be measured through improved livestock rearing practices as well as evidence of farmer to farmer learning and transfer of better livestock management practices.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

Chapter 3 discusses the approaches used to carry out this study. It specifically examines the research design, study population, sample size, data collection procedures and data analysis methods. Kothari (2004) refers to research methodology as “a way to systematically solve the research problem”. The author goes further to state that investigation procedures includes approaches or practices, the reason why the chosen methods or techniques were used, and why a certain technique is chosen and not the other.

According to Brown et al (2003), research design offers the adhesive that keeps the research project together, and is used to guide the investigation, showing how all the components of the research project, that include: sampling or groups, measures, treatments or programs, and assignment procedures etc. relate to one another in order to address the fundamental research questions.

3.1.1 Description of Study Area

3.1.1.1 Position, Size and Population

The study was carried out in Isiolo Sub-County, one of the 3 sub-counties of Isiolo County in Kenya. Isiolo County is administratively found in the Upper Eastern sub-region and is one of the 13 Counties that formed part of the former Eastern Province of Kenya. The population of Isiolo County was estimated to be 143,294 with 73,694 males and 69,600 females (KNBS, 2013), implying that the County’s population male to female ratio is almost 1:1. It was estimated that the population of Isiolo will rise to 159,797 and 191,627 by 2012 and 2017 respectively. The population of Isiolo County is largely composed of traditional pastoralists, whose dominant agronomical occupation is nomadic pastoralism, involving rearing of cattle, camels, sheep and goats) and the Meru (agro-business), with a number of immigrant communities from other parts of the country (due to the military bases located in the vicinity). Kenya Vision 2030 proposes a raft of massive capital investments for Isiolo County, which include: LAPSET, International Airport, Resort City, Oil refinery, etc. all are expected to contribute to rapid population growth.

Isiolo County borders Marsabit County to the north, Garissa County to the south east and Wajir County to the east. It also borders Tana River and Meru counties to the south and Laikipia and

Samburu counties to the west. The county has an area of 25,605 square Kilometers. Previously it was administratively divided into 6 divisions namely: Isiolo Central, Garbatulla, Sericho, Merti, Oldonyiro and Kinna. In total, the County of Isiolo has 22 locations and 44 sub-locations. Following the 2013 Kenyan general election, that gave rise to devolution, the County was sub-divided into three Sub-Counties, namely Isiolo, Merti and Garbatulla. Figures 1 & 2 indicate the position of Isiolo County on the map of Kenya, the administrative and political boundaries of the county.

3.1.1.2 Administrative and Political Units

Politically, the county has two constituencies i.e. Isiolo North and Isiolo South (Figures 3.2 & 3.3), that are administratively divided into three sub-counties and ten electoral wards. Isiolo North Constituency, is divided into 7 wards, namely: Wabera, Bulapesa, Chari, Cherab, Ngaremaara, Burat and Oldonyiro, while Isiolo South Constituency is divided into 3 wards, namely: Sericho, Kinna and Garbatulla (Table 3.1).

Table 3.1: Showing Isiolo County administrative (i.e. Sub-Counties & locations) and political units (Constituency and electoral wards)

Constituency	Ward / Locations	Total Population (2009)	Area Km²
Isiolo North	Isiolo Sub-county		
	Wabera	17,431	
	Bulapesa	22,722	
	Burat	18,774	
	Ngaremara	5,520	
	Oldonyiro	15,388	
	Sub-Total, Isiolo	79,835	
	Merti Sub-county		
	Cherab	15,560	
	Chari	4,781	
	Sub-Total, Merti	20,341	
Population, Isiolo North Constituency		100,176	
Isiolo South	Garbatulla Sub-county		
	Kinna	14,618	
	Garbatula	16,401	
	Sericho	12,099	
	Sub-Total, Garbatulla	43,118	
Population, Isiolo South Constituency		43,118	
Grand Total, Population and Area		143,294	25,605

Source: Isiolo County Livestock Strategy and Action Plan 2015-2020 (Isiolo County, 2015).

Figure 3.2: Map of Administrative Units in Isiolo County

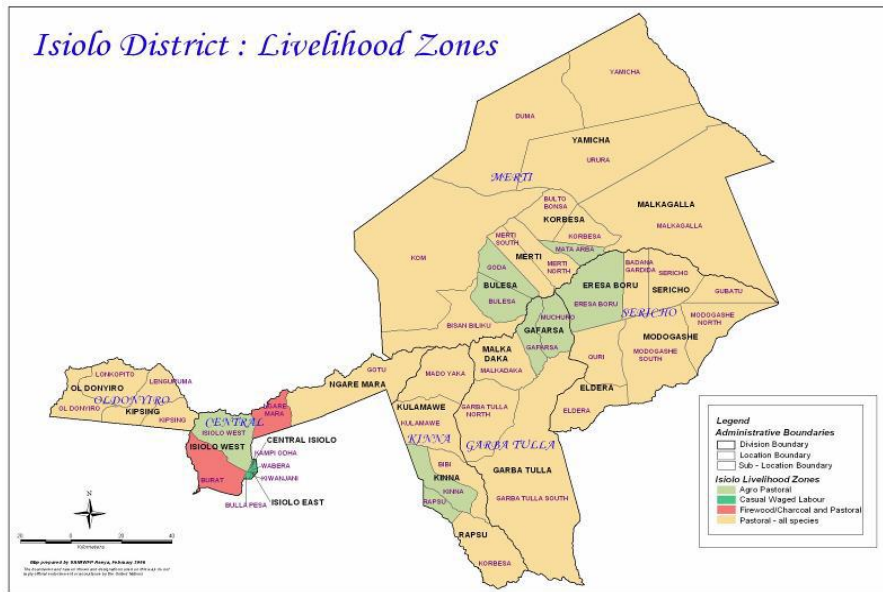
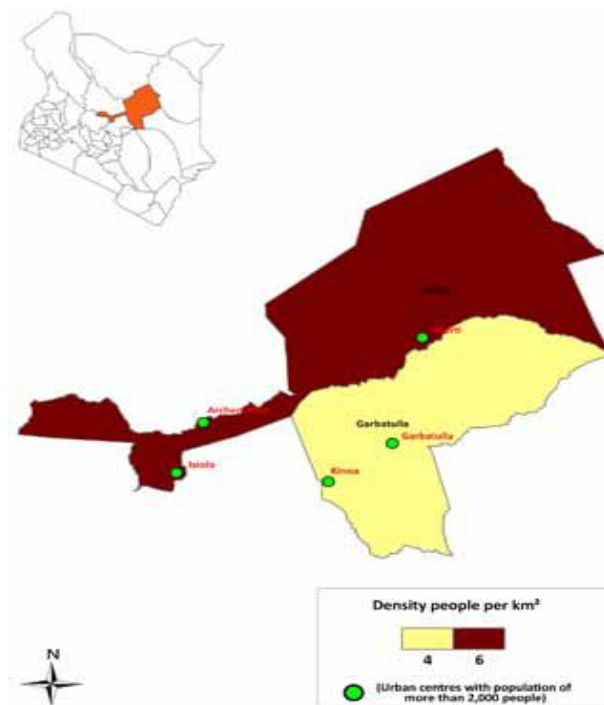


Figure 3.3: Constituency boundaries in Isiolo County



3.2 Isiolo Town

Isiolo town, the County headquarter, is in Isiolo Sub-County (the former Isiolo Central division), and located 285 kilometers north of Nairobi, the Capital City of Kenya. Isiolo town is a transits town en-route to the northern half of the country. The town has an estimated population of 80,000 people, most of them living in the rural outback of the town. (Isiolo CIDP, 2013).

3.3 Agro-climatic zones

Isiolo county has three climatic zones that include: The Semi-arid zone which covers the Central and Kinna divisions which accounts for about 5 percent of the total area of the County and with precipitation of 250-650mm per annum; Arid Zone covering Central and Gerbatulla divisions that occupies 30% of the County and receiving rainfall of between 300-350 mm per annum, which can only support annual grasslands and a few shrubs; and lastly the Very Arid Zone that covers Merti and Sericho divisions representing nearly 65% of the County area, and usually receiving rainfall of between 150 and 250mm per annum. (ISIOLO CIDP, 2013).

3.4 Selection of Isiolo Sub-County as the Study Area

Isiolo County Livestock Development Strategy (2015), observes that Isiolo Sub-County is representative of both pastoral and agro-pastoral production systems practiced by the mixture of tribes that are resident in this sub-county, making it a natural choice as far as community-based livestock extension delivery services are concerned. Besides, the sub-county is also accessible, being less than 300km from Nairobi, the Kenyan capital city, connected by an all-weather tarmac road. Isiolo town is where the tarmac road passes en-route to the Kenya's north-eastern area of desert scrub, mountains and Lake Turkana. (CIDP, 2013).

3.5 Research Design

This research project was carried out through an assorted research design method, whereby quantitative and qualitative research techniques were integrated into a single study. Data was collected through Key Informants' Interviews (KII), Focused Group Discussions (FGDs) and observations and quantitative methods. The choice of an assorted research design method was preferred in assessing the effects of performance contracting on the delivery of the community-based public livestock extension services, to allow collation of information from different extension actors (i.e. extension staff, agro-pastoralists and pastoralists etc.). This design was considered appropriate because it is more concerned with describing the characteristics of a phenomenon (e.g. performance contracting), by seeking to answer questions like what is the

effect of the implementation of performance contracting? When were the effects of performance contracting felt? How has its implementation impacted on the delivery of community-based livestock extension services in the study area? This design enabled the researcher to obtain information from across the different target population, which was critical in the analysis of their views and responses.

Qualitative information was collected through carrying out key informant interviews (KII), Focus Group Discussions (FGDs), and general observations, while survey questionnaires were used to collect quantitative data.

3.4 Sampling Design and Site Selection

Isiolo Sub-County administrative unit, the target area of this study, was purposefully selected from among the 3 sub-counties in Isiolo County, the other 2 being Garbatulla and Merti sub-counties. The selection was done through consultations with the County and Sub-County extension officers drawn from Departments of Livestock Production and Veterinary Services, who were the senior most officers in charge of livestock activities, at both the Sub-County and the County levels. Table 2 shows the distribution of extension staff in Isiolo Sub-county by departments and duty location.

Table 3.2: Distribution of frontline extension workers (FEWs) in Isiolo Sub-county by department and duty location

Duty Ward / Location	No. of frontline extension workers		
	Livestock	Veterinary	Total
Wabera	8	2	10
Bulapesa	2	1	3
Burat	2	1	3
Ngaremara	3	2	5
Oldonyiro	2	2	4
Total	17	8	25

A questionnaire was used to collect relevant data amongst all extension personnel of the MALFD based at wards/location in Isiolo Sub-County, as well as the County headquarter (Table 3.2). Moreover, further information was collected from selected agro-pastoralists and

pastoralists in the study Sub-County. The later were picked purposefully from among the livestock producers who had been participating in the Ministry's community-based livestock extension outreach activities in the study Sub-County.

As part of consent solicitation, the agro-pastoralists and pastoralists were briefed on the aim of the study before administration of the questionnaire. Additionally, interviewees were assured of the confidentiality of the information gathered. The researcher made every effort to ensure that all the gender groups (men, women and youth) were included in the sample. To improve on the reliability and the validity of the study, the information gathered through the questionnaire was triangulated by in-depth interviews with key informants.

3.5 The Unit of Analysis and the Unit of Observation

The unit of analysis for this study was the pastoralists/agro-pastoralists and the extension staff of the MALFD in Isiolo Sub-County. On the other hand, the unit of observation for the pastoralists and agro-pastoralists were the household, the farm land as well as the pastures, both in the farms and in the open range. Besides, observation unit for the extension staff was the County /Sub-county livestock extension offices.

3.6 Sources of Data

The main source of primary data was the key actors/stakeholders in the provision of the community-based public livestock extension services, who include the MALFD extension staff and the benefiting agro-pastoralists and pastoralists. The primary data was collected through administration of pre-tested questionnaires containing both open and closed type of questions, to the study community, as well as the MALFD extension teams in the study area. In addition, detailed discussions were held with key informants. Secondary data was sourced from the Ministry's reports and other government policy documents.

3.7 Data Collection Procedures

Collection of data was through face to face interviews using questionnaires administered to both pastoralists, agro-pastoralists and the MALFD extension staff. The questionnaire had both closed and open-ended questions. Due to an appreciable language barrier, among a sizeable segment of the study population, local data collection assistants, who spoke the indigenous languages (Somali, Borana, Samburu and Turkana), were recruited to administer the interview= to the illiterate stock owners/farmers. An interview guide was used during the discussions with the key informants. Throughout the study, visual observations were made so as to reinforce what the respondents had shared.

3.8 Tools for Data Collection

Data on Performance Contracting and community-based public livestock extension service delivery, was gathered using various data collection tools, which included desk reviews checklist, key informant guides (for structured interviews with key informants), observation guide/checklists, questionnaires and focus group discussion guides. A detailed description of these tools follows below.

3.8.1 Desk Review checklist

Collation of secondary data involved review of documentation at the county livestock production and county veterinary offices, both at the county and the sub-county levels. This review was guided by a checklist that was pre-determined to capture the key issues under to be studied.

3.8.2 The Questionnaire

Data from the face to face interviews was captured using pre-tested questionnaires, consisting of closed and open-ended questions. The latter types of questions were specifically aimed at capturing the qualitative data of the study, that is expected to bring out the perceptions and attitudes of the study populations towards performance contracting.

3.8.3 Observation Checklist

The researcher used a predetermined observation checklist throughout the data collection period. Some of the key points of observation included: Evidence of utilization of the acquired skills and knowledge at farm level focusing on improved husbandry practices (e.g. improved housing for young stock, animal feed conservation and preservation, use of aluminum milk containers, enhanced livestock husbandry practices (e.g. de-worming, breed selection etc.) and general health of the livestock e.g. absence of ticks after spraying with acaricides.

3.8.4 Focus Group Discussions (FGDs) Guide

The information collected through questionnaires was augmented by data from the focused group discussions (FGDs), picked through use of checklist to capture the attitude and perceptions of the targeted agro-pastoralists and pastoralists, who had benefited from the MALFD livestock extension services in Isiolo Sub-County. In addition, data from FGDs highlighted the perceived effects of community based public livestock extension services as delivered by the extension staff in the study sub-County. The data was captured based on the various livestock husbandry and health practices that include: young stock management, breed

selection, hygienic milk production, reduced livestock disease incidences, fodder conservation and the resultant impact on their household incomes.

3.8.5 Key Informants Interview Guide

The researcher also identified key informants (KIs) like the local provincial administration officials, contact agro-pastoralists and pastoralists, opinion and community leaders. The researcher engaged with KI on the perceived effects of the MALFD livestock extension service within their areas of residence. During the key informants' interviews, a KI guide was used to capture information that was useful in triangulating the data.

3.9 Data Analysis

3.9.1 Quantitative data

The qualitative data collected from use of close-ended questionnaires was analyzed using Statistical Package for Social Scientists (SPSS, version 19 for Windows). The data was subjected to descriptive and inferential statistical analysis, whose output were charts, graphs and frequencies in form of percentages, generated using Microsoft Office Excel 2008.

3.9.2 Qualitative data

Qualitative data collected in form of observations, interviews and focused group discussions was tabulated as per the study objectives and coded according to major themes and/or issues. The arising themes were then put together and analyzed thematically. The findings were further elaborated by the researcher in relation to the objectives of the study.

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

4.2 General Information

The respondents were presented with general questions to capture their general information including the demographics whose findings are discussed in the following section.

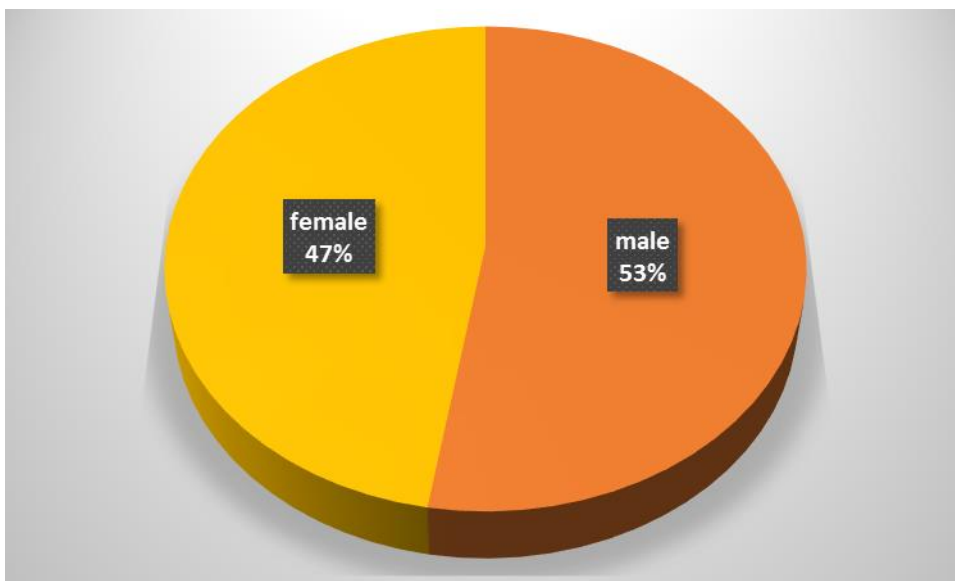
4.2.1 Distribution by Gender

The researcher had questions aimed at finding out the gender of the respondents.

4.2.1.1 Distribution of Extension Staff by Gender

It was established that 53% of the respondents were male while 47% were female. This implies that there is insignificant gender disparity amongst the extension staff (Figure 4.4).

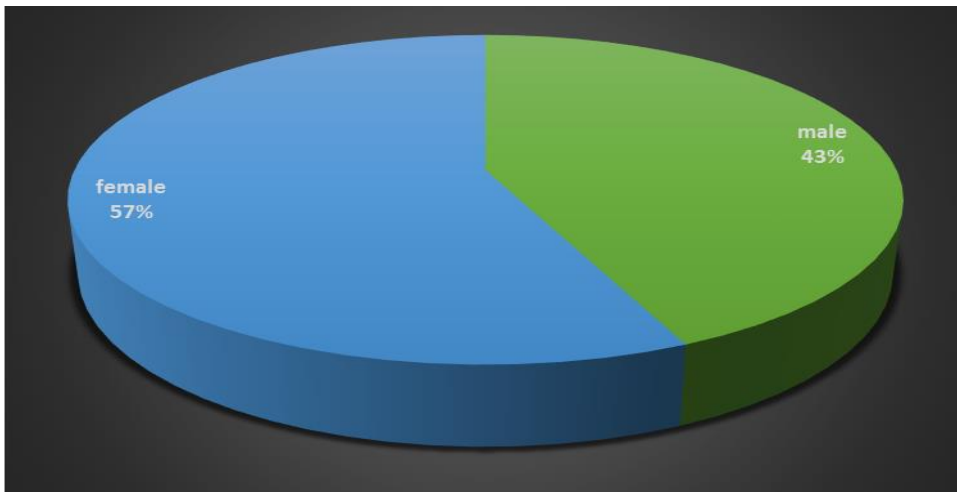
Figure 4.4: Distribution of Extension Staff by Gender



4.2.1.2 Distribution of Agro-pastoralists/pastoralists by Gender

The results indicate that 43% and 57% of the respondents were male and female respectively. This depicts that women were more easily available than men. This can be explained by the fact that since the targeted population was largely agro-pastoralists/pastoralists, most men had move with livestock to far places in search of pastures and water (figure 4.5).

Figure 4.5: Distribution of Agro-pastoralists/Pastoralists by Gender



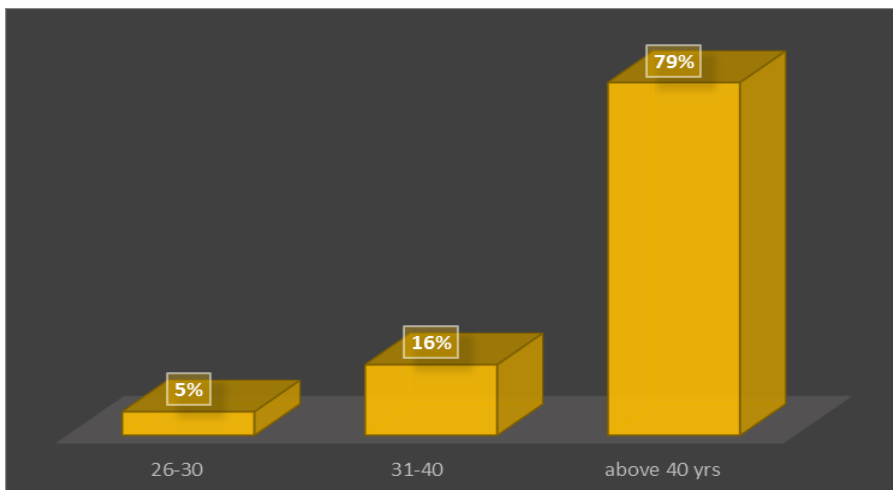
4.2.2 Respondents by Age

In order to find out the respondent's age, the study findings were broken down to two categories; extension staff and farmers/agro-pastoralists.

4.2.2.1 MALFD Extension Staff by Age

Accordingly, it was established that the majority (79%) of MALFD extension staff in Isiolo Sub-County were above 40 years of age, followed by 16% who were between 31 and 40 years of age and lastly 5% who were between 26-30 years of age (Figure 4.6).

Figure 4.6: MALFD Extension Staff by Age



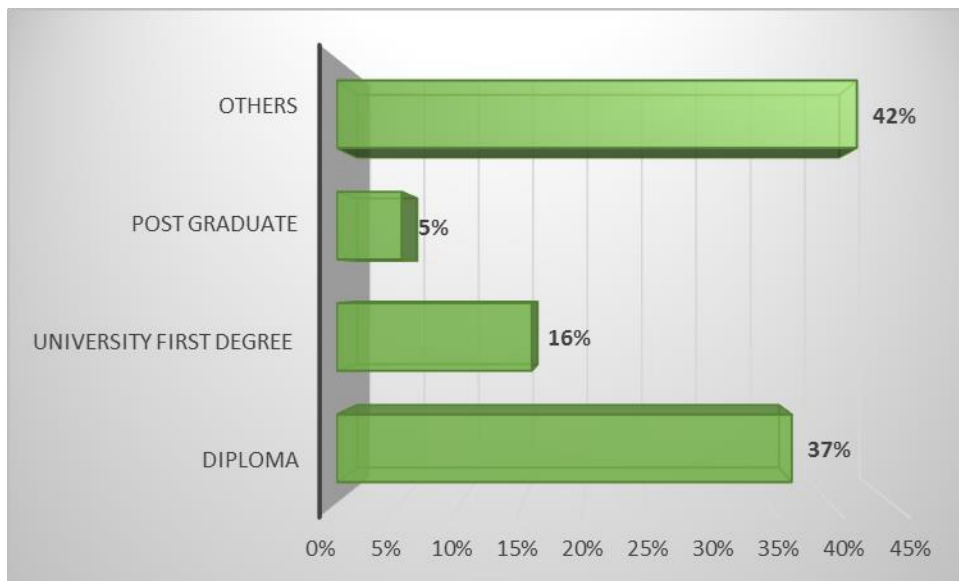
4.2.3 Respondents by Level of Education

Both the extension staff and the community members were required to indicate their level of education.

4.2.3.1 Extension Staff by Level of Education

The study findings showed that 37% of the MALFD extension staff who were interviewed had attained diploma level of education, 16% had attained a university first degree and 5% had attained postgraduate level of education. The remaining 42% did not disclose the level of education they had attained. The findings therefore reveal that slightly more than half of the respondents (58%) had attained levels of education that allowed them to offer appropriate extension service and could be relied upon to understand and respond to the study (Figure 4.7).

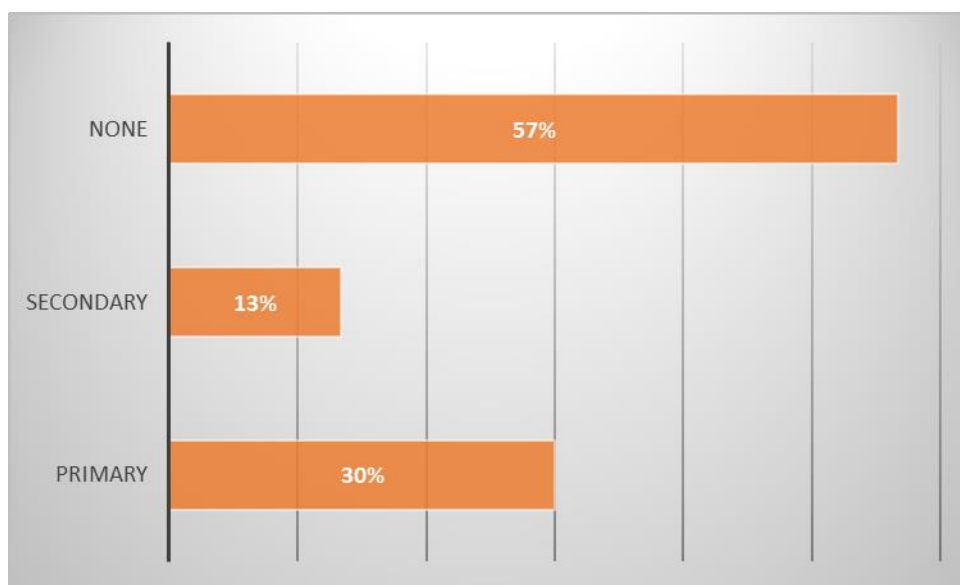
Figure 4.7: Extension Staff by Level of Education



4.2.3.2 Agro-pastoralists/Pastoralists by Level of Education

The findings also established that the majority (57%) of the respondents had no formal education, 30% and 13% of the respondents had attained primary and secondary level of education respectively. The low level of education among the target population in Isiolo Sub-County is a common characteristic of the Kenyan pastoralists areas (Figure 4.8).

Figure 4.8: Agro-pastoralists/Pastoralists by Level of Education



4.2.4 MALFD Extension Staff Work Experience

On the question as to how long MALFD staff had been working as extension officers, 73.68% of the staff had over 10 years' experience while 26.32% had an experience of less than 5 years (Table 4.1). Given that majority of the extension staff were experienced enough, the responses given were valuable in relation to the effect of performance contracting on extension service delivery in Isiolo Sub-County. Table 4.1 displays the summary of these findings.

Table 4.1: Extension Staff Work Experience

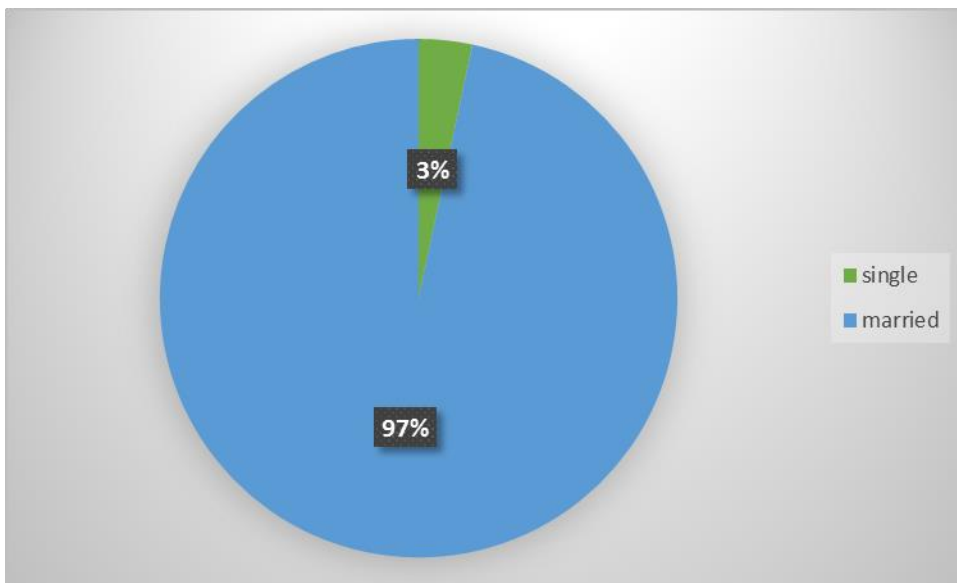
		Frequency	%	Valid %	Cumulative %
	< 5years	5	26.32	26.32	26.32
	5 - 10 years	0	0.00	0.00	26.32
	> 10 years	14	73.68	73.68	100
	Total	19	100	100	

The specific professional specialization of the extension staff included: general agricultural extension, animal husbandry, veterinary services, laboratory and disease control, laboratory technicians, range management, surveillance and diagnosis, dairy science and technology, food science and technology, animal production and animal health management.

4.2.5 Respondents by Marital Status

The study requested the Agro-pastoralists/pastoralists to indicate their marital status, from which it was established that 97% were married whereas a minority 3% were single as portrayed in figure 4.9.

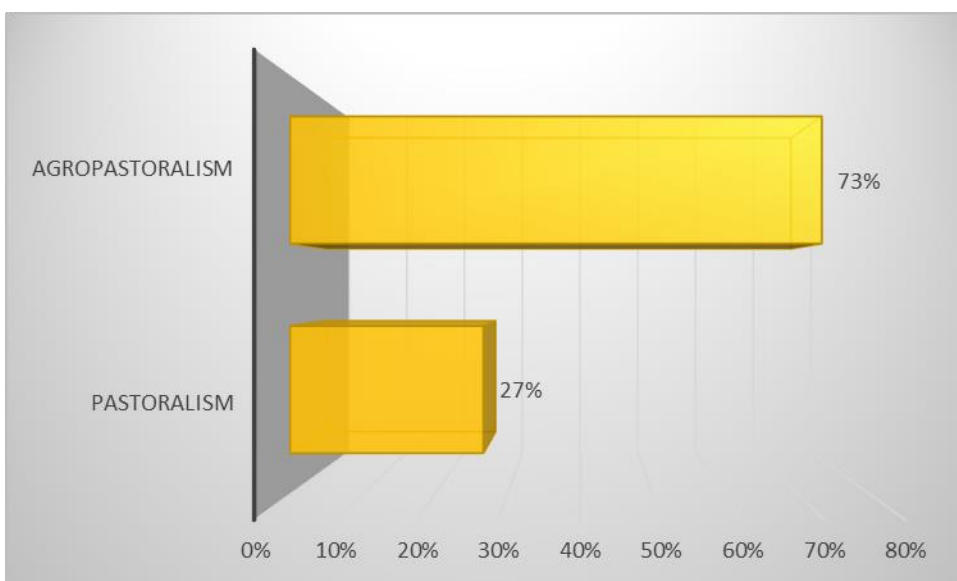
Figure 4.9: Respondents by Marital Status



4.2.6 Type of Livestock Production

The study further requested the respondents to indicate the type of livestock production they were engaged in. Accordingly, as shown in figure 4.10, majority of the Agro-pastoralists/pastoralists practiced agro-pastoralism whereas 27% were pure pastoralists.

Figure 4.10: Type of Livestock Production



The researcher observed the farms/homesteads for presence and/or absence of some farming practices to indicate the number of agro-pastoralists/pastoralists that have taken up certain technologies/practices after attending sessions of trainings and demonstrations. Table 4.2 shows the recorded frequencies of the observations made based on uptake of technologies by farmers/agro-pastoralists in their farms.

Table 4.2: Frequencies of the observations made based on uptake of technologies by agro-pastoralists/pastoralists in their farms

Activity	Farmer / Agro-Pastoralist No. 1	Farmer / Agro-Pastoralist No. 2	Farmer / Agro-Pastoralist No. 3	Farmer / Agro-Pastoralist No. 4	Farmer / Agro-Pastoralist No. 5	Total no of farmers/Agro-pastoralists practicing that technology
Plant Napier grass	1	0	0	1	1	3
Conservation of hay	1	0	0	1	1	3
Provide mineral supplements	1	0	0	0	0	1
Houses for calf	1	0	1	0	0	2
Using acaricides to control ticks	1	1	1	1	1	5
Total	5	1	2	3	3	

The results indicate that among the 5 most promoted livestock husbandry practices through MALFD extension in Isiolo Sub-County (i.e. planting of nappier grass, hay conservation, mineral supplementation, calf housing and use of acaricides to control ticks), control of ticks using acaricides was practiced by all the sampled agro-pastoralists/pastoralists. On the other hand, only 1 out of the 5 agro-pastoralist/pastoralists was found to be practicing all the 5 technologies promoted.

4.3 Perception towards Performance Contracting and Extension Services

4.3.1 Awareness of Performance Contracting

The respondents from FGDs and KIIs were required to indicate their understanding of Performance Contracting. One respondent from the FGD indicated that

“Performance Contracting is a tool to aid livestock extension staff and not an inconvenience”.

Another from the KII supported this statement by saying that

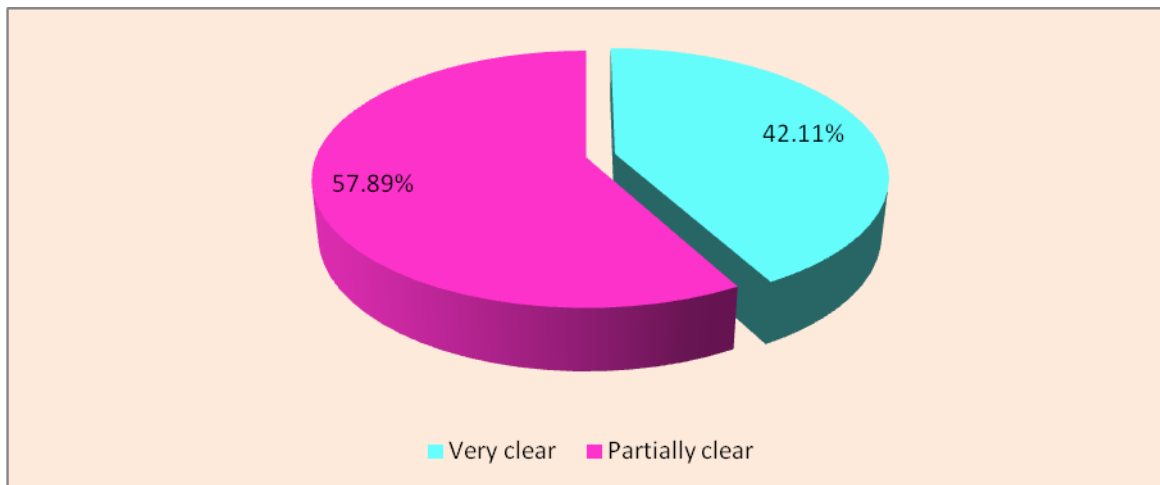
“we use Performance Contracting in the execution of extension services”.

This implies therefore that the respondents (both community members and extension staff) were aware of Performance Contracting in MALFD livestock extension services.

4.3.2 Clarity of Goals of Performance contracting

On being asked how clear were the goals of performance contracting in the implementation of livestock extension activities, 42.11% said that the goals of PC were very clear while 57.89% of the extension staff indicated that the goals were partially clear (figure 4.11).

Figure 4.11: Clarity of Goals of Performance Contracting



4.3.3 Perception on Adequacy, Relevance and Quality of Extension Services offered by MALFD

The community members were required to indicate their perception on adequacy, relevance and quality of extension services provided by MALFD, NGOs, traders and fellow farmers. In terms

of adequacy, the government’s extension services were found to be adequate while that of NGOs, traders and fellow farmers were found to be partially adequate (Table 4.3).

Table 4.3: Perception on Adequacy, Relevance and Quality of Extension Services

Source of extension Messages	Adequacy 1= adequate 2=Partial 3=Inadequate	Relevance 1= Highly relevant 2= Relevant 3= Irrelevant 4= Highly irrelevant	Quality 1=High quality 2=Average 3=Low quality
Government	1	1	1
NGOs	2	2	2
Trader	1.5	2	2
Fellow farmers/agro-pastoralists	2	2	2

A participant from one FGD said

“we receive extension advice on agriculture from extension workers”

and another member added that

“the most important source of advice is from the government extension system”.

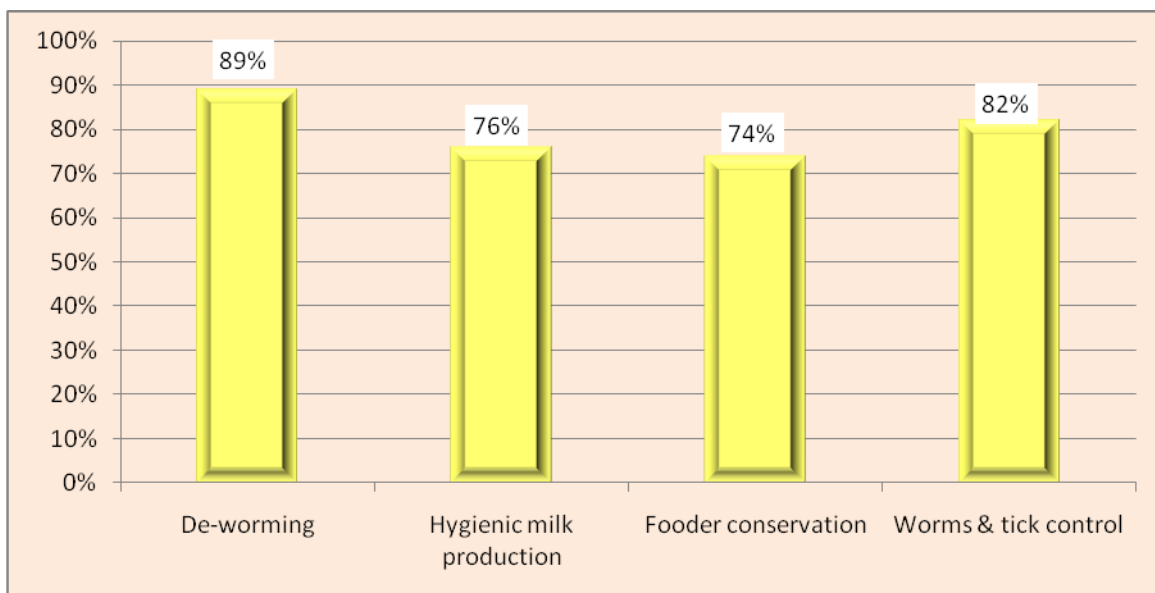
Other sources of extension advice as mentioned by respondents was from the Non Governmental Organizations (NGOs), contact farmers and salers of agrochemicals. The FGDs also indicated that the contact with extension officers was very frequent- once per every two weeks. Majority of the agro-pastoralists/pastoralists interviewed were members of farmers research groups or other informal farming groups. Similarly, government extension services were found to be highly relevant while that of NGOs, traders and fellow farmers were relevant as indicated by the community members. As far as quality is concerned, government extension services were found to be of a higher quality than extension services offered by NGOs, traders and fellow agro-pastoralists/pastoralists, which were rated to be of average quality. This shows

that farmers/agro-pastoralists got regular extension advice from both government bodies and non-government organization.

4.3.4 Technologies for Livestock Production

The following section deals with skills that the agro-pastoralists/pastoralists have acquired and acquired from extension services. The community members indicated that the important technologies (i.e. skills & knowledge) that they have acquired included: de-worming (89%), hygienic milk production (76%), fodder conservation (74%) and worms and tick control (82%). The findings of the study are shown in figure 4.12.

Figure 4.12: Important Technologies Acquired



The respondents, through FGDs and KIIs, were required to indicate the benefits they have derived from applying/using the acquired technologies and/or skills. One respondent from FGDs cited

“ As a result of what I have learned, I have witnessed reduced young mortality and produced uncontaminated milk”.

Another respondent explained that

“Fodder availability during dry spell was a great achievement hence more milk and improved livestock health without worms and ticks. As a result increasing farm production and productivity hence increased income from agriculture related activities”.

Yet another indicated that

“we transfer the knowledge we have learnt to fellow farmers thus transferring the innovation acquired”.

This implies that the technological knowledge passed on to agro-pastoralists/pastoralists was helpful to them and played a big role in increasing their farm production.

An FGD respondent reported that

“delivery of community-based livestock extension service in the last 5 years has been very effective compared to 10 years ago”.

He further indicated that

“on average the extension staff visits my farms weekly”.

The challenges encountered when practicing the acquired technologies by farmers in their herd included: inadequate capital, lack of modern farming equipment, lack of ready market for livestock and livestock products, expensive drugs, lack of technological knowhow and less frequent contact with the extension officers.

4.4 Effects of the Adoption of PC by the MALFD on Service Delivery

The second objective of the study was to establish the effects realized after adopting performance contracting by MALFD on the delivery of community based public livestock extension services in in Isiolo Sub-county, Isiolo County.

4.4.1 Quality of Service delivery

The study sought to find out the extent to which various measures brought about by performance contracting had impacted on the quality of service at the MALFD. Respondents were, therefore, presented with a series of statements and asked to score on a scale of 1-5. The findings are as presented in table 4.4.

Table 4.4: Quality of Service Delivery

Statement	Mean	Standard Deviation
Surveys of users	4.01	0.954
Changes in inputs	4.02	1.098
Range or number of outputs	3.94	0.761
Systematic assessment of user complaints	2.62	1.098
Number of complaints as a proxy for service quality	2.77	1.142

The respondents agreed that various measures affected surveys of users and changes in output as indicated by a mean of 4.01 and 4.02 respectively. Further, findings indicated that measures of Performance Contracting influence range or number of outputs as evidenced by a mean of 3.94 and a standard deviation of 0.761. However, the results indicated that the various measures do not affect the systematic assessment of user complaints to a significant extent (mean=2.62 and standard deviation=1.098). The study also showed that the number of complaints as a proxy for service delivery was not affected as supported by respondents with a mean of 2.77 and a standard deviation of 1.42.

4.4.2 Livestock Extension Service Delivery

The respondents were also asked to give their opinion on various statements that relate to the effect of performance contracting on Livestock Extension Service Delivery. The results are as presented in table 4.5.

Table 4.5: Livestock Extension Service Delivery

Statement	Mean	Standard Deviation
Integrating the activity plans of the departments through PC allows scrutiny of the uniformity of decisions made	3.51	0.954
PC has been utilized as a tool to guarantee uniformity in the ministry	3.62	1.098
PC also challenges the entire services network to work towards enhancing performance	3.77	1.043
Well-balanced employees work freely towards organizational objectives and respond amenable to organizational problems	4.42	1.054
PC puts special devotion on the “way forward”, allowing the ministry to realize long term outcomes	3.82	0.598
PC puts prominence on the output achieved	3.94	0.354
PC system identifies the resources, provided for achieving the targets to be met	4.81	0.598
PC Provide suitable incentives to enhance efficiency	4.02	1.039

Results in Table 4.5, affirms that fitting the activity plans of the departments into the performance contracts, checks the uniformity of decisions made as shown by a mean of 3.51, and a standard deviation of 0.954. For the MALFD extension staff, PC has been used as a tool to guarantee consistency of activity implementation in the ministry as supported by a mean of 3.62 and a standard deviation of 1.098. Performance contracting has been shown to put pressure on the entire services network to work towards improving performance as shown by a mean of 3.77 and a standard deviation of 1.043. The other findings showed that well-adjusted employees work freely towards organizational purposes and respond amenable to organizational challenges (mean=4.42 and standard deviation=1.054). Additionally, performance contracting puts special devotion on the way forward, enabling the ministry to realize long term results (mean=3.82 and standard deviation=0.598). The extension staff also indicated with a mean 3.94 of and a standard deviation of 0.354 that performance contracting puts the more prominence on the output delivered. It is also worth noting that performance contracting system, identifies the

resources made available for achieving the set targets (mean=4.81 and a standard deviation=0.598) and provide suitable incentives to enhance efficiency (mean=4.02 and standard deviation=1.039).

4.4.3 Impact of Measures of Performance Contracting

The study sought to find out the impact of performance contracting. The results were based on the level of agreement to a series of statements on a scale of 1-5 as tabulated in table 4.6.

Table 4.6: Impact of measures of performance contracting

Statement	Mean	Standard Deviation
Improved service delivery	4.01	0.821
Staff performance and employee productivity	3.62	0.835
Improved the employee creativity	3.77	0.801
Enhanced innovativeness by the employee	3.92	0.783
Flexible management practices and procedures	2.62	0.765
Reduced corruption	2.79	0.861
Improved motivation	3.31	0.954
Job satisfaction	3.97	1.098

The extension staff agreed that Performance Contracting led to improved service delivery as shown by a mean of 4.01 and a standard deviation of 0.821. The findings also indicated that Performance Contracting led to enhanced staff performance and employee productivity as supported by a mean of 3.62 and a standard deviation of 0.835. According to the analysis of the findings, performance contracting leads to improved employee creativity and enhances innovativeness by staff as shown by a mean of 3.77 and 3.92 respectively. The findings also revealed that performance contracting improved flexibility in management practices and procedures (mean=2.62 and standard deviation=0.765) and reduced corruption (mean=2.79 and standard deviation=0.861). Further findings established that performance contracting leads to improved motivation and job satisfaction as supported by means of 3.31 and 3.97 respectively.

It is, therefore, safe to surmise that Performance Contracting enhances service delivery and job satisfaction.

4.5 The Challenges Encountered in the Implementation of Performance Contracting

The last objective of the study was to document the challenges encountered in the implementation of Performance Contracting in the study area and how they are being addressed. Some of the responses to this question are discussed here below.

4.5.1 Culture Change

One KII respondent suggested that

“Public officials need to adopt a culture of competition and benchmark their performance with global standards set out by various institutions.”

Another respondent believed

“the government of Kenya’s performance management efforts is one of the unique approaches in the world aimed at improving service delivery in the public sector.”

It was a suggestion of yet another respondent through KII that

“Culture change among the public officers in MALFD is crucial for any meaningful gains to be realized from the management system. Thus the officers need to embrace the culture of hard work, a competitive culture, attributes such as integrity and thriftiness in the use of resources. A competitive culture for instance is necessary for PC to be effective.”

This is to show therefore that culture is an important aspect in the study area and thus for PC to be effective, cultural aspects must be put in place. To ensure cultural values do not hinder performance contracting, the government have to put measures/policies in place that ensures inclusiveness and respect for cultural aspects in the study community.

4.5.2 Acceptability

With regard to acceptability, the KIIs noted that

“as with the introduction of any new system, the introduction of Performance Contracting has met some resistance in MALFD extension work in Isiolo Sub-County”.

4.5.3 Leadership

According to one KII respondent,

“the leadership aspect is a challenge in the ministry. Human resource is an important vehicle through which the ministry delivers on its objectives. It is, therefore, important to ensure that enabling mechanisms are put in place through which officials can be

systematically supported and held accountable in the fulfillment of their responsibilities in PC implementation.”

Another FGD respondent added that

“managers must have the knowledge, skills and right attitude to ensure the effective utilization of PC management tool and the manner in which managers use them will, to a large extent, determine their usefulness.

4.5.4 Internal Institutional Challenges

It was also noted by the KIIs that

“some of the problems experienced during the implementation of the performance contracting were mainly of an internal nature, that include: lack of adequate resources, resources not being released on time; some performance targets were highly ambitious and unplanned transfer of staff. Stability of resources enhances the inspiring effect of the contract. When resources are either absence or availed late, the staff involved becomes frustrated.”

4.6 Conclusion

The researcher observes that despite the above challenges, the execution of Performance Contracting in Kenya had produced noteworthy benefits to MALFD staff and agro-pastoralists/pastoralists in Isiolo Sub-County. However, regardless of these successes, it is suiting to note that a lot more needs to be done to realize the full benefits of PC. Some of the notable benefits include: MALFD staff in Isiolo Sub-County have been refocused to realize their core mandates; Improved Ministry’s performance in the delivery of community-based public livestock extension service.

The study also established that the MALFD faced challenges in managing the change during the implementation of performance contracting in Isiolo Sub-County. Key among those challenges that the study established include: limited resources, delay of funds, lack of appropriate mindset, parochial self-interest and in-built culture of resistance among the MALFD staff at both the Sub-County and County levels.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study was aimed at investigating the effects of Performance Contracting on delivery of community based public livestock extension services in Isiolo Sub-County of Isiolo County. The study wanted to assess the perception of both the community and the staff of the MALFD towards performance contracting and to determine the effects of performance contracting adoption by MALFD on the delivery of community based public livestock extension services in Isiolo Sub-County. Further the study aimed at identifying the challenges faced in the execution of performance contracting in the study area and how they were being addressed.

5.2 Conclusion

The following conclusions can be drawn from the study results:

The study findings can lead us to conclude that Performance Contracting adoption by MALFD has enhanced performance in community-based livestock extension service delivery, has a greater extent led to well-adjusted employees working willingly towards MALFD's objectives and respond flexibly to Ministry's problems. Additionally, PC identifies the resources made available for attaining the set targets and enumerates the appropriate incentives to enhance efficiency.

The study also concludes that Performance Contracting enhances job satisfaction.

Finally, this study concludes that through PC, MALFD staff are being publicly challenged to account for public resources entrusted to them on a day-to-day basis as the bar of achievement is raised by PC each year. Through PC implementation, the MALFD staff in Isiolo Sub-County is, for the first time, being challenged to compare themselves with the best in the world.

5.3 Recommendations

First, the study recommends that, in order to achieve effective performance contracting that positively impacts the quality of livestock extension services, all employees should be fully involved PC implementation process, including the signing of performance contracts.

Secondly, the study concludes that for effective Performance Contracting, consistency and creativity need to be embraced, which are important ingredients in minimizing wastage of public resources. This can be achieved through improved service delivery, job satisfaction and reduced red tape that usually encourages corrupt tendencies.

Thirdly, the study recommends that livestock extension programs in Kenya should continue to promote Performance Contracting as a way of accelerating realization of sustainable economic growth. To enhance positive competition, one should integrate performance contracting with inter-administrative comparison circles at the national and county levels.

Finally, the study recommends that, for cost effectiveness, the extension system needs to be reformed to become more pluralistic. It should include the application of information technology in extension approaches, improving communication processes, putting more emphasis on the participation of agro-pastoralists/pastoralists, empowerment of rural women and youth, training of extension personnel, making research part of extension agenda as well as involving farmers and extension workers in adaptive research.

5.4 Recommendations for Further Research

This study sought to find out what Performance Contracting (PC) entails in the Ministry of Livestock Development, in Isiolo Sub-County, Isiolo County. To this end, therefore, a further study could be carried out to establish the factors influencing implementation of Performance Contracting in other sub-counties in Isiolo County and counties.

Finally, there is need to investigate the extent to which stakeholders and employees are involved in setting of PC targets and whether their involvement has any impact on implementation.

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APPENDICES

APPENDIX 1: FOCUS GROUP DISCUSSION GUIDE

1. What do you understand by performance contracting in relation to the Ministry of Agriculture, Livestock and Fisheries Development? (Please explain your response).

.....
.....

To what extent is performance contracting undertaken by the Ministry of Agriculture, Livestock and Fisheries Development in Isiolo Sub-county of Isiolo County? (Please explain in detail).

.....
.....

In your opinion does performance contracting enhance or limit the delivery of community based public livestock extension services in Isiolo Sub-county of Isiolo County? (Please explain in detail).

.....
.....

Please explain the state of the delivery of community based public livestock extension services in in Isiolo Sub-county, Isiolo County;

- a) Before implementation of performance contracting? (Please explain in detail).

.....
.....

During performance contracting? (Please explain in detail).

.....
.....

After implementation of performance contracting? (Please explain in detail).

.....
.....

2. Please explain the benefits accrued from the performance contracting in the delivery of community based public livestock extension services in Isiolo Sub-county of Isiolo County? (Please explain in detail).

Skills acquired

.....
.....

Technology acquired

.....
.....

3. In your opinion, are there other ways in which the delivery of community based public livestock extension services in Isiolo Sub-county, Isiolo County can be achieved for better results? (Please explain in detail).

.....
.....

Has the implementation of performance contracting in Isiolo Sub-county, Isiolo County encountered any challenges? (Please explain in detail).

.....
.....

Are there measures in place to mitigate the challenges encountered in the implementation of performance contracting in Isiolo Sub-county, Isiolo County? (Please explain in detail).

.....
.....

Please suggest other ways of mitigating the challenges encountered in the implementation of performance contracting in Isiolo Sub-county, Isiolo County?

.....
.....

THANK YOU FOR YOUR INPUT AND COOPERATION!!!

APPENDIX II: KEY INFORMANT INTERVIEW

1. What do you understand by performance contracting in relation to the Ministry of Agriculture, Livestock and Fisheries Development? (Please explain your response).

.....
.....

To what extent is performance contracting undertaken by the Ministry of Agriculture, Livestock and Fisheries Development in Isiolo Sub-County? (Please explain in detail).

.....
.....

In your opinion does performance contracting enhance or limit the delivery of community based public livestock extension services in Isiolo Sub-county of Isiolo County? (Please explain in detail).

.....
.....

Please explain the state of the delivery of community based public livestock extension services in in Isiolo Sub-county, Isiolo County;

a) Before implementation of performance contracting? (Please explain in detail).

.....
.....

During implementation of performance contracting? (Please explain in detail).

.....
.....

After implementation of performance contracting? (Please explain in detail).

.....
.....

In your opinion, are there ways in which the delivery of community based public livestock extension services in Isiolo Sub-county, Isiolo County can be achieved for better results? (Please explain in detail).

.....
.....

Has the implementation of performance contracting in Isiolo Sub-county, Isiolo County encountered any challenges? (Please explain in detail).

.....
.....

Are there measures in place to mitigate the challenges encountered in the implementation of performance contracting in Isiolo Sub-county, Isiolo County? (Please explain in detail).

.....
.....

Please suggest other ways of mitigating the challenges encountered in the implementation of performance contracting in Isiolo Sub-county, Isiolo County?

.....
.....

THANK YOU FOR YOUR INPUT AND COOPERATION!!!

APPENDIX 3: OBSERVATION CHECKLIST

In this study, the researcher's role as an observer was made evident to the farmers/agro-pastoralists, since he was introduced to the participants as a researcher who is there to observe the farming practices, and how farmers and/or agro-pastoralists behaved, with respect to various technologies promoted by the MALFD. The specific features of the farmers or farming practices that was observed was clearly defined and included: Uptake of technologies like tick control, calf housing and cleaning of the night enclosure etc. The researcher also observed types of milk containers being used etc. The researcher observed dynamic events, whose unit of observation included: milking, supplementary feeding and watering of animals. In the interest of time, the researcher decided to have repeated sets of observations, by observing several different farms/agro-pastoralists interacting with the same frontline extension workers (FEWs). In some few instances, the researcher also observed the same set of agro-pastoralists on different occasions. To avoid distortion of information, the observations were recorded as they were being made. Where it was not possible to record the observations at the time, the recording was done as soon as possible after the event. The researcher just wrote down the things that were observed to be important. At the same time, the researcher developed a checklist onto which he recorded the observations, with an option of noting things that seem important whilst making the observations. These were things the researcher did not anticipate but might be equally as important to the study findings as the things that were included in the initial checklist. The data was analyzed using either quantitative methods (used when there were numbers of units e.g. persons) or qualitative methods (used in cases of detailed descriptions).

To reduce the impact of the expectations of the observer, the researcher had to do the following: -

- Had a well-prepared checklist which listed the specific behaviour to be observed and the times at which they were to be observed
- Used an observer who is not familiar with the aims of the study
- Used two observers and tested for the differences between them in terms of their records of the observations.

The researcher also used indirect observation, where the researcher used evidence of behaviour in order to demonstrate that specific behaviour have occurred. For example, evidence of overgrown hay/Napier grass might indicate abandoned use of hay/Napier as a feed.

APPENDIX III: OBSERVATION CHECKLIST DATA

Table 1 provides a simple checklist designed to observe the uptake of certain identified technologies by farmers/agro-pastoralists, after several sessions of trainings and demonstrations, by the frontline extension workers in the study area. The time of the observation was during the data collection period.

The data was analyzed using quantitative techniques. Since there was only one set of observations, the data obtained was frequencies. The scoring is such that 1 is for farmers who practice in their farms while 0 is given to those farmers who have not taken up the practice.

Table 7: Sample check list in which the researcher recorded the frequencies of the observations made based on uptake of technologies by agro-pastoralists in their farms.

Activity	Farmer / Agro- Pastoralist No. 1	Farmer / Agro- Pastoralist No. 2	Farmer / Agro- Pastoralist No. 3	Farmer / Agro- Pastoralist No. 4	Farmer / Agro- Pastoralist No. 5	Total no of farmers/Agro- pastoralists practicing that technology
Plant Napier grass						
Conservation of hay						
Provide mineral supplements						
Houses for calf						
Using acaricides to control ticks						
Total						

APPENDIX IV: QUESTIONNAIRE FOR COMMUNITY MEMBERS (PASTORALISTS AND AGRO-PASTORALISTS)

The Effects of Performance contracting on the Delivery of Community Based Public Livestock Extension Services in Isiolo County

Introduction of the researcher

I am George Wamwere Josiah Njoroge and currently undertaking an Master of Arts Degree in Community Development and Rural Sociology, at the Department of Sociology and Social Work of the University of Nairobi. As part of my MA research project data collection process, kindly fill this questionnaire for me as per the guidelines given here below.

Questionnaire filling guidelines:

- Kindly fill in all the foolowing questions
- Mark in the text box

Either by



Or



Questionnaire Code:Date of Interview:.....

Name of Interviewer:

SECTION A: GENERAL INFORMATION

1. Name of Farmer / Stock Owner.....Age.....
2. Village / Manyatta.....
3. Interviewee Gender Group: Male.....Female.....Adult.....Youth.....
4. Highest level of Education: None.....Primary.....Secondary.....Tertiary.....
Other (Specify).....
5. Respondent's Marital Status: Married.....Not Married.....Single.....
If adult single: Never marriedDivorcee.....Widow.....Widower.....
6. Type of livestock production system practiced in your farm / herd
Pastoralism.....Agro-Pastoralism.....Both
7. Ownership of livestock / farm: OwnerEmployee.....
Others (Specify).....
8. Residence of the stock owner/farmer
CountyDivision.....
Location.....Sub-Location.....

9. Livestock species reared (In order of ascending importance to you).....

10. List the livestock technologies/skills acquired from MALFD and adopted in your farm/herd.....

11. How long have you interacted with MALFD extension staff in the development of the type of Livestock technology/activity you are engaged in

SECTION B: PERFORMANCE CONTRACTING

12. a). Have you ever heard of Performance contracting (PC) during MALFD extension services?

- i). Yes ii). No iii). Not Sure

b). If yes, what does PC mean to you as a stock owner?

- i) A tool to aid MALFD staff services
 ii). An inconvenience
 iii). Not sure
 Others (Specify)

.....

SECTION C: LIVESTOCK AND AGRICULTURAL EXTENSION ADVICE ISSUES

13. Have you ever received advice on agriculture from extension services? _____

- Yes No

14. From which source(s) do you get the extension advice?

Government system NGOs Contact Farmer Trader

15. If you have contact with an extension services, how frequent is it? _____

- Very frequent - Once per every 2 weeks
 Frequent - Once per month
 Not frequent - Once per 3 months

Irregular - When I have a problem

16. Are you a member of Farmers Research Groups or any informal group?

Yes No

17. What is your perception on adequacy, relevance and quality of extension services delivered by various extension agents?

Source of extension messages	Adequacy 1= adequate 2=Partial 3=Inadequate	Relevance 1= Highly relevant 2= Relevant 3= Irrelevant 4= Highly irrelevant	Quality 1=High quality 2=Average 3=Low quality
Government			
NGOs			
Trader			
Fellow			

SECTION D: TECHNOLOGIES/SKILLS FOR LIVESTOCK IMPROVEMENTS

18. Give one of the most important technology (skill or knowledge) that you acquired and have adopted in your home/farm/herd

- i). De-worming ii). Hygienic milk production
- iii). Fodder conservation iv). Worms & Tick control
- v). Other (Specify).....

19. What benefits have you got after applying/using the acquired technology / skills

- i). Reduced young stock mortality ii). Uncontaminated milk
- iii). Fodder available during dry spell hence more milk iv). Improved livestock health without worms & ticks
- v). Other (Specify).....

20. What benefits have you got from your interaction with MALFD staff / extension activities

.....
What lessons, technologies and skills have other community members (neighbours, farmers, stock owners) learned from your improved livestock management practices since your adoption from MALFD extension outreach activities?
.....
.....

From your interaction with MALFD extension staff, how effective is the delivery of community based livestock extension service in the last 5 years compared to 10 years ago?

- i). Very effective ii). Effective
iii). Fairly effective iv). Not effective

21. How often does the MALFD extension staff visit your farm/herd?

.....
22. What challenges have you encountered when practicing the acquired technologies / skills in your farm / herd)?
.....
.....

23. What lessons have you learnt from implementing the acquired technologies / skills in your farm / herd?
.....
.....

24. Give three key recommendations on the way forward on the effective delivery of community-based livestock extension service in your village / manyatta?
.....
.....
.....

THANK YOU FOR YOUR INPUT AND COOPERATION!!!!

APPENDIX V: QUESTIONNAIRE FOR THE MALFD EXTENSION STAFF

The Effects of Performance contracting on the Delivery of Community Based Public Livestock Extension Services in Isiolo County

Introduction of the researcher

I am George Wamwere Josiah Njoroge and currently undertaking an Master of Arts Degree in Community Development and Rural Sociology, at the Department of Sociology and Social Work of the University of Nairobi. As part of my MA research project data collection process, kindly fill this questionnaire for me as per the guidelines given here below. You are assured of confidentiality and the study results will be reported in general terms. The questionnaire is designed to solicit honest and candid feedback that will be used for academic purposes only.

Questionnaire filling guidelines:

- Kindly fill in all the foolowing questions
- Tick the option that best suits your opinion

SECTION A: GENERAL INFORMATION

1. Gender: Male Female
2. Age
Below 25 years 26-30years 31-40 years Above 40 years
3. Please indicate your highest level of formal education
Diploma University first degree Post graduate
4. For how long have you been working as an extension officer?
Less than 5 years 5-10 years above 10 years
5. Specific Professional Specialization.....
6. Designation
7. Station:

SECTION B: SERVICE QUALITY

8. Indicate the extent to which various measures affect performance contracting on the service quality at the ministry of livestock development. Please tick the one that best describes your opinion. Be sure to use the following scale.

5-strongly agree, 4- agree, 3- neutral, 2-disagree and 1- strongly disagree.

Statement	1	2	3	4	5
Surveys of users					
Changes in inputs					
Range or number of outputs					
Systematic assessment of user complaints					
Number of complaints as a proxy for service quality					

SECTION C: LIVESTOCK EXTENSION SERVICE DELIVERY

9. Indicate your level of agreement on various statements that relate to the effect of performance contracting on Livestock Extension Service Delivery.

Statement	1	2	3	4	5
Integrating the action plans of the departments through performance contracts is a way of checking the consistency of decisions taken.					
PC has been used as a tool to ensure consistency in the ministry					
Performance contracts also put pressure on the entire services network to work towards improving performance					
Well-adjusted employees work willingly towards organizational objectives and respond flexibly to organizational problems					

Performance contract places special attention on the “way forward” which will enable the ministry to achieve long term results					
Performance contract place the emphasis on the results delivered					
Performance contract system spells out the resources that will be made available for achieving the targets that they have formally undertaken to meet					
PC Provide appropriate inducements to increase efficiency					

SECTION D: IMPACT OF MEASURES OF PERFORMANCE CONTRACTING

10. Indicate your level of agreement on various statements that relate to the impact of measures of performance contracting

Statement	1	2	3	4	5
Improved service delivery					
Staff Performance and Employee productivity					
Improved the employee creativity					
Enhanced the employee innovation					
Flexibility in management practices and procedures					
Reduced corruption					
Improved motivation					
Job satisfaction					

SECTION D: PERFORMANCE CONTRACTING

11. Are you aware of Performance Contracting (PC) concept in the MALFD extension services

Yes No

If yes, what is performance contracting to you as an individual?

- i). A tool to aid my work
- ii). An inconvenience
- iii). Not sure
- iv). Other (Specify)

.....
Do you use PC in the execution of your MALFD extension activities?

i). Yes ii). No iii). Not Sure

13. How clear are the goals of PC in the implementation of livestock extension activities?

i). Very clear ii). Partially iii). Not at all

14. Are pastoralists/agro-pastoralists in your area of operation conversant with PC concept in the delivery of community based livestock extension service?

i). Yes ii). No iii). Not sure

15. If yes, what role do pastoralists/agro-pastoralists play in the implementation of PC in your area of operation.

.....
THANK YOU FOR YOUR INPUT AND COOPERATION!!!