

**FACTORS INFLUENCING PERFORMANCE OF COMMUNITY
BASED ORGANIZATIONS IN IMPLEMENTING AGRICULTURAL
EXTENSION SERVICES IN BUURI SUB-COUNTY, MERU COUNTY,
KENYA.**

**BY
NJAGI MICHAEL HEZEKIEL WAWERU**

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DECLARATION

I declare that this project is my own original work and it has not been presented in any institution for any award.

Signature:

Date:

Njagi Michael Waweru

L50/73242/2014

This research project has been presented for examination with my approval as the university supervisor.

Signature:

Date:

Dr. John M. Wanjohi,

Senior Lecturer, Department of Chemistry,

University of Nairobi

DEDICATION

This work is dedicated to my loving wife Angela Koigi for her moral support during the period of struggle for this degree. Her contribution towards my success is invaluable.

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TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
LIST OF FIGURES	x
ABBREVIATIONS AND ACRONYMS	xi
ABSTRACT	xii
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background to the Study	1
1.2 Statement of the Problem	4
1.3 Purpose of the Study	4
1.4 Objectives of the Study	5
1.5 Research Questions	5
1.6 Significance of the Study	5
1.7 Delimitation of the Study	6
1.8 Limitation of the Study	6
1.9 Assumption of the Study	6
1.10 Definition of significant terms used in the Study.....	7
1.11 Organization of the Study	7
CHAPTER TWO: LITERATURE REVIEW	9
2.1 Introduction to Literature Review	9
2.2 Community Participation in implementation of agricultural extension services	9
2.2.1 Better project planning and sustainability.....	9
2.2.2 Political interference	11
2.2.3 Gender inequality.....	13
2.3 Funding and its influence on CBOs in implementation of agricultural extension Services.....	15

2.3.1 Availability of funding.....	15
2.3.2 Earmarked Funding.....	16
2.4 Influence of Governance on CBOs in implementation of agricultural extension services.....	18
2.4.1 Quality of CBO board and unspecified roles	19
2.4.2 Elite capture	21
2.4.3 Accountability.....	21
2.5 Operational Frameworks’ influence on CBOs in implementing agricultural extension services.....	22
2.6 Theoretical Framework	24
2.6.1 Stakeholder Theory	24
2.6.2 Resource Dependence Theory (RDT).....	25
2.6.3 Systems Theory and Governance.....	26
2.7 Conceptual framework.....	27
2.8 Research Gap.....	28
2.9 Summary	29
CHAPTER THREE: RESEARCH METHODOLOGY	30
3.1 Introduction	30
3.2 Research Design.....	30
3.3 Target population Sample	30
3.4 Sample Size and Sampling Procedure.....	30
3.4.1 Sample Size	31
3.4.2 Sampling Procedure	31
3.5 Data Collection Tools.....	33
3.5.1 Pilot study	33
3.5.2 Validity of the instruments.....	33

3.5.3 Reliability of the instruments	33
3.6 Data Collection Procedures	34
3.7 Data Analysis	35
3.8 Ethical Considerations.....	35
3.9 Operational definition of Variables.....	35
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION	38
4.1 Introduction	38
4.3 Demographic Characteristics	38
4.3.1 Age Category	38
4.3.2 Gender Category	39
4.3.3 Level of education.....	39
4.3.4 Membership period	40
4.4 Influence of Community Participation on CBOs in Agricultural extension	41
4.5 Influence of Funding on CBOs in Agricultural Extension Services	45
4.6 Influence of Governance on CBOs in Agricultural Extension Services.....	49
4.7 Influence of Operational Frameworks on CBOs in Agricultural Extension Services ..	52
CHAPTER FIVE : SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS	56
5.1 Introduction.....	56
5.2 Summary of Findings.....	56
5.2.1 Community Participation.....	56
5.2.2 Funding	56
5.2.3 Governance	57
5.2.4 Operational Framework	57
5.3 Discussions	57

5.3.1 Influence of Community Participation on Agricultural Extension services	57
5.3.2 Influence of Funding on CBOs in Agricultural Extension services.....	59
5.3.3 Influence of Governance on CBOs in Agricultural Extension Services	59
5.3.4 Influence of operational frameworks on CBOs in Agricultural extension services.	60
5.3 Conclusions	61
5.4 Recommendations for Policy Action	62
5.5 Recommendations for further research.....	63
REFERENCES.....	64
APPENDICES:.....	72
APENDIX I LETTER OF TRANSMITTAL.....	72
APPENDIX II CBOs’ MEMBERS QUESTIONNAIRE.....	73
APPENDIX III CBOs’ OFFICIAL INTERVIEW GUIDE	82

LIST OF TABLES

Table 3.1: Main value chain activities membership and officials	32
Table 3.2 Operationalization of Variables	36
Table 4.1: Age category	38
Table 4.2: Gender Category	39
Table 4.3: Level of education	39
Table 4.4: Membership period	40
Table 4.5: Training on community development.....	40
Table 4.6: Effect of poor community involvement on CBO’s extension services	41
Table 4.7: Political interference on CBO’s agricultural extension projects	42
Table 4.8: Political group which mostly influenced the CBO’s projects	42
Table 4.9: Measures to effectively involve women in agricultural extension projects	43
Table 4.10: Whether other CBOs in the constituency have measures to involve women	43
Table 4.11: Influence of community participation on CBOs implementing agricultural extension services	44
Table 4.12: Whether the CBO experienced difficulties in raising funds	45
Table 4.13: Main source of funding for the CBO	46
Table 4.14: Whether the staff possessed grant writing skills.....	46
Table 4.15: Whether donors give conditions before issuing grants.....	47
Table 4.16: Influence of funding on CBOs in Agricultural Extension Services Projects.....	48
Table 4.17: Whether recruitment process of CBOs’ staff was conducted professionally	49
Table 4.18: Whether the management of the CBO were qualified for their roles	49
Table 4.19: Whether the staff clearly understood their roles.....	50
Table 4.20: Whether the CBO had ever experienced a takeover by wealthy members.....	50
Table 4.21: Influence of governance on CBOs in agricultural extension services	51
Table 4.22: Whether the CBO has a Monitoring and Evaluation System in place.....	52
Table 4.23: Whether the current staff working for the CBO are qualified for their roles.	53
Table 4.24: Adoption and use of ICTs in agricultural extension services	53
Table 4.25: Whether the organisation has a working organizational structure.....	54
Table 4.26: Influence of operational frameworks on CBOs in agricultural extension services	55

LIST OF FIGURES

Figure 1 : Conceptual Framework	27
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ABBREVIATIONS AND ACRONYMS

ADAS	Agricultural Development Advisory Service
ADPs	Agricultural Development Programmes
CBO	Community Based Organization
CSR	Cooperate Social Responsibility
FAO	Food and Agricultural Organization
ICTs	Information and Communication Technology
IFPRI	International Food Policy Research Institute
NAADS	National Agricultural Advisory Services
NAEP	National Agricultural Extension Policy
NALEP	National Agriculture and Livestock Extension Programme
NGOs	Non-Governmental Organizations
PRA	Participatory Rural Appraisal
RDT	Resource Dependence Theory
T&V	Training and Visit
SPSS	Statistical Package for Social Services
USAID	United States Agency for International Development

ABSTRACT

Agriculture remains the main source of income for many people in the world. The purpose of the study was to establish the factors influencing performance of community based organizations in implementing agricultural extension services in Buuri Sub County. The study sought to investigate the influence of community participation, funding, governance and operational framework on performance of community based organizations in implementing agricultural extension services in Buuri Sub County. The study was hinged on stakeholder theory. The study employed descriptive survey research design. Target population was a total of 1,870 respondents which comprised of 62 CBO officials and 1,808 registered members. Stratified random sampling was used where 3 strata based on main value chain activities of the CBO were used to classify the CBOs. Simple random sampling was then employed to select respondents from each strata. The sample size was 319 respondents consisting of 11 CBOs' officials and 308 CBOs' registered members. Questionnaires were used to collect data from the CBOs' registered members while an interview guide was used to collect data from CBOs' officials in the Sub County. Data was analysed qualitatively and quantitatively using SPSS version 21.0. With regard to community participation and performance of CBOs implementing agricultural extension services projects and specifically concerning the involvement of project beneficiaries, the study established that lack of community involvement had negatively influenced on CBOs' agricultural extension projects as shown by 76.2%. The study established that most CBOs implementing agricultural extension services projects had put in place measures to involve women in these types of projects as shown by 85% of the studys' respondents. The study also deduced that funding influences the implementation of agricultural extension services projects with 86.1% of the studys' respondents agreeing that CBO experienced difficulties in raising money to fund agricultural extension and that projects failed to become self-reliant after funding organizations/donors withdraw their financial support. 89.4% of the respondents agreed that donors give conditions before they gave grants to run the CBO's project. This study recommends that efforts on making CBO's financially should be adopted by these organizations to prevent the failure of agricultural extension services projects whenever donors pull out their support. The study established that CBO's implementing agricultural extension services projects experience elite capture as shown by 82.4% the studys' respondents. Therefore, the study recommends that CBOs put in place internal operational

checks and balances. The study also established that CBOs have working monitoring and evaluation system as shown by 88.3% of the studys' respondents. The study recommends that CBOs implementing agricultural extension projects with the help of development partners train more staff on grant writing skills and management on financial sustainability and developing clear operational frameworks to prevent adverse factors that negatively influence the performance of CBOs agricultural extensions projects.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Agricultural extension has long been seen as a key element for enabling farmers to obtain information and technologies that can improve their livelihoods (Purcell and Anderson, 1997) and is recognised as an important factor in promoting agricultural development (Birkhaeuser *et al.*, 1991; Anderson and Feder, 2007). Yet negative experiences with extension in the past have sparked considerable debate worldwide about the best way to provide and finance agricultural extension. However, Anderson and Feder, (2004) argue that it is generally accepted that it is only a well-performing extension service that can make significant contributions to improved agricultural growth and the welfare of poor people. It is in this regard that Nambiro, *et al.*, (2005) and Rees, *et al.*, (2000) posit that it was as a result of ineptness in the public extension system, a third type of extension service; private agricultural extension system has emerged comprising of private companies, nongovernmental organizations (NGOs), community-based organizations (CBOs), and faith-based organizations. Community based organizations serve as the apex organizations by which communities can embark on agricultural development projects, small scale industries, vocational and trade, skills, rural transportation and other rural economic activities (Fakoya *et al.*, 2000; Awa and Ema, 1992; Anyanwu, 1992; Adejumobi, 1997).

Several developed countries have fully or partially privatized their agricultural extension services in a variety of ways. Terms like outsourcing, cost-recovery, and contracting out are related to the drive for privatization (Farrington, *et al.*, 2002). These reforms resulted into enhanced food security. Costa Rica has a unique system under which the government provides farmers with extension vouchers which can be used for getting extension advice from private specialists. The trend has resulted into demand driven extension services.

In the UK, a private extension sector has been active for many years, even before the public Agricultural Development Advisory Service (ADAS) was privatized (Garforth, 2002). The Indian government has launched an ambitious initiative to encourage private extension with the Ministry of Agriculture and the National Bank (NABARD). Graduates are being trained to become ‘agripreneurs’ and on completion of their courses they receive a loan to establish an

‘agriclinic’ or ‘agribusiness centre’. Farmers are expected to pay a fee for their services and the agripreneurs are expected to identify the demand for a broad range of services from soil testing to advice on organic production and food processing. So far 112 businesses have been set up in 10 states and it is intended that the new services will provide specialist advice that may be beyond the scope of the service presently offered to farmers through public extension (Shekara and Charyulu, 2002).

The United States Extension System (SES) was criticized for lack of relevance (Dillman, 1986). As a result, the SES was reviewed and a new set of issues-oriented initiatives designed to revitalize the relevance of the system (Gustafson, 1991). Other systems have embraced partial privatization. The Netherlands, for instance, decided to privatize half of its public extension agents, while the other half were assigned various responsibilities such as linking research and privatized extension services (Le Goius, 1991).

When asked to go commercial in 1986 (Hercus, 1991), New Zealand Ministry of Agriculture and Fisheries started operating under a potentially controversial user-pay, commercial system. Other public extension approaches moved towards cost-recovery approaches. Mexico, for instance planned for a fee based system for both large scale and the small scale farmers (Wilson, 1991). In Albania, the private sector entrepreneurial initiatives to create a long-term relationship with farmers have proved to be successful (World Bank/USAID. 2002). Estonia has both a public extension advisory service for poor farmers and a private service for better-off farmers (FAO, 2003).

In Israel, the efforts to even semi-privatize national extension services have not always been met with success. The government is still responsible for providing extension advice, but encourages privatization through the standing practice of growers to contribute portion of their income to research and development including extension, public and private partnership in financing and operating units within the extension service, payment for services by commodity production and marketing boards beyond a basic extension package, the provision of more intensive extension activities at the request of needy growers, special agreements with commodity farmers’ organizations, extension staff working on their day off in exchange for direct payment from farmers, provision of equipment like mobile phones to extension advisers

by growers associations, and direct payment by farmers for participation in training activities (Rivera, 2013).

Nigeria probably has the most elaborate research and extension institution in Sub-Saharan Africa (Okwu and Ejembi, 2001). In Nigeria, agricultural extension service has been mainly public. Currently the major provider of public sector agricultural extension services is the agricultural development programmes (ADPs) in each of the 36 states of Nigeria. The pre-ADP Extension Services (The conventional extension system) were presumed to be ineffective and could only provide limited services to the majority of farmers in the basic farming enterprises due to bureaucratic bottlenecks. This formed the basic fact underlying the removal of the extension service from the civil service system and the introduction of ADP in the early 70s. It has now become the only functional public extension service provider in the country (Ekpere, 1991).

Uganda is experimenting with the privatization of extension through the creation of a pool of private extension specialists out of its existing public extension service; registered farmers' associations could call upon this pool through bidding for providing services related to selected enterprises, and pay for the services from the funds given to them by the donors through decentralized government units. It is indeed a bold experiment, but the sustainability of this arrangement remains to be seen after the donors' funding runs out (Mubangizi, *et al.*, 2014). Ugandan government put in place policies that promote decentralization, privatization, and liberalization and developed a new plan for modernization of agriculture in the late 90s, (Oryokot, 2003).

Kibbet, *et al.*, (2012) posits agricultural extension policy in Kenya has suffered the following setbacks; aging and reduced staffing and funding for operations, lack of participatory technology development, and poor packaging and information dissemination. The policy lacks the capacity to control conflicting messages to the farmers, such as unnecessary competition, duplication of efforts, and general lack of synergy among these extension providers in Kenya. Nonetheless, in recognition to all this, the Kenya Government is currently implementing the National Agricultural Extension Policy (NAEP) which was put in place in 2001 and advocates demand-driven extension services and participation of other players like community based

organizations in the delivery system (Republic of Kenya, 2004). The NAEP has served as the instrument by which the Ministry of Agriculture and Livestock and Fisheries is facilitating extension under the National Agriculture and Livestock Extension Programme (NALEP) and the NALEP Implementation Framework (Republic of Kenya, 2004).

1.2 Statement of the Problem

Kenya's agricultural extension services are characterized by multiplicity of players. There are myriads of challenges involved with each of the extension service provider (Evenson and Mwabu, 1998). The main extension service providers include; public extension sector under ministry of agriculture, private extension providers under various cash crops programmes, Non-governmental organizations (NGOs), Community Based Organizations (CBOs) and farm inputs and agro-chemical companies (Munyua, 2010).

Community based initiatives have been identified as a way to have a bottom up approach to implementing agricultural extension services in communities. This has proven to be of great advantage to the communities in terms of capacity building and fostering self-reliance among communities thus enabling sustainability of projects. David Rees *et al.*, (2000) noted that, many self-help groups are well developed, particularly in the higher potential areas of the country, and provide potential entry points for knowledge dissemination and generation.

The success of community based organizations in easing up the information gap in the provision of extension in agriculture is influenced by several factors some of which act as impediments while others expedite the process. This study therefore sought to investigate factors that influence the performance of community based organizations (CBOs) in implementing agricultural extension services in Buuri Sub County, Meru County. Specifically the study looked at the influence of; community participation, funding, governance and operational framework.

1.3 Purpose of the Study

The purpose of the study was to establish the factors influencing performance of community based organizations in implementing agricultural extension services in Buuri Sub County, Meru County.

1.4 Objectives of the Study

The study was guided by the following specific objectives:

1. To determine how community participation influences performance of community based organizations in implementing agricultural extension services in Buuri Sub County;
2. To establish the influence of funding on performance of community based organizations in implementing agricultural extension services in Buuri Sub County;
3. To examine the influence of governance on performance of community based organizations in implementing agricultural extension services in Buuri sub county;
4. To investigate the influence of operational frameworks on performance of community based organizations in implementing agricultural extension services in Buuri Sub County.

1.5 Research Questions

The study was guided by the following research questions;

1. How does community participation influence the performance of CBOs in implementing agricultural extension services in Buuri Sub County?
2. How does funding influence performance of CBOs in implementing agricultural extension services in Buuri Sub County?
3. What is the influence of governance on the performance of CBOs in implementing agricultural extension services in Buuri Sub County?
4. How do operational frameworks influence the performance of CBOs in implementing agricultural extension services in Buuri Sub County?

1.6 Significance of the Study

The study findings could be of significance by helping community members to understand the need for their concerted efforts and attitude change to agricultural extension services and the need to embrace them. Community based organizations (CBOs) could be better equipped in understanding factors that influence their performance thus ensuring effectiveness and efficiency in implementing agricultural extension services projects. County and national policy makers may be able to formulate policies and offer support that will facilitate the effectiveness of CBOs in provision of agricultural extension services. The findings can provide a baseline for reference and also filling a knowledge gap that may raise a need to be explored.

1.7 Delimitation of the Study

The study is only focused in assessing the factors that face community based organizations in implementing agricultural extension services. Thus it focused in only those CBOs that focus on agriculture extension services. The population was sampled to give a representative sample for the study.

1.8 Limitation of the Study

The study was limited to Buuri Sub-County of Meru County. It only concentrated on agricultural extension services projects implemented by CBOs within this region and therefore did not study other projects like Orphan and vulnerable children projects and women empowerment. The study was limited to four key variables: community participation, funding, governance and operational frameworks and how these influence implementation of agricultural extension services by CBOs. Agricultural extension services implemented by CBOs may also be influenced by other stakeholders not covered by the study. Descriptive research design was used .The design raises issues of confidentiality, which could make respondents not to answer questions they deem too personal. To counter this, questionnaires and an interview guide were used to ensure confidentiality and anonymity by requesting the respondents not to indicate their names and contacts.

1.9 Assumption of the Study

It was assumed that project beneficiaries were aware of issues facing CBOs implementing agricultural extension services and that CBOs' officials were not barred by their employment contracts to freely talk on the topic of study. It was assumed that the selected sample provided good representation of all CBOs' members and officials in Buuri Sub County implementing agricultural extension services.

The study relied on information provided by the respondents and the assumption that they were honest and available for the interview.

1.10 Definition of significant terms used in the Study

Community Participation Level of community involvement and also acceptance of agricultural extension services provided by CBOs.

Funding Availability of financial resources and the conditions therein for access to implement successfully agricultural extension services projects by CBOs.

Governance Board quality, transparency, accountability, leadership, and staffing and management issues in the existing agricultural CBOs.

Operational frameworks Refers to how the existing agricultural CBOs are adaptive to change, how they work with and develop their human capital, how they operate and satisfy their clients' agricultural extension needs for example through adoption of ICTs.

Implementing Agricultural Extension

Services Agricultural activities that CBOs engage in the community to increase agricultural productivity.

Community Based Organization (CBO): Refers to an organization that provides social services at a local level. It is a not for profit organization whose activities are based primarily on volunteer efforts. This means that CBOs depend heavily on voluntary contributions for labour and financial support.

1.11 Organization of the Study

This research report is organized into five chapters. Chapter One forms the introduction covering; background to the study, statement of the problem, purpose of the study which explains what the study intended to accomplish, research objectives and research question and significance of the study. The significance of the study justifies the reason for the study. This chapter also highlights delimitation and limitation of the study, and assumptions of the study.

Chapter Two literature review of the study. This chapter brings out what previous researchers have found out in the area of study. This chapter covers how various independent variables: community participation, funding, governance and operational frameworks influence

performance of community based organizations from a global point of view narrowing down to the local level. It also covers theoretical and conceptual frameworks.

Chapter Three informs on research methodology covering; research design, target population, sampling procedure which is discussed in detail to show how the sample for this study was selected. It also covers methods of data collection, validity and reliability of data collection instruments. Chapter four covers data analysis, presentation and interpretation of findings, based on background information and on four variables under study which are; community participation, funding, governance and operational frameworks. Chapter five covers summary of findings, discussions of the findings, conclusions and recommendations. It also provides suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction to Literature Review

This chapter looked at previous literature on the factors influencing community based organisations in implementing agricultural extension services. The chapter also looked into the theoretical framework and the conceptual framework of the study.

2.2 Community Participation in implementation of agricultural extension services

Brager, Specht, and Torczyner, (1987) defined participation as a means to educate citizens and to increase their competence. It is a vehicle for influencing decisions that affect the lives of citizens and an avenue for ensuring success of a project. However, it can also be a method to co-opt dissent, a mechanism for ensuring the receptivity, sensitivity, and even accountability of social services to the consumers. Armitage *et al.*, (2007) indicated that citizen participation as a process by which citizens act in response to public concerns, voice their opinions about decisions that affect them, and take responsibility for changes to their community, their support, he pointed out is key for the sustainability of a community project. According to Farrington, (1997) CBOs push their own agenda and are more accountable to external funding sources than the clientele they aim to serve. The important relationship between farmer's participation in agricultural projects on one hand, and economic development and poverty alleviation on the other hand, cannot be over emphasized. According to Nxumalo and Oladele, (2013) without participation there would be no program and no development. Participation in agricultural extension is the process of communication between farmers and agricultural extension workers during which the farmers take the leading role to analyse their situation, to plan, implement and evaluate development activities. Farmers' participation is considered necessary to get community support for agricultural development projects (Cole, 2007).

2.2.1 Better project planning and sustainability

According to Gilbert, (1987) peoples' participation is key for successful implementation of developmental projects. He argues on the basis of the benefits which he perceives a community should get if involved properly in local development. Alesina and La Ferrara, (2002) reviewed projects implemented by CBOs in U.S.A localities and found they were performing poorly due to low participation by community members. However, Sloane *et al.*, (2003) in their study had

different results and they asserted that; in the United States of America, community participatory approaches to enhancing food security that engage multiple stakeholders have begun to gain momentum in multiple settings. The mechanisms of power among stakeholders within such community participatory food security planning processes warranted analysis. Sloane and fellow researchers collaborated with community residents to promote community-directed interventions aimed at sustainable healthy food availability in regions of Los Angeles encountering health disparities. An important factor for the sustainability of projects is the genuine involvement of local people as active participants and equal partners whose concerns and experience are intrinsic to the project's success (Admassu *et al.*, 2002). In his study Williams, (2003) observes that failure by communities and other stakeholders to take up ownership of projects have plunged community projects into immense financial huddles threatening the sustainability and hence threatening them to seize operations daily. It is therefore important that involving local communities, starts at the planning stage, when decisions are being made about what type of project is required. Participation is expected to lead to better designed projects, better targeted groups or beneficiaries, more cost-effective and timely delivery of project inputs, more equitably distributed project benefits with less corruption and other rent-seeking activity (Cleaver, 2009).

Chema, *et al.*, (2003) in their evaluation of concepts and practices of agricultural extension in developing countries found out that many community based organizations dealing with research and development in developing countries are faced with poor participation and cooperation by end-users in research activities. The issue of political interference that has negative impact in terms of community participation on agricultural extension services projects implemented by community based organizations is more evident in developing countries than the rest of the world. In study in West Africa, Gubbels, (1997) stresses that often the political environment has obstructed the emergence of community based organisations, either because it has been repressive or because government has tried to co-opt these groups. Mosse, (1993) for instance, argues on the basis of evidence from the Kribhco Rain fed Farming Project in Western India, that village appraisal and planning initiatives that did not build on existing authority structures were likely to be obstructed by village leaders.

A similar lesson comes from the experience of a CBO research and extension project working in the Bolivian Andes, which tried to create local organisations. These organisations were intended to be the village-level counterpart for the programme. The committees and presidents of the organisations were elected on a one-person one-vote system. Although this seemed the most democratic option to the CBO these elections distributed authority and power in ways that differed from local tradition - traditionally, authority and leadership went only to older members of the community on the basis of age, inheritance and rotation of leadership roles. This traditional practice thus prevented young adults from gaining leadership positions. Consequently, the organisations created by the CBO project attracted the interest of these young adults, who saw them as a means of gaining authority that traditional rules did not allow, and the project unwittingly created parallel authority structures in communities that essentially pitted the young adults against the old. In this case, the attempt to create and then work through local organisations led to conflict in communities rather than a more farmer responsive and effective research/extension programme (Rivera-Cucicanqui, 1990).

2.2.2 Political interference

Local political leadership interference is also an important factor to look into when discussing community participation in projects. Village leadership also affects the implementation of an extension program in a particular region. If the program is going to advantage these elites, they will happily accept and make it happen; if its focus is small farmers and their betterment, rather than a favoured few, or if it poses a threat to their authority, they forcefully oppose to that. Usually these elites have affiliations with the higher governmental authorities or influential political leaders, so they will abandon the project or change its entire structure to benefit the big farmers instead of its working for the benefit of the ordinary people (Baig, 1992).

Community benefits in terms of income at family level also do determine the level of community participation in a CBO implemented agricultural extension program. Mercoiret *et al.*, (1990) asserts that an interesting experience of an assertive organisation in Senegal suggests that organisations are strengthened and more likely to be sustainable when they have an impact on family income. Duvel, (2001) in his study on participatory agricultural extension in South Africa posits that the model for extension in South Africa is a technology-centered one. He, however, noted that occasionally technology is transferred in a people-centered way, using

people centered participatory (Participatory Rural Appraisal – PRA) methodologies, aimed at reducing barriers to technology adoption and also to adapt technologies and practices to local conditions. It is a popular opinion that PRA being used in South Africa has helped to address the needs of the farmers. Ca dribo, (1994) in his study in Lesotho on community participation in development projects asserted that Africa is as graveyard of developmental activities as all developmental projects leads to failures due to lack of effective community participation.

Frequently a lack of ownership, capital, skills, knowledge and resources all constrain the ability of communities to fully control their participation in agriculture development (Scheyvens, 2003). In remote areas of less developed countries, a number of further barriers exist ;the concept is new, decisions are taken by bureaucrats in a highly centralized system, planners believe that local people are uneducated and too ignorant to be involved and importantly the local people do not have the knowledge to participate. Kadir, (1997) considers ignorance as the greatest barrier to farmers' participation but that the ignorance is not restricted to residents but also affects the planning machinery and bureaucracy vested with implementation of agricultural extension programs.

In Namibia according to a study by Dolberg, (2000) many extension agents who operate at the grass-root levels more so CBOs are non-professionals with little knowledge about extension work, leave alone participatory approaches. Dolberg, (2000) also recognizes the need for changes in agricultural curricula in Namibia's tertiary agricultural institutions of learning in order to put more emphasis on participatory techniques. He concludes that it is this absence of strong roles for resource-poor farmers in agricultural programs in Namibia that probably contributes to the stagnation of agricultural development in the communal farming regions. Further, in the Namibian context, cases where communal farmers refused to cooperate with CBOs extension agents because they have lost faith in them have started to surface (Flower and Rooyen, 2001). Fleissner, (2000) and Matanyaire, (2000) in their different studies asserted that most Namibian agricultural extension agents especially community based organizations are still unwilling to deviate from traditional norms that dwell on the teaching approach to extension work.

2.2.3 Gender inequality

Community participation in extension programs cannot be discussed without looking at gender mainstreaming. Although women in developing countries play the most important role in agriculture, their role still receives considerable lip service but it needs a more pragmatic and realistic attention in research. In sub-Saharan Africa, where women play a major role in agriculture and account for more than half of agricultural output, they continuously receive a less-than-proportional share of the total investment in agriculture (Blackden *et al.*, 2006; Quisumbing, 2003). Studies indicate that ensuring women's control over production, income, and assets represents the surest path to enhancing the impact of agricultural development strategies (Meinzen-Dick *et al.*, 2011). Recognizing the need to integrate gender into agricultural interventions, development organizations have engaged in the process of mainstreaming gender into agricultural development programs and research (World Bank, 2009). Using gender-sensitive indicators in experimental or quasi-experimental research methods of evaluation increased the understanding of how households make decisions. Policymakers are using such information to make necessary changes; for example, the national program for education, health, and nutrition in Mexico, and the microcredit program in Bangladesh have been modified to strengthen women's decision making (Quisumbing and McClafferty, 2006). However, in practice, agricultural research and development even among community based organizations continues to perform below expectations in benefiting women.

In a study of both public and private extension services agents, Chizari *et al.*, (1997) argued that women farmers in Iran have very limited access to extension programs for farm productivity and income. In addition, he emphasized that the statistical center of Iran only counts head of farm households, who are males; the unpaid responsibilities of women farmers are not recorded. As a result the needs of women farmers are not being addressed in extension agricultural programs (Chizari *et al.*, 1997). Participation in extension is the process of communication among men, women farmers and extension workers during which the farmers take the leading role to analyze their situation, to plan, implement and evaluate development activities. It is a way helping the disadvantaged people and women to gain access to and control over resources or services such as training, farmers' tours, inputs, information etc. needed to sustain and improve their livelihood (Subedi, 2008).

A recent study by the World Bank and IFPRI, (2010) in Ethiopia, Ghana, and India found that despite efforts to promote community-based organizations as vehicles for agricultural extension, female farmers in all three countries had less access than male farmers because women were not perceived as agricultural decision makers. In India, where this “perception bias” is particularly strong, no female extension workers were employed in the study area. Efforts to recruit and train female extension agents will be more successful if they take into account socio-cultural norms and adapt the program accordingly (Quisumbing and Pandolfelli, 2010). In Mozambique, for instance, although cashew nut production in rural areas is highly dominated by women, male extension agents target mainly men farmers (Kanji et al., 2004). Men tend to dominate training courses, association membership and community level meetings. To ensure that gender concerns are incorporated in agriculture, extension personnel may require training in gender analysis and gender-sensitive agricultural planning methods (Sulaiman and Hall, 2004). In a study by Lahai *et al.*, (2000) of agricultural extension services in Nigeria found that women farmers who were supervised by women extension officers in both public and private extension service programs were more likely to participate in extension activities, adopt recommended technologies/practices than those who were supported by men. The women supported by female extension workers also expressed higher levels of satisfaction with the service provided.

The other factor to consider when discussing community participation in projects is community culture. Davis and Soeftestad, (1995) and Anholt and Zijp, (1995) also reported that the farmer, farmers’ culture, traditional agricultural knowledge, values, and the sustainability of the farm system were often not being considered in the development of local agricultural programs. Anholt and Zijp (1995) gave an example of what has happened when the value of local knowledge had not been appreciated and incorporated into planning and decision making. Anholt and Zijp, (1995) reported an example where maize was promoted by a community based extensionist in Ethiopia to replace the indigenous teff, despite the resistance and scepticism from local farmers. Many Ethiopians suffered unnecessarily when maize proved to be less drought resistant and the crop failed. The indigenous teff proved to be a more desirable crop, both for its drought resistance and for its superior food value.

2.3 Funding and its influence on CBOs in implementation of agricultural extension Services

Rand, (2012) stated that the main challenge is that many non-profits organizations rely too much on external sources of funding, such as government grants that have been cut back in recent years. According to Swanson and Rajalahti, (2010) one of the major problems of most non-profit extension systems is the unavailability or inadequacy of financial resources to maintain a functional extension system, let alone to transform these institutions into providing essential extension services for the rural poor. In her study of community organization and development, Constantino, (1982) posits that experts from donor agencies always dominate as they are providing funds so they make decisions about developmental projects.

2.3.1 Availability of funding

Vansant, (2003) argues that a major factor impacting the effective management and sustainability of CBOs is their dependability on donor funding especially from external sources – once the donors pull their financial support, the CBOs and their community projects collapse. According to Rand, (2012) non-profits serving low-income communities have an even harder task as they often struggle to raise funds, as few community members have the means to contribute financial support to non-profits. The financial management processes of not-for-profit organizations are generally dominated by conditions of resource scarcity. Such organizations have limited opportunities for generating additional income, but are faced with an ever increasing agenda of programme and activities on which such funds could be spent. Drucker, (2000) posits that sustainable funding means being able to be there for your beneficiaries in the long term. An organization is financially sustainable if its core work will not collapse if its external funding is withdrawn.

Ditshwanelo, (2004) in his study disagreed that local source of funding can yield enough to enable CBOs adequately undertake all their projects, and indicated that their performance is limited because internal support is barely adequate to meet all their operational costs. However, he affirms that beneficiary communities should not be charged fees for the services they receive from CBOs. Most of the community based programs heavily rely on donor funding as the only source of funds and this leads to a sudden collapse of the programs or organizations when the donor support is withdrawn (Ward, 2003). Turary, (2002) stated that in a situation where a

greater proportion of an organization funding comes from external sources it will have an effect on the long run in the case of withdrawal of external funding. This means that any organization that depends solely on external funding will not be in a position to finance some of its initiated and laudable projects.

2.3.2 Earmarked Funding

CBO's agricultural extension projects are also faced with the issues of earmarked funding factor which affects their implementation as it results to transactions costs. According to Waddington, (2012) earmarked funds do not necessarily deal with priorities across any sector. Rather than fitting in with local procedures, earmarked funds often come with their own application procedures, timetables and monitoring requirements, which can take up an uneven amount of the time of staff. In his study, Lawson, (2009) identifies three aid transaction cost categories: search costs (to spot partners and feasible project or programme), bargaining and decision costs (to negotiate the financial contracts and outcomes) and policing and enforcement costs (to respect the monitoring and execution requirements put up by donors, to monitor donors' commitment and to oversee the project or programme conditions). In many donor funded projects the level of transaction costs being incurred is perceived to be significantly higher than necessary and no longer a source of net benefits (Lawson, 2009). In reality earmarked donor funding for agricultural programmes does therefore not directly cause better allocation for priority in agricultural activities (Waddington, 2012).

However, other scholars believe that earmarked funding is beneficial to CBOs, as it improves project coordination. Barakat and Rzeszut, (2011) posits that earmarking has been identified as a tactic of promoting coordination and harmonization in cases of co-financing of projects by several donors. It emphasizes better coordination could in the form of information sharing, either between agricultural projects recipients, donors and also the donor society.

Sandhu, (1993) in his study of private agricultural extension service providers in Pakistan, posits that lack of financial assistance and when available limited and earmarked to particular projects, resulted to many NGOs and CBOs to have weak extension linkages, lack adequate resources for on-farm demonstrations, poor mobility of their extension staff, engage in inadequate research and training in extension methodology and lack an effective system of continuing education for extension personnel at various levels. Feder, Willett, and Zijp, (2001)

posit that a plausible reason for the lack of adequate support (and the resulting limited funding) by politicians and senior officials to community based extension investments is the absence of the kind of political payoffs that can be earned from other public outlays that have visible impacts, such as the double cropping that follows from an irrigation investment or the reduction in transport cost following construction of a bridge or road. Garfield, Guadagni, and Moreau, (1996) in their Cambodia study on the decentralization and privatisation of extension services, assert that problems of financial sustainability, rather than being resolved, may merely have been transferred to the local level.

In a study in Egypt, Shalaby, *et al.*, (2011) asserted that even after privatisation of the country's agricultural extension services, most private extension programs were not that successful especially among non-profit organizations operating at community level mostly due to inadequate finances and funding. Aneur, (1994); Purcell and Anderson, (1997) in their different studies in community driven extension projects in Africa, asserted that for the case of extension, it is a common phenomenon that organizations formed for donor-funded projects collapse once project funding ends. In a study in Botswana, Lekorwe and Mpabanga, (2007) posits that one of the major factors impacting the effective management and sustainability of CBOs is the nature of their dependability on donor funding.

Abegunde, (2009) in a study of how CBOs contribute to community development in agricultural extension in Nigeria states that many CBOs have rose and fell like old empires while some have had no significant impact since their establishment due to poor funding. Idachaba, (2005) in his study of the agricultural extension services and service providers in Nigeria asserted that, though local community based organizations had greatly transformed the lives of Igala people in Kogi State through the revolution in extension services delivery, some prevailing problems existed and limited the effectiveness of the system; prominent among them been insufficient funding at state level.

The issue of poor funding becomes critical after the withdrawal of outside funding as revealed in a study by Agbamu and Okagbare, (2005) who explained that the effects of expiration of World Bank funding were noticeable in the inability of Ogun State Agricultural Development Project (OGADEP) to provide enough vehicles and motorcycles for its agricultural extension

work, irregular payment of traveling claims, ill-motivated field-staff, reduced training session for village extension workers and reduced monthly technology review meetings. Inability to mobilize internal resources has promoted their over-dependency on external resources and often operations cease when the external sources of funds stop, Abegunde, (2009). This is more so because CBOs in African communities are micro-systems within the macro environment that is afflicted by economic regression, poverty and low standard of living.

Odindo, (2009) in his study of CBOs performance in Kenya asserted that constant pressures of fundraising among community based organizations limit their effectiveness in delivery of services to their project beneficiaries. Joshi, (2010) in her study of CBOs participation in emergency preparedness and responsive activities, reports that CBOs have low levels of collaboration with government agencies. This limits their ability to access funding from Government sources.

2.4 Influence of Governance on CBOs in implementation of agricultural extension services

The King Commission on Corporate Governance, (2002) in South Africa advocated for an integrated approach to good governance in the interest of a wide range of stakeholders having regard to the Fundamental principles of good financial, social, ethical and environmental practice. The Kenya Private Sector Governance Trust, (1999) defined governance as the manner in which power is exercised in the management of economic and social resources for sustainable human development. Successful organizations adhere to governance principles and periodically evaluate results to ensure the continuity of effectiveness of the governance system. Based on their environment, different CBOs should adapt a governance system or change as it changes itself towards future opportunities. Transparency, effectiveness and accountability at senior level ensure a good organizational viability. An organization exercises good governance when it has an internal system of checks and balances that ensures the public interest is served. A CBO is accountable to its community when it demonstrates regularly that it uses its resources wisely and doesn't take advantage of its privileges to pursue activities contrary to its nonprofits status. A CBO is accountable when it is transparent, readily opening its accounts and records to public scrutiny by funders, beneficiaries, and others (Hawken, 1993).

In nonprofits, good governance is equally important not just externally but also internally (Tandon, 2002). Governance of non-profit organizations like CBOs cannot be discussed without looking at quality of board of directors and the qualification of staff the leadership brings into the day to day running of the organization.

2.4.1 Quality of CBO board and unspecified roles

According to Garner, (1998) active board officials can be the most important resource in the long-term financial health of non-profit organization. Program planning is often viewed as the domain of the executive director, program director, and the board (Vincent & Emil, 2000). Most CBOs are engaged in the selection of the extension staff with the non-farm, non-rural background causing significant problems particularly when such staff members undertake extension activities in the field. Indeed in this context, subject matter knowledge of extension officers has to be broadened and their skills improved in communication and extension methodology. Scientific knowledge keeps on changing on daily basis, making the periodic and regular in-service trainings for extension staff imperative to update their scientific knowledge and professional skills.

Cho and Boland, (2003) reported the importance of pre-service and continuous in-service training of extension agents. In Myanmar, a study discovered that in-service training would motivate the extension agents and improve their performance on the job by enhancing their knowledge on extension methods and contents. Antholt, (1994) argues that in-service training is of paramount importance to make extension professionals productive and effective, therefore should not be a divisive issue in any case. Chapman and Tripp, (2003) posits that the background and training of the pool of potential service providers (including the existing private extension personnel) may not suffice to address the more specific and localized issues that are likely to be brought up in a demand-driven system. Large-scale training (at community expense, at least initially) may be required.

In a case based evaluation of community based project in Jamaica and Nicaragua conducted by World Bank (2002) Operations and Evaluation Department found poor governance lead to failure of 38% of the projects. Khattak and Khan (2008) on the other hand argue that while CBOs in India are engaged in many economic activities that serve to increase the level of

disposable income in local areas, it is however noted that 73% of the federal government grants that CBOs handle are mismanaged due to poor governance of the organizations.

CBOs in Africa, generally, depend on voluntary staff to run their activities and programmes, and therefore, do not have control over the quality of the staff they recruit (Lekorwe and Mpabanga, 2007). They further argued that the lack of well trained and experienced staff limit the extent to which CBOs can manage their daily affairs and their capacity to effectively plan, appraise, implement and monitor their activities. Okorley and Nkrumah, (2012) in their study in Ghana asserted that, good management greatly contributes to local CBOs' sustainability the bias being on the fact that management must have capacity to oversee the implementation of their development programmes. At the same time a good partnership between the management, the staff and the board is required. Low, (2006) continues to state that, non-profit organizations governance is built on the notion that those managing an organisation at the highest level should be on the board because of who they represent rather than their ability to manage the assets of the organisation. It follows therefore that the performance of a non-profit will be judged in part on the basis of who is on their board rather than what they achieve whilst in that role.

A Harley *et al.*, (2003) in a study of Southern African CBOs states that undemocratic practice (poor governance practices) like lack of accountability and transparency in CBOs operations have also contributed in making CBOs ineffective in their community development efforts. Van der Walt's, (2005) study on agricultural CBOs' failures in Limpopo province indicated that poor management, lack of staff training, accountability issues as major contributors to agricultural extension projects. Anderson and Henahan, (2003) highlighted access to start-up capital; experience and training in business management, marketing and accounting, levels of literacy, attitudes towards work, and the degree of CBOs' community ethos as factors contributing to agricultural extension projects performance. Ulrika, (2007) in a study on challenges that CBOs face while implementing different development projects asserted that many CBOs are started without any formal structures and do not have adequate knowledge about governance and matters of legislation. The report adds that the CBOs have limited knowledge about budgeting, report writing, evaluations and other skills demanded by donors.

Lekorwe and Mpabanga, (2007) in their Bostwana study explain further that one of the key requirements for good governance is accountability.

2.4.2 Elite capture

Another major factor that influences how community based extension run by CBOs is the existence of social exclusion and elite capture; both of which are common problems in rural development programs and in extension specifically. Rural communities and farmers' organizations are often dominated by middle-class and relatively wealthy farmers. Poor farmers and socially marginalized groups typically play a limited role in the leadership of communities and rural organizations, even if they are members (Quisumbing, 2003). The critical role of management in ensuring full stakeholder (including beneficiaries) participation in CBOs' operations for sustainable development has been alluded to by (Adamsa and Frost, 2008).Kajola, (2008) emphasizes that organizations must determine the appropriate board size and skills mix to provide efficient leadership and improve firm performance. Some boards are unprofessionally recruited, not oriented into their roles nor do they carry out their duties with dedication. They are influenced by close family ties with founders, often acting as a "rubber stamp" for a founder member who governs (Tandon, 2002).

In his study of CBOs performance in Kenya, Odindo, (2009) asserted that weak management skills and difficulties in scaling-up operations can limit CBOs' effectiveness and accountability.Poor governance has also been identified as one of the most serious constraints facing CBO projects and hindering their profitability (Oketch, 2000). Kingoro and Bujra (2009) established that members' assembly is "rarely functional" in non-profits, and boards are mainly comprised of family and friends.

2.4.3 Accountability

Good governance practice demands a separation of roles between the board and management to enhance appropriate oversight and supervision (Kingoro and Bujra, 2009). This separation of roles is critical to avoid conflict and ensures clear accountability of an organization's performance. According to Padilla, Staplefoote and Morganti, (2012).The CBOs in the country are experiencing a myriad of problems that include ineffective boards, absence of strategic planning activities, poor recording practices, lack of necessary policies and procedures, high turnover of employees and volunteers and dependence on a limited number of funding sources.

Although many organizations have governance structure in place, it is often focused on conformance with regulations. And this is very important, but governance should also support the organization's efforts to improve performance. Atiti, (2006) acknowledged the important role of committed and competitive board of directors in ensuring sustainable organizations. Wanyama, (2001) observes that most CBOs lack sufficient resources and their officials have self-interests and are corrupt.

2.5 Operational Frameworks' influence on CBOs in implementing agricultural extension services

2.5.1 Skilled staff

Kidd, *et al.*, (2000) in their study of China's privatised agricultural extension program, argue that the program suffered due to the limited access to subject matter specialists. They further argue that most CBOs contracted to provide extension services lacked experienced staff in the specific needs of farmers. Most CBOs' staff had general experience and could therefore not meet the priorities of farmers. Problems of inadequate availability of qualified service providers also afflicted the voucher-based extension programs in Chile and Costa Rica in the early 1990s (Ameur 1994; Bebbington and Sotomayor, 1998).

In his study in Indonesia, Matteson *et al.*, (1992), pointed out that although CBOs play an important complementary role within national extension strategies, a local CBO's team felt that the limited scope of their projects prevented them from being the main channel for diffusing IPM extensively. Field leaders and pest observers were trained for 15 months in IPM and facilitation skills in regional IPM training centres (van de Fliert *et al.*, 1995). The programme's strategy was not to train individual farmers but to establish an IPM capacity in each community and then support its horizontal diffusion (Settle *et al.*, 1998; van de Fliert *et al.*, 1995).

Thomas MJ.(1998) in a study in India and South Asian countries, asserted that many community based rehabilitation programmes run by CBOs often did not have monitoring and evaluation systems, nor did they define their outcomes or attempt to measure them. Instead, they repeated a set of activities year after year, with some illustrations and anecdotes from their clients, to justify why they had to continue their activities. Such activities tended to be donor

dependent, cost-intensive, seldom successful, rarely sustained once the donor withdrew support.

In many developing countries there is a rather thin market of qualified service providers, and the situation is exacerbated by the vulnerability of the accreditation mechanism to corruption and political manipulation. Kazigati, (2005) and Nyanzi, (2005) in their separate studies of CBOs engaged in the provision of extension services through the NAADS program in Uganda point out inadequacy of service providers and the resultant low quality of service. Further they posit that the skills of CBOs extension staff in many developing countries were built on a slender educational preparation and were geared toward generic technology messages, rather than the more specific and localized issues that farmers tend to identify as their priorities. Similarly, Ekwamu and Brown, (2005) reported that the quality of service provision by these CBOs emerged as a major issue in personal interviews with farmer groups.

2.5.2 Adoption of M&E and ICT system

Muwonge, (2007) in his study in Uganda not only raised concerns regarding service quality, but also through his field interviews questioned the ability by CBOs' staff to carry out quality impact monitoring and evaluation of their extension services. It was also found that some CBOs were not good at giving feedback on the new technologies introduced to farmers (Sanders and McMillan, 2001). In their study, Edwards and Hulme, (1996) also criticized CBOs for failure to develop methods for monitoring and evaluating their performance, providing accountability and conducting strategic planning. Though Bindlish and Evenson, (1993) in their study in Kenya of the T&V programme reported a high and significant rate of returns to extension, they did report that most community based organizations providing agricultural extension services had poor monitoring and evaluation systems. Furthermore, innovations are inherently messy, chaotic, complex and unpredictable (Lewis, 2004). Performance of CBOs in Kenya remains wanting due to constraints originating from external environment and lack of expertise in monitoring and analyzing external environment (Odindo, 2009). Lyne and Collins, (2008) in their study report that deficient support systems such as external monitoring and evaluation, and lack of a supportive policy environment among CBOs have also contributed to agricultural extension projects failures. According to Zulu, (2007) monitoring and evaluation programmes; and a lack of appropriate ICT skills were the crucial

factors that contributed to failure of extension programs. According to Omolo *et al.*, (2001) some CBOs were not good at giving feedback on the new technologies introduced. Some CBOs are lacking in capacity in terms of staff, facilities and technological expertise. CBOs have also been criticized for failure to develop methods for monitoring and evaluating their performance, providing accountability and conducting strategic planning (Edwards & Hulme, 1996).

2.5.3 Organizational structure

One cannot discuss an organization's operational framework without looking into its organizational structure. Molomo and Somolekae, (1999) have argued that a key weakness of CBOs in Africa is their inappropriate organizational structures which impact on the manner they carry out their core business. Mintzberg, *et al.*, (1985) has written more on the significance of organizational structure in making decisions. Organizational structure refers to the shape, division of labour, job ,duties and responsibilities, the distribution of power and decision making procedures within the company, which influences the types of strategy used by an organization. It is a formal framework by which jobs/tasks are divided, grouped and coordinated (Wambugu, 2006). According to Karuri, (2006) organizations implement their strategies through their organization structures. He found out that the positioning of the function in the organization structure is equally important as it sets more focus on key functions whose performance is critical to the success of the business strategy and institutionalizes the decision making of the heads of these functions. Wanyama, (2001) observes that most CBOs have inefficient systems in place and do not have qualified personnel.

2.6 Theoretical Framework

This study was hinged on three theories; Stakeholder theory, resource dependence theory, systems and governance theory.

2.6.1 Stakeholder Theory

Developed by Freeman, (1984) the Stakeholder theory “strives to show how to implement ethics and CSR in the organization, while also extending the areas of corporate responsibility somewhat further.” Through this theory Community members are stakeholders in community projects therefore it is important to involve them in projects activity from the start. Stakeholder's theory argues that every legitimate person or group participating in the activities of a firm or organization, do so obtain to benefits, and that the priority of the interest of all

legitimate stakeholders is not self-evident (Donaldson, and Preston, 1995). Stakeholder Theory pays equal credence to both internal and external stakeholders; employees, managers and owners as well as financiers, customers, suppliers, governments, community and special interest groups (Freeman, 1984).

Community participation enhances social cohesion as they recognize the value of working in partnership with each other and organizations. It also adds economic value both through the mobilization of voluntary contributions to deliver regeneration and through skills development, which enhances the opportunities for employment and an increase in community wealth, gives residents the opportunity to develop the skills and networks that are needed to address social exclusion. CBOs must ensure the community members voluntarily and actively participate in the projects from the start. This theory also emphasizes that the community members also benefit from their participations. CBOs need to ensure the community members also participate in the decision making, their staffs are trained on handling the community members and also the community members' interests are considered. This theory therefore leads to research question one which inquires on how community participation affects the successful performance of the CBOs' agricultural extension projects. This theory therefore assisted in the better understanding of the importance of community participation in the success of community projects.

2.6.2 Resource Dependence Theory (RDT)

Developed by Pfeffer and Salancik, (1978) the Resource Dependence Theory (RDT) is based upon how "the external resources of organizations affects the behaviour of the organization." The theory is based upon the following tenets: Organizations are dependent on resources, these resources ultimately originate from the environment of organizations, the environment to a considerable extent contains other organizations, the resources one organization needs are thus often in the hand of other organizations, resources are a basis of power, legally independent organizations can therefore be dependent on each other (Pfeffer and Salancik, 1978).

In as much as organizations are inter-dependent, the theory of Resource Dependence needs a closer examination. Its' very weakness lies in its very assertions of dependence. With changing trends of financial uncertainties, there is need to lean towards other theories of uncertainties. According to this theory, organization depends on resources for their survival; therefore, for any organization to achieve sustainability, resources are indispensable (Pfeffer, 2005).

For community based organizations to achieve sustainability, resources are important. These resources will come in the form of financial resources – therefore the need to involve all the stakeholders in the project for sustainability, other resources are human and land. This theory addresses research question two which seeks to unpack the effects of access to funding in the performance of the CBOs agricultural extension projects, the theory will explain the important role that funding plays as part of the overall system that makes up CBOs.

2.6.3 Systems Theory and Governance

Bertalanffy, (1962) developed the Systems theory as “a theory of emergents - actions and outcomes at the collective level emerge from the actions and interactions of the individuals that make up the collective. He further pointed out that the systems theory of governance “provides an analytical framework for viewing an organization in general through synergy” & “interdependence”.” Hartman, (2010) also observes that all organizations consist of processing inputs and outputs with internal and external systems and subsystems which is helpful in providing a functional overview of any organization. CBOs need a functional system to manage their projects well. Kuhn, (1974) states that systems need to be controlled as failure in one system leads to failure in other. CBOs need good governance systems in order to ensure there is transparency and accountability. This theory views an organization as a social system consisting of individuals who cooperate within a formal framework, drawing resources, people and finances to produce products. Good governance of CBOs will ensure efficient and effective management of their projects and other resources for maxim outputs.

While this theory addresses research question three (which seeks to unpack the effects of good (or poor) governance in the performance of the CBOs agricultural extension projects, the theory will explain the importance role that governance play as part of the overall system that makes up CBOs.

2.7 Conceptual framework

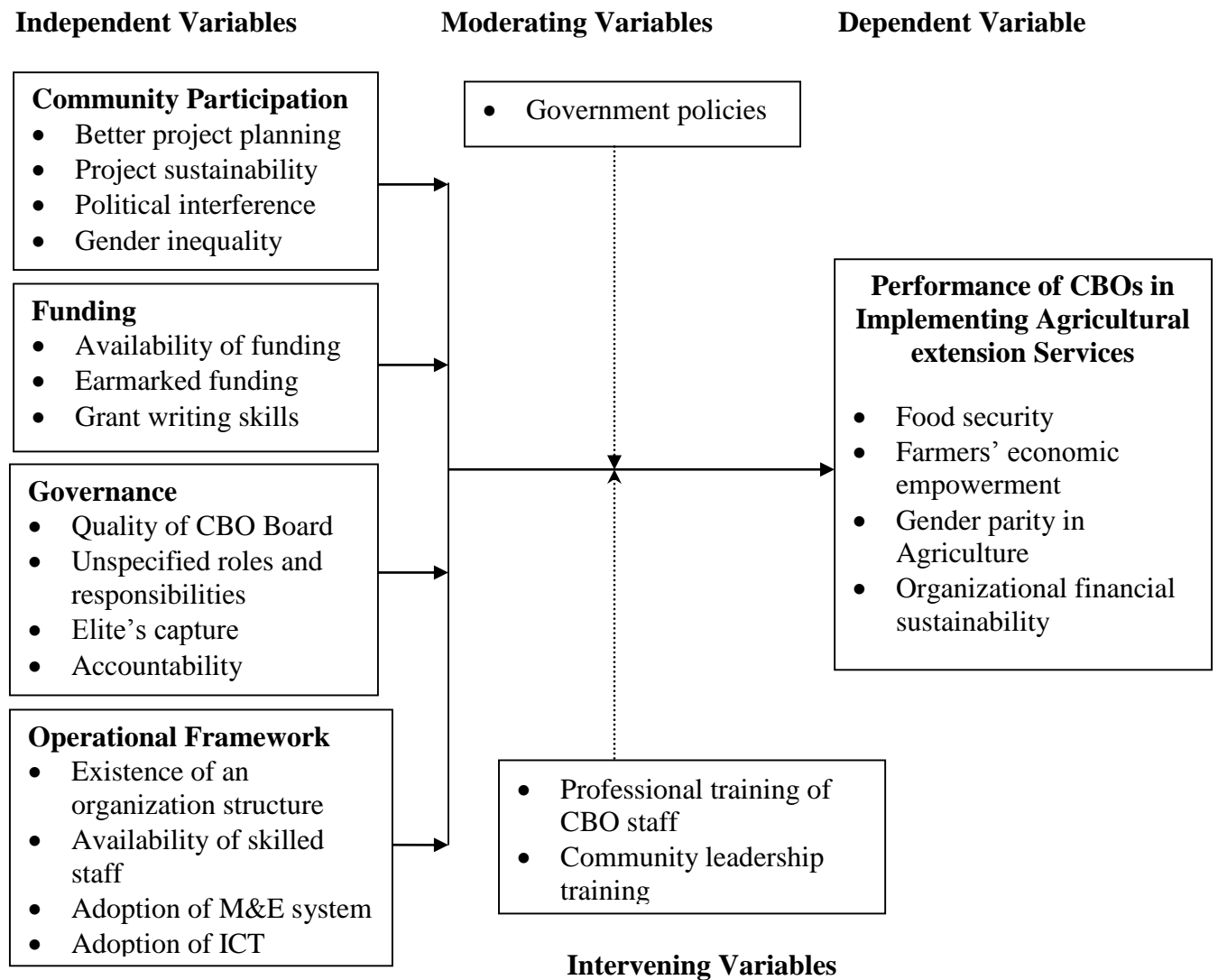


Figure 1 : Conceptual Framework

Effective implementation of agricultural extension services by CBOs is influenced by factors such as: community participation factors, funding factors, governance factors and operational framework factors. All these factors are the study's independent variables and are in correlation with the study's dependent variable (Effective agricultural extension services). The independent variables have indicators that portray the variables and form a basis on how they will be measured. Government policy influences the performance of CBOs while training of staff and community leadership will contribute to performance of the CBOs in executing their extension services.

2.8 Research Gap

Muwonge, (2007) doesn't find out whether the absence of ICTs among CBOs affects service quality provided by their extension staff. It doesn't also address the issue of organizational structure and how it affects service delivery. The Edwards & Hulme, (1996) study doesn't also address the use of ICTs by CBOs to monitor and evaluate their provision of extension services. This research study seeks to fill this gap.

The study Padilla, Staplefoote and Morganti, (2012) doesn't address how poor governance in terms of financial accountability hinders the effective implementation of agricultural extension services by CBOs. It only looks at how factors such as; ineffective boards, absence of strategic planning activities, poor recording practices, lack of necessary policies and procedures. Also the Lekorwe and Mpabanga, (2007) study doesn't look at financial accountability and governance. This study seeks to fill this research gap.

The Idachaba, (2005) study in Nigeria only looks at State funding it does not look at international donor funding of CBOs and how this affects their service delivery. The Joshi (2010) study also looks at government funding for CBOs but doesn't look at dependency for funding from international donors. This study seeks to fill this research gap.

The research also seeks to fill a research gap on whether the same findings by Kidd et al. (2000) in China, Lekorwe and Mpabanga, (2007) in Bostwana can be replicated in Buuri Sub-county.

Most of these studies have been done in far off countries and regions. Through this study the researcher seeks to fill a research study gap on factors that influence the implementation of agricultural extension services by CBOs in Buuri Sub-county.

2.9 Summary

Studies on the operational framework of CBOs not only raised concerns regarding service quality, but also questioned the ability by CBOs' staff to carry out quality impact monitoring and evaluation of their extension services. Literature shows CBOs' governance, emphasizes that organizations must determine the appropriate board size and skills mix to provide efficient leadership and improve firm performance, that some boards are unprofessionally recruited, not oriented into their roles nor do they carry out their duties with dedication that these kinds of boards are influenced by close family ties with founders, often acting as a "rubber stamp" for a founder member who governs.

In a study how CBOs contribute to community development in agricultural extension in Nigeria states it was found out that CBOs rose and fell like old empires while some have had no significant impact since their establishment due to poor funding. It was also found out that CBOs performance in Kenya are under constant pressures of fundraising thus limiting their effectiveness in delivery of services to their project beneficiaries.

This chapter has reviewed literature on how community participation, funding, governance, and operational frameworks influence the effective implementation of agricultural extension services by CBOs. To this effect, the chapter also came up with a theoretical framework and a conceptual framework.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains the research design that was used in the study, the target population, sampling procedure and methods of data collection, validity and reliability of the questionnaire which was used for data collection. It also contains the operationalization of variables table and objectives under study and methods of data analysis plus ethical considerations to be observed.

3.2 Research Design

This study adopted the descriptive survey research design to assess the factors facing community based organizations in implementing agricultural extension services in Buuri Sub County. Descriptive survey research design facilitated the gathering of both qualitative and quantitative data on how study variables such as; community participation, funding, governance and operational framework affect CBOs in the Sub County in their implementation of agricultural extension services. Through this design it was also possible to establish the link between study variables and study problem (Kothari, 2004). This is because the research design did provide an opportunity to ask the respondents about their perceptions, attitudes, behaviours and values in regard to the research topic. And it is also an effective vehicle to collect data from samples representing large populations (Orodho, 2003).

3.3 Target population Sample

According to the Social services office, Buuri Sub County has 16 CBOs working in the agricultural sector. This study concentrated on these CBOs because they are expected to have a wealth of information on the research topic from their experiences working in the agricultural sector. The target population for this study was 1,870 members registered in the 16 CBO's. 62 of those members are officials. This information was obtained from Social Services Office Buuri Sub-County, in August 2015.

3.4 Sample Size and Sampling Procedure

Sampling is defined as the procedure by which elements of a population are selected as representation of the total population (Lohr, 2010). The sampling technique used was stratified random sampling where the respondents were divided into three strata.

3.4.1 Sample Size

The sample size for the study was 319 drawn from a targeted population of 1,870 members registered with the 16 CBO's in Buuri Sub County. The sample size was computed using the Dillman, (2007) formula:

$$N_s = \frac{(Np)(p)(1 - p)}{(Np - 1) \left(\frac{B}{C}\right)^2 + (p)(1 - p)}$$

N- Represents the population;

n = Desired Sample Size;

p = is the proportion of population expected to choose;

B= is acceptable amount of sampling error, or precision;

C is Z statistic associated with the confidence level which is 1.96.

Where N = 1,870, p = 0.5, B = 0.05, C = 1.96

$$\begin{aligned} n &= \frac{(1,870)(0.5)(1 - 0.5)}{(1,870 - 1) \left(\frac{0.05}{1.96}\right)^2 + (0.5)(1 - 0.5)} \\ n &= \frac{467.5}{1.466719} = 318.73 \\ &= \mathbf{318.73 \text{ which is } 319} \\ &\mathbf{n=319} \end{aligned}$$

3.4.2 Sampling Procedure

The sampling technique used in this study was stratified random sampling technique. A random sample from each stratum was then taken in a number proportional to the stratum's size when compared to the population (Fowler, 1993; Morgan Harmon, 1999 Schaeffer et al., 1996; Thompson, 1992).

The CBOs were divided into 3 strata depending on the main value chain activities they undertake as shown in Table 3.4

Table 3.1: Main value chain activities membership and officials

Main value chain activity CBO is involved in	No. of CBOs undertaking the activity	No. of members in the CBO	No. of members who are officials in the CBO	% of CBO members vs the total CBO membership
Fruit trees/nursery farming	7	1117	30	60
Dairy/Livestock farming	3	192	9	10
Horticulture farming	6	561	23	30
TOTAL	16	1870	62	100%

Random sampling was then applied proportionately to determine the number of farmers and officials respondents to be selected from each strata as follows:

Respondents whose main value chain activity is fruit tree/nursery farming;

$60/100 \times 319 = 191$ respondents

Number of respondents whose main value chain is fruit tree/nursery farming who will be officials; $30 \text{ officials} / 1117 \text{ farmers in this strata} \times 100 = 2.7\%$; $2.7/100 \times 191$ respondents for this strata = 5 officials

Respondents whose main value chain activity is Dairy/Livestock farming;

$10/100 \times 319 = 32$ respondents

Number of respondents whose main value chain is Dairy/Livestock who will be officials; $9 \text{ officials} / 192 \text{ farmers in this strata} \times 100 = 4.7\%$; $4.7/100 \times 32$ respondents for this strata = 2 officials

Respondents whose main value chain activity is Horticulture farming;

$30/100 \times 319 = 96$ respondents

Number of respondents whose main value chain is Horticulture who will be officials; $23 \text{ officials} / 561 \text{ farmers in the strata} \times 100 = 4\%$; $4/100 \times 96$ respondents for this strata = 4 officials.

Total number of CBO member respondents = 308

Total number of CBO official respondents = 11

3.5 Data Collection Tools

Questionnaires were used as the tools for data collection. This is because they are free from the bias of the interviewee and they provided respondents with adequate time to give well thought out answers. The questionnaires also provided relatively straight forward information to analyse (Davies, 2007). An interview guide that provided an opportunity to probe for more information in relation to the topic of study was also used to collect qualitative data from the officials of the respective CBOs' (King and Horrocks, 2010).

3.5.1 Pilot study

To address any deficiencies in the research instruments a pilot study was conducted. By conducting a pilot study, the researcher also examined the feasibility of the approach that was used in the main study. Fisher, (2007) argued that, the accuracy of data to be collected is largely dependent on the data collection instruments in terms of validity and reliability which can only be established through a pilot test. A pilot study was conducted using 10% of the main sample size as recommended by (Mugenda and Mugenda, 2003). A pilot study on 32 respondents was therefore conducted.

3.5.2 Validity of the instruments

Validity is the ability of an instrument to measure what it is designed to measure. Kothari, (2006) states "validity is the most crucial criterion and indicates the degree to which an instrument measures what it is supposed to measure. In other words, validity is the extent to which differences found with measuring instruments reflect true differences among those being tested".

To ensure content validity, the researcher specified the domain of indicators which are relevant to the topic under study. The validity of the research instrument was also established by holding discussion with experts and also through seeking the counsel of the supervisor and modification of the instrument after supervisor approval.

3.5.3 Reliability of the instruments

According to Krefting, (1991) any given research project is trustworthy when it reflects the reality and ideas of the respondents/participants/stakeholders. Lincoln and Guba, (1985) and Krefting, (1991) state that trustworthiness involves the following elements: credibility, dependability, conformability and transferability. To enhance reliability, a pilot test using the

questionnaires was done on 28 CBOs' members and 4 CBOs' officials and the results from the pilot study was used to address any deficiencies in the research instruments. In order to test the reliability of the instruments, internal consistency techniques were applied using Cronbach's Alpha. Coefficient of 0.7 is a commonly accepted rule of thumb that indicates acceptable reliability (Mugenda, 2003).

Cronbach's alpha is a general form of the Kuder-Richardson (K-R) 20 formulas used to assess internal consistency of an instrument based on split-half reliabilities of data from all possible halves of the instrument. It reduces time required to compute a reliability coefficient (Mugenda & Mugenda, 2003).

The Kuder-Richardson (K-R) 20 is based on the following formula;

$$KR20 = \frac{K(S^2 - \sum s^2)}{S^2(K-1)}$$

(S²) (K-1)

KR20 *Reliability coefficient of internal consistency*

K *Number of item used to measure the concept*

S² *Variance of all score*

s² *Variance of individual items*

The research instruments used in this study was reliable since it had a Cronbach's Alpha of 0.791.

3.6 Data Collection Procedures

Primary data was collected through use of questionnaires and interview guide where illiteracy is a challenge. Mugenda and Mugenda, (2003) asserts that each item on the interview guide should address objective and a variable specifically. Administering questionnaires involved reading out the questions to the respondents then the researcher recorded their responses against the questions. Each question was structured to address each objective of the study as well as the variables.

Specific information from the respondents was sought by administering open ended questions while opinions on some issues were sought through administering close ended questions. Interview guide is mostly a conversation between the respondent and the researcher. This increased the response rate. The researcher conducted field visits in Meru County to collect this data.

3.7 Data Analysis

Primary data that was collected for this study was first sorted, edited, coded and analysed to ensure that errors and points of contradiction were eliminated. The purpose of coding was to classify the answers to different questions into meaningful categories so as to bring out their essential patterns. Quantitative data for each research question was also tabulated. This process presented a comprehensive picture of how the data looked like and it also assisted the researcher in identifying the patterns. To ensure that data was entered correctly, scores of high or low and how many in each category, frequency and percent distribution were constructed using SPSS version 21.0. SPSS was used because it helps to spot data entry errors or unusual data points and has full set of statistical tests. Data was also analysed to get statistical measures such as correlations among different variables, mean and standard deviations for easy interpretation of the study. The analysis helped to make valid inference on the topic of study.

The data from interview guide and open ended questions were analysed through content analysis by presenting data in themes as per the research objectives. Frequencies and percentages were used to summarize information.

3.8 Ethical Considerations

Consent was sought from the participants to indicate their willingness to participate; the researcher also ensured anonymity when it came to answering the study questionnaire. The information collected was used for research purposes only. To conduct this study, the researcher sort a permit from the National Commission for Science, Technology and Innovation.

3.9 Operational definition of Variables

The variables are defined as shown on Table 3.2

Table 3.2 Operationalization of Variables

Objective	Variable	Indicators	Measurement	Measurement Scale	Data Collection Method	Data Analysis
To determine the influence of community participation in performance of CBOs implementing agricultural extension services in Buuri Sub County.	<u>Independent Variable</u> Community Participation Factors	Better Project Planning	Number of CBOs' members reporting that their CBO's projects are better planned and implemented when community is fully involved.	Nominal	Questionnaire	Descriptive statistics
		Project Sustainability	Number of CBOs' members reporting that their CBO's projects that fully involve the community are more sustainable.	Nominal	Questionnaire /Interview guide	Descriptive statistics
		Political Interference	Number of CBOs' members reporting that political interference of their CBO's projects exists.	Nominal	Questionnaire	Descriptive statistics
		Gender Inequality	Number of CBO members reporting that women are more involved in CBO activities when projects involve community from the project initiation.	Nominal	Questionnaire	Descriptive statistics
To establish the influence of funding on performance of CBOs in implementing agricultural extension services in Buuri Sub County;	<u>Independent Variable</u> Funding Factors	Availability of funding	Capacity of CBOs to establish contacts with donors for purposes of raising funds.	Interval	Questionnaire	Descriptive and Inferential statistics
		Earmarked Funding	Existence of earmarked funding among CBOs and conditional funding by donors.	Interval	Questionnaire	Descriptive and Inferential statistics
		Grant Writing Skills	The existence of CBO's staff able to raise funds through grant writing.	Nominal	Questionnaire /Interview guide	Descriptive statistics

To examine the influence of governance on performance of CBOs in implementing agricultural extension services in Buuri Sub County;	<u>Independent Variable</u> Governance Factors	Quality of CBO's Board	Number of CBOs having better high level management and guidance.	Questionnaire/ Interview guide	Interval	Descriptive and Inferential statistics
		Unspecified Roles and Responsibilities	Unspecified roles among CBOs' staff negatively affecting agricultural extension projects	Questionnaire/ Interview guide	Interval	Descriptive and Inferential statistics
		Elite's Capture	Number of CBO members indicating that a certain section of the members seek to control the CBOs activities	Questionnaire	Nominal	Descriptive statistics
		Accountability	Number of CBO members reporting that financial and other accountabilities lead to better organizational leadership	Questionnaire	Nominal	Descriptive statistics
To determine the influence of operational framework on performance of CBOs in implementing agricultural extension services in Buuri Sub County	<u>Independent Variable</u> Operational Framework Factors	Existence of an organization Structure	Existence of organizational structure among CBOs.	Questionnaire	Nominal	Descriptive statistics
		Shortage of skilled staff	Number of CBOs' members reporting that their CBO's staff is not qualified.	Questionnaire	Nominal	Descriptive statistics
		Adoption of M&E system	Number of CBOs' members/Officials reporting that their CBOs' have an M&E system in place.	Questionnaire/ Interview guide	Nominal	Descriptive statistics
		Adoption of ICT Infrastructure	Number of CBOs' members/Officials reporting that their CBOs' has adopted the use of ICTs in their implementation of agricultural extension projects.	Questionnaire/ Interview guide	Nominal	Descriptive statistics

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings. This chapter presents analysis of the data on the factors influencing performance of community based organizations in implementing agricultural extension services. The chapter also provides the major findings and results of the study.

4.2 Response Rate

The study targeted a sample size of 319 respondents from which 273 filled in and returned the questionnaires making a response rate of 85.6% This response rate was good and representative and conforms to Mugenda and Mugenda, (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

4.3 Demographic Characteristics

The study sought to establish the background information of the respondents and the organisation including respondents' highest level of education, and duration of work with the community based organization and whether the respondent had received training on community development through the CBO.

4.3.1 Age Category

The respondents were requested to indicate their age. The findings were as shown in Table 4.1.

Table 4.1: Age category

Age	Frequency	Percentage
20-29 years	110	40.3
30-39 years	52	19.0
40-49 years	62	22.7
50 years and above	49	17.9
Total	273	100.0

Investigation on age category showed that, most of the respondents as shown by 40.3% of the respondents were aged between 20-29 years, 22.7% of the respondents were aged between 40-

49 years, 19.0% of the respondents were aged between 30-39 years whereas 17.9% of the respondents were aged 50 years and above. This implies that respondents were well distributed in terms of their ages.

4.3.2 Gender Category

The respondents were requested to also indicate their gender. The responses were as shown in Table 4.2.

Table 4.2: Gender Category

Gender	Frequency	Percentage
Male	160	58.6
Female	113	41.4
Total	273	100.0

The research sought to determine the gender category of the respondent. From the research findings, the studies revealed that majority of the respondents as shown by 58.6% were males whereas 41.4% were females. This implies that both genders were equitably engaged in this research.

4.3.3 Level of education

The respondents were requested to indicate their highest level of education. The results were as in Table 4.3.

Table 4.3: Level of education

Level of education	Frequency	Percent
Certificate	78	28.6
Diploma	96	35.2
Degree	51	18.7
Masters and Above	48	17.6
Total	273	100.0

The research sought to determine the respondent's highest level of education achieved, 35.2% of the respondents indicated that they held college diploma certificate, 28.6% of the respondents indicated that they held bachelor's degree, 18.7% of the respondents indicated that

they held training certificates whereas 17.6% of the respondents indicated that they held Masters and Above.

4.3.4 Membership period

CBO members were further requested to indicate the period of time they had been members of their respective CBOs. The results are in Table 4.4.

Table 4.4: Membership period

Period	Frequency	Percent
less than a year	65	23.8
1 to 3 years	67	24.5
4 to 5 years	116	42.5
5 years and above	25	9.2
Total	273	100.0

Investigations on CBO membership period showed that, most of the respondents as shown by 42.5% indicated they had 4-5 years since they joined the membership of the community based organization, 24.5 % of the respondents indicated to have worked with the organization for a period of 1 to 3 years, 23.8% of the respondents indicated to have worked with the organization for less than a year whereas 9.2% of the respondents indicated to have worked with the organization for a period of 5 years and above. This implies majority of the respondents had been members of the CBO for a considerable period of time and thus they were in a position to give credible information relating to this study.

Table 4.5: Training on community development

Opinion	Frequency	Percentage
Yes	195	71.4
No	78	28.6
Total	273	100.0

The study sought to determine whether the respondents had received any training on community development through the CBO. From the research findings majority of the respondents as shown by 71.4% agreed that they had received training on community development through the CBO whereas 28.6% of the respondents were of the contrary opinion.

This implies that most of the local residents had received training on community development through the CBO.

4.4 Influence of Community Participation on CBOs in Agricultural extension

The respondents were requested to indicate whether lack of community involvement in planning and execution in the projects hindered them from effectively implementing agricultural extension projects. The results were as shown in Table 4.6.

Table 4.6: Effect of poor community involvement on CBO's extension services

Opinion	Frequency	Percentage
Yes	208	76.2
No	65	23.8
Total	273	100.0

The study sought to determine if lack of community involvement affected CBO's agricultural extension projects. From the research findings the majority of respondents as shown by 76.2% agreed that the lack of community involvement had a negative effect on CBO's agricultural extension projects whereas 23.8% of the respondents were of the contrary opinion. This implies that lack of community involvement had a negative effect on CBO's agricultural extension projects. The study also noted that involvement of project beneficiaries was critical in achieving community based projects success. The study further established that interested stakeholders are an added motivation for the team to put in more effort and make the project a great success, It is vital to keep project beneficiaries fully informed of all what is happening and the results to be expected, that understanding community demands allows the organization to engage them as element of the effort. Involving community members as well as attending to the demands of all project beneficiaries brands the organization as ethical, fair and transparent, and this increases the likelihood of the larger community to collaborate with the organization.

The respondents were requested to indicate whether they experienced political interference in their agricultural extension projects implementation process. Their responses were as shown in Table 4.7.

Table 4.7: Political interference on CBO’s agricultural extension projects

Opinion	Frequency	Percentage
Yes	232	85.0
No	41	15.0
Total	273	100.0

The study sought to determine whether the organisations experienced political interference on implementation of CBO’s agricultural extension projects. From the research findings majority of the respondents as shown by 85% agreed that they experienced political interference on CBO’s agricultural extension projects whereas 15% of the respondents were of the contrary opinion. This implies that the organisations experienced political interference implementing agricultural extension projects. The study also noted that political interference mostly enhanced the execution of the projects although where less competition was found political interference suppressed the general project implementation process by CBO’s.

The respondents were requested to indicate the political group from which they experienced greater interference in their agricultural extension projects implementation process. Their responses were as shown in Table 4.8.

Table 4.8: Political group which mostly influenced the CBO’s projects

Political group	Frequency	Percent
The Governor’s Office	39	14.3
Member of Parliament (M.P)	43	15.8
Member of County Assembly (M.C.A)	77	28.2
Village Elders	114	41.8
Total	273	100.0

Respondents were requested to indicate the most influential political group on CBO’s projects. From the research findings, most of respondents as shown by 41.8 % of the respondents

indicated village elders, 28.2% of the respondents indicated member of county assembly (M.C.A) 15.8% of the respondents indicated Member of Parliament (M.P) while 14.3% of the respondents indicated the governor’s office.

The respondents were requested to indicate whether their respective CBO’s had put in place measures to effectively involve women in their agricultural services projects. Their responses were as shown in Table 4.9.

Table 4.9: Measures to effectively involve women in agricultural extension projects

Opinion	Frequency	Percentage
Yes	232	85.0
No	41	15.0
Total	273	100.0

The study sought to determine whether the CBOs had put measures in place to effectively involve women in their agricultural extension services projects. From the research findings majority of the respondents as shown by 85% agreed that the CBOs had measures in place to effectively involve women in agricultural extension services projects whereas 15% of the respondents were of the contrary opinion. This implies that the CBOs have measures in place to effectively involve women in agricultural extension services projects. The study noted that there are CBO policies that advocated for equal representation of women in all areas and that the top management fully supported the organisational policy especially on third gender rule.

The respondents were requested to indicate whether other CBO’s had put in place measures to effectively involve women in their agricultural services projects. Their responses were as shown in Table 4.10.

Table 4.10: Whether other CBOs in the constituency have measures to involve women

Opinion	Frequency	Percentage
Yes	222	81.3
No	51	18.7
Total	273	100

The study sought to determine whether other CBO's in the constituency had put measures in place to effectively involve women in agricultural extension services projects. From the research findings majority of the respondents as shown by 81.3% agreed that other CBO's in the constituency had measures in place to effectively involve women in agricultural extension services projects whereas 18.7% of the respondents were of the contrary opinion. This implies that other CBOs in the constituency had measures in place to effectively involve women in agricultural extension services projects. Majority of the respondents indicated that the same was reflected during joint seminars.

The respondents were also requested to indicate their level of agreement with following statements on community participation. The results were as shown in Table 4.11.

Table 4.11: Influence of community participation on CBOs implementing agricultural extension services

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std deviation
Most CBOs neglect women in the implementation of agricultural extension services projects	0	0	23	67	183	4.59	0.64
Effective community involvement in agricultural extension projects can lead to food security	0	9	52	116	96	4.10	0.82
Political interference mostly by village elders does not influence the implementation of agricultural extension services by CBOs.	59	178	16	12	8	2.02	0.85
Effective community involvement in agricultural extension projects implemented by CBOs can lead to increased farmers' income.	0		11	113	144	4.43	0.74

The study sought to determine the extent to which respondents agreed with the above statements relating to influence of funding on CBOs in implementing agricultural extension

services. From the research findings majority of the respondents agreed that; most CBOs neglect women in the implementation of agricultural extension services projects as shown by a mean of 4.59, effective community involvement in agricultural extension projects implemented by CBOs can lead to increased farmers’ income as shown by a mean of 4.43, effective community involvement in agricultural extension projects can lead food security as shown by a mean of 4.10. The study also noted that respondents disagree that political inference mostly by village elders does not influence the implementation of agricultural extension services by CBO as shown by a mean of 2.02.

4.5 Influence of Funding on CBOs in Agricultural Extension Services

The study further sought to determine the influence of funding on CBOs in Agricultural extension services projects in Buuri Sub-county. The findings were as shown in Table 4.12.

Table 4.12: Whether the CBO experienced difficulties in raising funds

Opinion	Frequency	Percentage
Yes	235	86.1
No	38	13.9
Total	273	100.0

The study sought to determine whether the CBO experienced difficulties in raising money to implement agricultural extension projects. From the research findings majority of the respondents as shown by 86.1% agreed that CBO experienced difficulties in raising money to fund agricultural extension projects whereas 13.9% of the respondents were of the contrary opinion. This implies that the CBOs experienced difficulties in raising money to fund agricultural extension projects. The study also noted that Community development projects have failed to become self-reliant after funding organizations/donors withdraw their financial support.

The respondents were requested to indicate the main source of funding for their respective CBOs. The findings were as shown in Table 4.13.

Table 4.13: Main source of funding for the CBO

Source of funding	Frequency	Percentage
International Donors	104	38.1
National Government	67	24.5
County Government	53	19.4
Member's Contribution	49	17.9
Total	273	100.0

From the research findings, most of the respondents as shown by 38.1% indicated that the CBO was mainly funded by international donors, 24.5% indicated that the CBOs were mainly funded by the national government 19.4 % indicated that the CBO was mainly funded by the county government whereas 17.9% indicated that the CBO was mainly funded by member's contribution. This implies that CBOs were mainly funded by international donors, national government and county governments.

The respondents were requested to indicate whether staff in their respective CBO's possessed grant writing skills. The findings were as shown in Table 4.14.

Table 4.14: Whether the staff possessed grant writing skills

Opinion	Frequency	Percentage
Yes	207	75.8
No	66	24.2
Total	273	100.0

The study sought to determine whether the staff possessed grant writing skills. From the research findings the majority of the respondents as shown by 75.8% agreed that the staff possessed grant writing skills whereas 24.2% of the respondents indicated otherwise. This implies that considerable number of the staff had grant writing skills.

The respondents were requested to indicate whether donors funding their respective CBO's did issue grants with conditions attached to them. The findings were as shown in Table 4.15.

Table 4.15: Whether donors give conditions before issuing grants

Opinion	Frequency	Percentage
Yes	244	89.4
No	29	10.6
Total	273	100.0

The research sought to determine whether donors gave conditions before they gave grants to run the CBO's projects. From the research findings majority of the respondents as shown by 89.4% agreed that donors gave conditions before they gave grants to run the CBO's projects whereas 10.6% of the respondents indicated otherwise. This implies that donors give conditions before they gave grants to run the CBO's projects. The research noted that donor conditions influence how contracts are prepared and the duration of funding and that stakeholders expect donor representatives to ensure that action is taken when system does not perform well. The study found that most of the community based projects collapse following the phase out of funders support i.e. sustainable community based projects must have financial systems that facilitates accountability and cash flow projections.

The respondents were also requested to indicate their level of agreement with following statements on funding. The results were as shown in Table 4.16.

Table 4.16: Influence of funding on CBOs in Agricultural Extension Services Projects

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std deviation
Most CBOs face access to funds challenges that influences the successful implementation of agricultural extension services projects.	0	0	10	23	240	4.84	0.45
Earmarked funding does not influence the implementation of agricultural extension services by CBOs.	124	126	15	8	121	1.69	0.82
Effective financial accountability does lead to organizational financial success.	5	7	20	117	124	4.22	1.01
Lack of donor funding of CBOs' agricultural extension projects does not influence employment opportunities in the agricultural sector.	124	117	20	5	7	1.73	0.87

The study sought to determine the extent to which respondents agreed with the above statements relating to influence of funding on CBOs in implementing agricultural extension services. From the research findings majority of the respondents strongly agreed that, most CBOs face access to funds challenges that influences the successful implementation of agricultural extension services projects as shown by a mean of 4.84,most strongly agreed that effective financial accountability does lead to organizational financial success as shown by a mean of 4.22.The study also noted that most of the respondents disagreed that earmarked funding does not influence the implementation of agricultural extension services by CBOs as

shown by a mean of 1.69 and that lack of donor funding of CBOs' agricultural extension projects does not influence employment opportunities in the agricultural sector.

4.6 Influence of Governance on CBOs in Agricultural Extension Services

The study further sought to determine the influence of governance of respective CBOs on implementation of agricultural extension services projects in Buuri Sub-county. The findings were as shown in Table 4.17.

Table 4.17: Whether recruitment process of CBOs' staff was conducted professionally

Opinion	Frequency	Percentage
Yes	224	82.1
No	49	17.9
Total	273	100.0

The study sought to determine whether recruitment process of CBO's staff was conducted professionally. From the research findings majority of the respondents as shown by 82.1% agreed that recruitment process of CBO's staff was conducted professionally whereas 17.9% of the respondents indicated otherwise. This implies that recruitment process of CBO's staff was conducted professionally.

The respondents were requested to indicate whether management in their respective CBO's was qualified to play their roles. The findings were as shown in Table 4.18.

Table 4.18: Whether the management of the CBO were qualified for their roles

Opinion	Frequency	Percentage
Yes	234	85.7
No	39	14.3
Total	273	100.0

The study sought to determine whether the management of CBOs were qualified for their roles. From the research findings majority of the respondents as shown by 85.7% agreed that the management of the CBOs were qualified for their roles whereas 14.3% of the respondents were of the contrary opinion. This implies that the top management of CBOs were qualified for their roles. The study also noted that the lack of top manager's commitment to performing their roles leads to the lower ranks missing support and guidance to perform management

functions and assume multiple roles. Managers must be competent enough, the management's competence and commitment to the strategic direction itself is the most important factor on the performance and success of community based projects.

The respondents were requested to indicate whether staff in their respective CBO's clearly understood their roles. The findings were as shown in Table 4.19.

Table 4.19: Whether the staff clearly understood their roles

Opinion	Frequency	Percentage
Yes	222	81.3
No	51	18.7
Total	273	100.0

The study sought to determine whether the staff clearly understood their roles. From the research findings majority of the respondents as shown by 81.3% agreed that the organizations' staff clearly understood their roles whereas 18.7% of the respondents were of the contrary opinion. This implies that the organization's staff clearly understood their roles. The research also noted that middle level managers have a great task in offering direction and motivation to low level managers in completing their specific job functions which enhance success of community based projects. To ensure community based project success, project managers must have a good technical understanding of the project and its objectives. Conceptually-skilled and competent managers can keep the organization on the right track and make minor tweaks in strategy and tasks as needed. Lack of management backing is the main inhibiting factor for community based project success.

The respondents were requested to indicate whether their respective CBO's had experienced a takeover by wealthy members. The findings were as shown in Table 4.20.

Table 4.20: Whether the CBO had ever experienced a takeover by wealthy members

Opinion	Frequency	Percentage
Yes	225	82.4
No	48	17.6
Total	273	100.0

The study sought to determine whether the CBO had ever experienced a takeover and control of its activities by wealthy members. From the research findings majority of the respondents as shown by 82.4% agreed that the CBO at a time experienced a takeover and control of its activities by wealthy members whereas 17.6% of the respondents were of the contrary opinion. This implies that wealthy members at a point attempted to takeover and control the CBO and its activities. The study noted that poor leadership acts as an inhibiting factor in management of CBO.

The respondents were also requested to indicate their level of agreement with following statements on CBO Governance. The results were as shown in Table 4.21.

Table 4.21: Influence of governance on CBOs in agricultural extension services

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std deviation
Poor CBOs' leadership does not influence the involvement of women in the implementation of agricultural extension services projects.	211	62	0	0	0	1.23	0.42
Effective financial accountability of a CBO's financial resources does lead to effective implementation of agricultural extension projects.	7	0	2	113	151	4.47	0.76
Unspecified CBO's staff roles in agricultural extension projects do not negatively influence food security.	51	222	0	0	0	1.19	0.39
Elites capture does influence the way agricultural extension projects are implemented by CBOs.	0	0	26	40	207	4.66	0.64

The study sought to determine the extent to which respondents agreed with the above statements relating to influence of governance on CBOs implementing agricultural extension services. From the research findings majority of the respondents strongly agreed that; elites capture does influence the way agricultural extension projects are implemented by CBOs as shown by a mean of 4.66 and that effective financial accountability of a CBO's financial resources does lead to effective implementation of agricultural extension projects as shown by a mean of 4.47. The study also noted that majority of the respondents strongly disagreed that unspecified CBO's staff roles in agricultural extension projects do not negatively influence food security as shown by a mean of 1.19 and that poor CBOs' leadership does not influence the involvement of women in the implementation of agricultural extension services projects as shown by a mean of 1.23.

4.7 Influence of Operational Frameworks on CBOs in Agricultural Extension Services

The respondents were requested to indicate whether their respective CBO's had put in place a working monitoring and evaluation system. The findings were as shown in Table 4.22.

Table 4.22: Whether the CBO has a Monitoring and Evaluation System in place

Opinion	Frequency	Percentage
Yes	241	88.3
No	32	11.7
Total	273	100.0

The research sought to determine whether the CBOs have a working monitoring and evaluation system in place, from the research findings majority of the respondents as shown by 88.3 % agreed that the CBO had a monitoring and evaluation system in place whereas 11.7% was of the contrary opinion. This implies that most of the CBOs had a monitoring and evaluation system in place. The study noted that monitoring and evaluation system provided the only consolidated source of information showcasing project progress, it allowed actors to learn from each other's experiences, building on expertise and knowledge, it often generated (written) reports that contribute to transparency and accountability, and allows for lessons to be shared more easily, it reveals mistakes and offers paths for learning and improvements, it

provides a basis for questioning and testing assumptions, it provides a means for agencies seeking to learn from their experiences and to incorporate them into policy and practice, it provided a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers, it adds to the retention and development of institutional memory, and it provided a more robust basis for raising funds and influencing policy.

The respondents were requested to indicate whether current staff their respective CBO's had were qualified for their roles. The findings were as shown in Table 4.23.

Table 4.23: Whether the current staff working for the CBO are qualified for their roles.

Opinion	Frequency	Percentage
Yes	210	76.9
No	63	23.1
Total	273	100.0

The study sought to determine whether the current staff working for the CBO were qualified for their roles. From the research findings majority of the respondents agreed as shown by 76.9% that the current staff working for the organisation were well qualified for their roles whereas 23.1% of the respondents were of the contrary opinion. This implies that most the current staff working for the CBO were well qualified for their roles.

The respondents were requested to indicate whether their respective CBOs had adopted ICT in implementing agricultural extension projects. The results were as shown in Table 4.24.

Table 4.24: Adoption and use of ICTs in agricultural extension services

Opinion	Frequency	Percentage
Yes	255	93.4
No	18	6.6
Total	273	100.0

The study sought to determine whether the CBO adopted the use of ICTs in the implementation of agricultural extension services. From the research findings majority of the respondents as shown by 93.4% agreed that the CBO has already adopted the use of ICTs in the implementation of agricultural extension services whereas 6.6% of the respondents were

of the contrary opinion. This implies that most CBOs had adopted the use of ICTs in the implementation of agricultural extension services.

The respondents were requested to indicate whether their respective CBOs had put in place a working organizational structure. The results were as shown in Table 4.25.

Table 4.25: Whether the organisation has a working organizational structure

Opinion	Frequency	Percentage
Yes	222	81.3
No	51	18.7
Total	273	100.0

The research sought to determine whether the CBO has a working organizational structure in place. From the research findings, majority of the respondents as shown by 81.3% agreed that the CBO has a working organizational structure in place whereas 18.7% of the respondents were of the contrary opinion. This implies that the CBO has a working organizational structure in place.

The respondents were also requested to indicate their level of agreement with following statements on their CBOs Operational Frameworks. The results were as shown in Table 4.26.

Table 4.26: Influence of operational frameworks on CBOs in agricultural extension services

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std deviation
The use of ICTs in the implementation of agricultural extension services projects does not improve project's results.	217	50	6	0	0	1.23	0.47
An effective M&E System does improve the results of agricultural extension projects implemented by CBOs.	0	0	13	55	205	4.70	0.55
Employment of unqualified CBOs' staff does not affect the implementation of agricultural extension projects and do not negatively affect food security.	179	77	17	0	0	1.41	0.61
A clear organizational structure by CBOs leads to increased involvement of women in agricultural extension projects.	0	0	16	79	178	4.59	0.60

The study sought to determine the extent to which respondents agreed with the above statements relating to influence of operational frameworks on CBOs in implementing agricultural extension services. From the research findings majority of the respondents strongly agreed that; an effective M&E system does improve the results of agricultural extension projects implemented by CBOs as shown by a mean of 4.70 and that a clear organizational structure by CBOs leads to increased involvement of women in agricultural extension projects as shown by a mean of 4.59. The study also noted that majority of the respondents disagreed that the use of ICTs in the implementation of agricultural extension services projects does not improve project's results as shown by a mean of 1.23 and that employment of unqualified CBOs' staff does not affect the implementation of agricultural extension projects and do not negatively affect food security as shown by a mean of 1.41.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of key data findings, conclusion drawn from the findings highlighted and recommendations made there-to. The conclusions and recommendations drawn were focused on addressing the objective of the study. The researcher intended to determine the community participation factors influencing performance of community based organizations in implementing agricultural extension services in Buuri Sub County; to establish the funding factors influencing performance of community based organizations in implementing agricultural extension services in Buuri Sub County; to examine the governance factors influencing performance of community based organizations in implementing agricultural extension services in Buuri sub county and to investigate the operational framework factors influencing performance of community based organizations in implementing agricultural extension services in Buuri Sub County.

5.2 Summary of Findings

The study sought to establish the factors influencing performance of community based organizations in implementing agricultural extension services in Buuri Sub County, Meru County.

5.2.1 Community Participation

The study deduced that the level of collaboration between the local community and CBO in implementing agricultural extension services were determined by factors which mainly ranged from gender equality, political affiliation, extent on analysis of the need of the targeted peoples/ beneficiaries, level of education and skills and general community attitude on social economic benefit of particular agricultural extension service.

5.2.2 Funding

The study revealed that smooth implementation of agricultural extension services relied on a sound financial base arising from reliable sources of funding, donor conditions, market fluctuations and accounting standards. The study noted that the management of CBOs must

honour donor conditions and ensure high levels of transparency and systems are put in place to measure market fluctuations risks.

5.2.3 Governance

The study deduced that, competence of CBOs apparatus, level of professionalism of the CBOs internal controlling apparatus and CBOs accountability performance are among the governance factors influencing performance of community based organizations in implementing agricultural extension services in Buuri Sub County.

5.2.4 Operational Framework

The study noted that all the CBOs in Buuri Sub County had operational framework which acted as a guide to organizational policies, goals, standards, procedures and training. The framework set out the way the CBO conducted its operations and promoted a corporate culture and identity.

5.3 Discussions

5.3.1 Influence of Community Participation on Agricultural Extension services

Investigations results obtained on influence of community involvement on CBO's agricultural extension projects showed that lack of community involvement had a negative effect on CBO's agricultural extension projects. Involvement of project beneficiaries by CBO's was critical in achieving community based projects success. The study further established that interested stakeholders are an added motivation for the team to put in more effort and make the project a great success. It is vital to keep project beneficiaries fully informed of all what is happening and the results to be expected, that understanding community demands allows the organization to engage them as element of the effort. Involving community members as well as attending to the demands of all project beneficiaries brands the organization as ethical, fair and transparent, and this increases the likelihood of the larger community to collaborate with the organization in other circumstances. These findings on community involvement concurs with Kobia and Mohammed (2006) who asserts that project beneficiaries participation/ involvement in the overall design of the strategies to be employed offers invaluable support throughout the execution of the activities.

The study also noted that political interference that has negative impact in terms of community participation on agricultural extension services projects implemented by community based organizations is more evident in developing countries. Some of the political groups which influenced CBO's projects, included village elders, Member of County Assembly (M.C.A), Member of Parliament (M.P) and the governor's office. The findings are in line with the research by Mosse, (1993) that political environment has obstructed the emergence of community based organisations, either because it has been repressive or because government has tried to co-opt these groups.

The research also noted that most of the CBOs have measures in place to effectively involve women in their agricultural extension services projects. The study noted that the CBO policies advocated for equal representation of women in all areas and that the top management fully supported the organisational policy especially on third gender rule. The findings are in line with the research by Jaglin, (2004) that the most important aspect of community involvement at the implementation stage is to develop the sense of ownership of the implemented activity for long-term sustainability. Farmers' participation is considered necessary to get community support for agricultural development projects (Cole, 2007).The findings affirms Gilbert, (1987) argument that without participation there would be no program and no development. Participation in agricultural extension is the process of communication between farmers and agricultural extension workers during which the farmers take the leading role to analyse their situation, to plan, implement and evaluate development activities.

The research further established that most CBOs neglect women in the implementation of agricultural extension services projects and that effective community involvement in agricultural extension projects implemented by CBOs can lead to increased farmers' income. Also effective community involvement in agricultural extension projects can lead to food security, political interference mostly by village elders influence's the implementation of agricultural extension services by CBOs.The findings are in line with (Armitage *et al.*, 2007). Farmers' participation is considered necessary to get community support for agricultural development projects.

5.3.2 Influence of Funding on CBOs in Agricultural Extension services

The study noted that CBOs experienced difficulties in raising money to fund agricultural extension services. The study also noted that Community development projects failed to become self-reliant after funding organizations/donors withdrew their financial support and that CBOs were mainly funded by international donors, national government, county government and to a less extent member's contribution. The study also revealed that a considerable number of staff had grant writing skills and that donors gave conditions before they gave grants to run the CBO's projects. The research noted that donor conditions influence how contracts are prepared, the duration of funding and that stakeholders expect donor representatives to ensure that action is taken when system does not perform well. These findings are in line with the research by Thomas, (1998) that most of the community based projects collapsed following the phase out of funders support and that sustainable community based projects must have financial systems that facilitates accountability and cash flow projections.

The research revealed that most CBOs face access to funds challenges that influences the successful implementation of agricultural extension services projects, that effective financial accountability does lead to organizational financial success, earmarked funding influences the implementation of agricultural extension services by CBOs and that lack of donor funding of CBOs' implementing agricultural extension projects influences employment opportunities in the agricultural sector.

5.3.3 Influence of Governance on CBOs in Agricultural Extension Services

The study revealed that the recruitment process of CBO's staff was conducted professionally, the top management in CBOs were qualified for their roles, lack of top manager's commitment to performing their roles led to the lower ranks missing support and guidance and that CBOs should adapt a governance system or change as it changes itself towards future opportunities. Transparency, effectiveness and accountability at senior level ensured a good organizational viability. These findings are in line with the Hawken, (1993) that knowledge of extension officers has to be broadened and their skills improved in communication and extension methodology.

The research also established that organizational staff clearly understood their roles. The research also noted that middle level managers have a great task in offering direction and motivation to low level managers in completing their specific job functions which enhance success of community based projects and to ensure community based project success, project manager must have a good technical understanding of the project and its objectives. These findings are in support of the argument by Vincent and Emil, (2000) that conceptually-skilled competent managers can keep the organization on the right track and make minor tweaks in strategy and tasks as needed. Lack of management backing is the main inhibiting factor for community based project success and that wealthy members at a point attempt to takeover and control the CBO and activities (Antholt, 1994). The study noted that poor leadership acts as an inhibiting factor in management of CBO.

The study also noted that elites capture does influence the way agricultural extension projects are implemented by CBOs, effective financial accountability of a CBO's financial resources does lead to effective implementation of agricultural extension projects, unspecified CBO's staff roles in agricultural extension projects influences food security and that poor CBOs' leadership negatively influences the involvement of women in the implementation of agricultural extension services projects. The findings are in support of the findings by Cho and Boland, (2003) service training would motivate the extension agents and improve their performance on the job by enhancing their knowledge on extension methods and contents

5.3.4 Influence of operational frameworks on CBOs in Agricultural extension services

The study revealed that most of the CBOs had a monitoring and evaluation system in place. The study noted that monitoring and evaluation systems provided the only consolidated source of information showcasing project progress, it allowed actors to learn from each other's experiences building on expertise and knowledge, it often generated (written) reports that contributed to transparency and accountability and allows for lessons to be shared more easily, it reveals mistakes and offers paths for learning and improvements and it provides a basis for questioning and testing assumptions. The findings are in line with the research by Kidd *et al.*, (2000) that operational frameworks provide a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers. It adds to the retention and development of institutional memory, and it provided a more robust basis for

raising funds and influencing policy (Khattak and Khan, 2008). It was noted that most of the current staff working for the CBOs were well qualified for their roles that most CBOs had adopted the use of ICT in the implementation of agricultural extension services and that most CBOs had a working organizational structure in place.

Further the study noted that an effective M&E system does improve the results of agricultural extension projects implemented by CBOs and a clear organizational structure by CBOs leads to increased involvement of women in agricultural extension projects. The study also noted that the use of ICTs in the implementation of agricultural extension services projects improves project's results and that employment of unqualified CBOs' staff negatively affected the implementation of agricultural extension projects and negatively affected food security. The findings are in line with the Bebbington and Sotomayor, (1998).

5.3 Conclusions

The study concludes that quality and effectiveness of communication process, level of transparency in implementing agricultural extension services, nepotism, gender equality, political affiliation, extent on analysis of the need of the targeted peoples/ beneficiaries, level of education and skills, general community attitude on social economic benefit of particular agricultural extension service and family setting were the common factors that determined the level of collaboration between the local community and CBO in implementing agricultural extension services

The study revealed that smooth implementation of agricultural extension services relied on a sound financial base arising from reliable sources of funding. Most community development projects had failed to become self-reliant and failed to continue running after funding organizations withdraw their support. Thus the study concludes that availability of funds, donor conditions, market fluctuations, accounting standards all determined the implementation of agricultural extension services in Buuri Sub County by CBOs.

On governance factors influencing performance of community based organization, the study concludes that, competence of CBOs apparatus, level of professionalism of the CBOs internal controlling apparatus and CBOs accountability performance were among the internal factors influencing the effectiveness in the implementation of agricultural extension services in Buuri Sub County.

The study concludes that all the CBOs in Buuri Sub County had operational framework which acted as a guide to organizational policies, goals, standards, procedures and training. The operational framework sets out the way the CBO conducted its operations and promoted a corporate culture and identity and the operational framework also included principles of good governance and set out CBOs values and divisions within the organisation.

5.4 Recommendations for Policy Action

Based on the study findings the research recommends that location meeting should incorporate all stakeholders, women should be allowed to participate in implementation of agricultural extension services and more workshops should be organized at location level aimed at empowering of local community committees working with the CBOs. The researcher further recommends that education/ capacity building initiatives should be emphasized in Buuri Sub County to enhance community participation on community development projects. Education will act as solution towards nepotism, gender inequality, political affiliation, lack of proper analysis of the need of the peoples and lack of proper planning of projects affairs.

For smooth implementation of agricultural extension services in Buuri Sub County, it is necessary for CBOs, to have a sound reliable financial base, the management must also honour donor conditions and ensure high levels of transparency and systems must be put in place to measure market fluctuations risks. The policy should guide the CBOs to have reliable and adequate funding through fundraising before embarking on agricultural extension activities.

In view of enhancing Governance and internal processes of the CBOs, it is important to have a policy guide on internal operational checks, competent local management apparatus and maintenance of professionalism. The policy guide should also lead to maintenance of quality accounting standards.

The study also recommends that all the CBOs must have a strong operational framework in place. In every case operational framework should provide a means for mapping the CBOs core values or guiding principles against a consensus listing of CBOs excellence principles. It should provide a set of knowledge areas (or criteria) used to guide continual improvement within the organization and provide a results-driven methodology used to plan, implement, measure, and continually improve the organization's program.

5.5 Recommendations for further research

The study recommends a similar study needs to be conducted this time investigating on aspects determining the uptake of agricultural technologies by community based organizations in Buuri Sub County. There is need to investigate the effectiveness of capacity building initiatives.

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APPENDICES:

APPENDIX I LETTER OF TRANSMITTAL

Njagi Michael Waweru
P.O BOX 1866-00232,
Ruiru, Kenya.

Dear Sir /Madam,

RE: Letter To The respondents

I am currently a student at The University of Nairobi pursuing a Master's degree in Project Planning and Management. To meet the requirements of the programme I am undertaking a study on ***FACTORS INFLUENCING PERFORMANCE OF COMMUNITY BASED ORGANIZATIOS IN IMPLEMENTING AGRICULTURAL EXTENSION SERVICES IN BUURI SUB COUNTY, MERU COUNTY, KENYA.***

Kindly provide data which I require for this study through the provided study instruments.

The data you provide will be used for research purpose only and your identity will be held confidential.

Thank you.

Yours Faithfully,

Njagi Michael Waweru
L50/73242/2014

APPENDIX II CBOs’ MEMBERS QUESTIONNAIRE

This questionnaire is to collect data for purely academic purposes. You are kindly requested to answer the questions as sincerely as possible. The information you will give will only be used for research purposes and your identity will be treated with confidentiality.

Fill the questionnaire by putting a tick √ in the appropriate box or by writing your response in the provided spaces.

Please don’t indicate your name.

PART A: PERSONAL INFORMATION

1. Please indicate your age?

20-29 30-39 40-49 50 and above

2. Indicate your Gender.

Male Female

3. What is your level of education?

Certificate Diploma Degree Masters and Above

Any other please specify _____

4. How long have you been a member of your community based organization (CBO)? Please write down in the space provided?

5. Have you received any training on community development through your CBO?

Yes No

PARTB: INFLUENCE OF COMMUNITY PARTICIPATION ON CBOs IN IMPLEMENTING AGRICULTURAL EXTENSION SERVICES

6. Does lack of community involvement negatively affect your CBO’s agricultural extension projects?

Yes No

Explain your answer.

7. Do you experience political interference of your CBOs' agricultural extension projects?

Yes No

Explain your answer.

8. Which group of political leadership mostly influences your CBOs' projects? Please Tick all that apply.

The Governor's Office

Our Member of Parliament (M.P)

Member of County Assembly (M.C.A)

Village Elders

9. How does this influence delivery of your CBOs' agricultural extension projects? Please answer in the space provided.

10. Does your CBO have measures in place to effectively involve women in its agricultural extension services projects?

Yes No

Explain your answer.

11. Do other CBOs in your constituency have measures in place to effectively involve women in its agricultural extension services projects?

Yes No

Explain your answer.

12. In what ways would community participation in agricultural extension projects implemented by CBOs lead to employment opportunities in the agricultural sector?

13. To what do you agree with the following statements?

Statement	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
Most CBOs neglect women in the implementation of agricultural extension services projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective community involvement in agricultural extension projects can lead to food security.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Political inference mostly by village elders does not influence the implementation of agricultural extension services by CBOs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective community involvement in agricultural extension projects implemented by CBOs can lead to increased farmers' income.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PART C: INFLUENCE OF FUNDING ON CBOs IN IMPLEMENTING AGRICULTURAL EXTENSION SERVICES PROJECTS

14. Does your CBO have difficulty in raising money to fund agricultural extension projects?

Yes No

Explain your answer.

15. What is the main source of funding for your CBOs' agricultural extension projects? Please tick one.

- International Donors
- National Government
- County Government
- Member's Contribution

16. Does any of your staff possess grant writing skills?

Yes No

17. Do your donors give conditions before they give your grants to run your CBO agricultural projects?

Yes No

Explain your answer.

18. In what ways does lack of funding affect provision of agricultural extension services to farmers and the running of your CBO?

19. To what extent do you agree with the following statements?

Statement	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
Most CBOs face access to funds challenges that influences the successful implementation of agricultural extension services projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Earmarked funding does not influence the implementation of agricultural extension services by CBOs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective financial accountability does lead to organizational financial sustainability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of donor funding of CBOs' agricultural extension projects does not influence employment opportunities in the agricultural sector.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PART D: INFLUENCE OF GOVERNANCE ON CBOs IN IMPLEMENTING AGRICULTURAL EXTENSION SERVICES PROJECTS

20. Would you say that the recruitment process of CBO's staff is professional?

Yes No

Explain your answer.

21. Is the management of your CBO qualified in what they are employed to do?

Yes No

Explain your answer.

22. Do staff in your CBO know what they are supposed to do and when they are supposed to do it?

Yes No

Explain your answer.

23. Has your CBO ever experienced a takeover and control of its activities by wealthy members?

Yes No

Explain your answer.

24. In what ways does poor leadership affect the running of CBOs providing agricultural extension services in your constituency?

25. To what extent do you agree with the following statements?

Statement	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
Poor CBOs' leadership does not influence the involvement of women in the implementation of agricultural extension services projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective financial accountability of a CBO's financial resources does lead to effective implementation of agricultural extension projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unspecified CBO's staff roles in agricultural extension projects do not negatively influence food security.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elites capture does influence the way agricultural extension projects are implemented by CBOs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PART E: INFLUENCE OF OPERATIONAL FRAMEWORKS ON CBOs IN IMPLEMENTING AGRICULTURAL EXTENSION SERVICES

26. Does your CBO have a working Monitoring and Evaluation System in place?

Yes No

Explain your answer.

27. Is the staff working for your CBO qualified in what they are employed to do?

Yes No

Explain your answer.

28. Has your CBO adopted the use of ICTs in the implementation of agricultural extension services?

Yes No

Explain your answer.

29. Do you have a working organizational structure for your CBO in place?

Yes No

Explain your answer.

30. Suggest ways in which CBOs can effectively use ICTs in the implementation of agricultural extension projects.

31. To what extent do you agree with the following statements?

Statement	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
The use of ICTs in the implementation of agricultural extension services projects does not improve project's results.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
An effective M&E System does improve the results of agricultural extension projects implemented by CBOs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment of unqualified CBOs' staff does not affect the implementation of agricultural extension projects and does not negatively affect food security.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A clear organizational structure by CBOs leads to increased involvement of women in agricultural extension projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX III CBOs' OFFICIAL INTERVIEW GUIDE

1. What is your job description in your CBO?
2. Has your CBO put in place measures to ensure community involvement in the implementation of agricultural extension projects?
3. Have you ever experienced political interference of your CBOs' projects?
4. Do you have measures that ensure that women are properly represented in the implementation of your projects?
5. Is there a relation between community involvement in agricultural extension projects and food security?
6. How do you ensure that financial resources are properly accounted for in your CBO?
7. Do you experience funding issues for your CBO's projects?
8. Would you say financial accountability has a positive relationship with organizational sustainability?
9. Is your staff recruitment process professional?
10. Do you have a grant writer in your CBO?
11. Would you say that your staff know what they are supposed to and when they are supposed to it?
12. Do you have an effective Monitoring and Evaluation system in place?
13. Has your CBO adopted ICTs in its implementation of agricultural extension services projects?
14. Would you say that adoption of ICTs in its implementation of agricultural extension services projects can result to improved food security?
15. Does your CBO have a working organizational structure?
16. Would you say effective community involvement in agricultural extension projects would result to food security?
17. Do donors give you funding with conditions and in what ways does this affect the running of your CBOs' agricultural extension projects?