

ASSESSING THE ROLE OF COMMUNITY-BASED ORGANIZATIONS IN  
AGRICULTURAL DEVELOPMENT IN THE ASHANTI REGION

By

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## DECLARATION

I hereby declare that this submission is my own work towards the MSc Degree and that, to the best of my knowledge, it contains no material previously published by another person or material which has been accepted for the award of any degree by the university, except where acknowledgement has been made in the text.

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## **ABSTRACT**

The Agricultural sector has been one of the highest employers of the labour force and a significant contributor to the GDP of the entire economy. In their annual progress report for 2008, for instance, the NDPC confirmed that the agricultural sector alone engaged 60 per cent of the country's labour force and also contributed 33.6 per cent to GDP for the 7.3 per cent growth rate achievement in 2008 (NDPC, 2009 : 45). This means that the rate of the country's economic growth is intertwined with the performance of the agricultural sector.

The Agricultural sector contributes substantially to government revenue. Hence, over the years, governments have made the necessary efforts to improve the agricultural sector of the economy. It is therefore not surprising that the nation's medium and long term development strategies emphasize modernization of agriculture as the basis for industrialization and a driver of accelerated economic growth. The agricultural sector, undoubtedly, needs to be improved rigorously to complement the development of the industrial sector and others, hence the essence of the creation of an enabling environment by government for private sector and other organizations, including Community-Based Organizations (CBOs), to operate. However, many people are naïve about the roles of CBOs in the agricultural sector.

This dissertation, therefore, assessed the roles of CBOs in agricultural development in Ghana. It further examined the operational environment of the CBOs and unveiled the challenges confronting their activities, especially, towards the development of

agriculture. Geographically, the study focused on the Ashanti region owing to its vast agricultural land and potential labour for agricultural activities. Specifically, it was carried out using 25 CBOs in seven district assemblies. Descriptive research design was used for the study. Data, thus, was collected to answer research questions concerning the roles of CBOs and agricultural development in the Ashanti region. Both probability and non-probability sampling techniques were adopted for the study.

The study revealed that CBOs play a major role in production, processing and marketing of agricultural goods. Education and training, as well as information dissemination, were also identified as part of the roles played by CBOs in the agricultural sector. Again, the findings highlighted weak financial base, poor external support and poor processing as issues of concern to CBOs in their operations in the region.

The study concluded that the incapacity of the CBOs in the agricultural sector has a multi-factorial cause. It recommended that pragmatic intervention measures should be adopted by all stakeholders to build the capacity of CBOs and improve their method of operation towards agricultural development in Ghana as a whole and the Ashanti region in particular. These include the provision of frequent education and training, motivational packages, affordable modern equipment and loans to the members and the creation of conducive atmosphere to ensure effective networking, both internally and externally.

## DEFINITION OF THE ABBREVIATIONS/ACRONYMS USED IN THE STUDY

ACCORD	-----	African Centre for the Constructive Resolution of Disputes
AIDS	-----	Acquired Immune Deficiency Syndrome
CBOs	-----	Community-Based Organizations
CSA	-----	Community Supporting Agriculture
ERP	-----	Economic Recovery Programme
FBOs	-----	Farmer-Based Organizations
GDP	-----	Gross Domestic Product
GPRS II	-----	Growth and Poverty Reduction Strategy
HIV	-----	Human Immuno-deficiency Virus
ISSER	-----	Institute for Social Science and Economic Research
MDAs	-----	Ministries, Departments and Agencies
MoFA	-----	Ministry of Food and Agriculture
MTADP	-----	Medium Term Agricultural Development Plan
NDPC	-----	National Development Planning Commission
NGO	-----	Non-Governmental Organization
SAP	-----	Structural Adjustment Plan
WHO	-----	World Health Organization

## TABLE OF CONTENTS

Declaration .....	i
Acknowledgement.....	ii
Abstract.....	iii
Definition of the Acronyms.....	v
Table of Content.....	vi
List of Tables.....	x
List of Figures/Graphs.....	xi

### CHAPTER ONE: BACKGROUND TO THE STUDY

1.1: Introduction.....	1
1.2: Problem Statement.....	5
1.3: Objectives of the Study.....	7
1.4: Scope of the Study.....	8
1.5: Relevance of the Study.....	8
1.6: Delimitation of the Study.....	9
1.7: Limitation of the Study.....	10
1.8: Summary.....	10

### CHAPTER TWO: THE CONCEPTUAL FRAMEWORK OF THE COMMUNITY-BASED ORGANIZATIONS OPERATIONS

2.1: Introduction.....	12
2.2: Background of Community Organization.....	12
2.3: Meaning and Structure of Community-Based Organization (CBOs).....	14
2.4: The Concept of CBOs in Agricultural Development.....	17
2.5: The State of Agriculture in Ghana and Ashanti Region in particular.....	20
2.5.1: Land Tenure.....	21
2.5.2: High Cost of Input.....	22
2.5.3: Insufficient Market System.....	23
2.5.4: Lack of Capital.....	23
2.6: The Role of CBOs in Agricultural Development.....	24



2.6.1: Marketing the Produce.....	24
2.6.2: Facilitating Agriculture Development.....	26
2.6.3: Fund Mobilization.....	27
2.6.4: Networking and Collaboration.....	27
2.7: Intervention Areas for CBOs Performance.....	27
2.7.1: Accountability.....	28
2.7.2: Networking and Linkages.....	29
2.7.3: Institutional Framework.....	30
2.7.4: Human Resource and Organizational Capacity.....	31
2.7.5 Education and Training.....	32
2.8 The Applicable Models for the Study.....	33
2.8.1 The Efficacy – Outcome Expectancy Model.....	33
2.8.2 The Spiral of Silence Theory of Opinion Formulation.....	35
2.9 Summary.....	37

### **CHAPTER THREE: THE STUDY AREA AND METHODOLOGICAL ISSUES**

3.1 Introduction.....	38
3.2 The Profile of the Study Area.....	38
3.3 The Number and Structure of CBOs Operating in the Region.....	39
3.4 Methodology.....	40
3.4.1 Research Design.....	40
3.4.2 Population.....	42
3.4.3 Sampling.....	42
3.4.4 Sampling Procedure.....	43
3.4.5 Data Sources and Collection.....	44
3.4.6 The Research Instrument.....	45
3.4.7 Pre-Test.....	46
3.4.8 Questionnaire Administration and Procedure for Collecting Data for the Study.....	46
3.4.9 Methods for Data Analysis.....	47
3.5 Summary.....	48



## **CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND DISCUSSIONS**

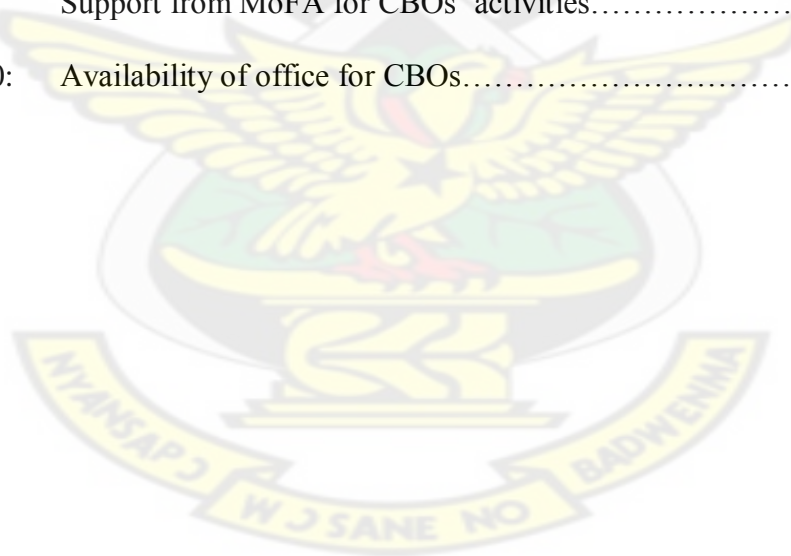
4.1	Introduction.....	49
4.2	Respondents personal information .....	49
4.2.1	Age and Sex Distribution of the CBO Leaders.....	50
4.2.2	Levels of Education of CBO Leaders.....	50
4.2.3	Years of Experience in Leadership Position.....	51
4.3	Operational structure of CBOs.....	52
4.3.1	Bodies that Initiated the Establishment of the CBOs.....	53
4.3.2	Registration of CBOs into Agricultural Activities.....	54
4.3.3	Numerical Strength of CBOs Membership .....	56
4.3.4	Gender Composition of CBOs.....	57
4.3.5	Existence of Constitution in CBOs Operations.....	58
4.3.6	Internal Democracy in CBOs.....	59
4.4	The roles of CBOs in the development of the agricultural sector.....	61
4.4.1	Availability of Set Objective(s).....	61
4.4.2	Provision of Education and Training to Community Members by CBOs...	62
4.4.3	District Directors (of MoFA) Views and Impressions on the CBOs' Roles..	63
4.5	The Main challenges of CBOs in the development of Agriculture.....	64
4.5.1	Main Source of Finance for CBOs.....	65
4.5.2	Keeping of Records by CBOs.....	66
4.5.3	Support from MoFA for CBOs Activities.....	67
4.5.4	Availability of Office for CBOs.....	69
4.6	Results from the focused group discussions.....	69
4.6.1	The Organizational Structure.....	70
4.6.2	The Assessment of CBOs' Role in Developing the Agricultural sector...	71
4.6.3	Challenges of the CBOs.....	72
4.7	Summary.....	74

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

5.1	Introduction.....	75
5.2	Summary of Findings.....	75
5.2.1	The Operational Structure of CBOs in the Ashanti Region of Ghana...	75
5.2.2	The Role of CBOs in the Development of the Agriculture in Ashanti...	77
5.2.3	The main challenges to the CBOs' effectiveness and efficiency in Developing the Agricultural sector in the Ashanti Region .....	78
5.2.4	Answer to the Research Questions.....	79
5.2.4.1:	The operational environment of CBOs in Ashanti region.....	79
5.2.4.2:	The key roles that CBOs are expected to play in the development of the Agricultural sector in the Ashanti region.....	80
5.2.4.3:	The major constraints to the effective involvement of CBOs in agricultural development in the Ashanti region.....	80
5.3	Conclusions.....	80
5.4	Recommendations.....	81
	REFERENCES.....	84
 <b>APPENDICES:</b>		
Appendix A	Questionnaire for the Leaders.....	94
Appendix B	Questionnaire for the District Directors of MoFA.....	99
Appendix C	Interview Guide for Focused Group Discussions.....	102
Appendix D	Map of the Study Area in National Context .....	104

## LIST OF TABLES

Table 2.1:	Total number of CBOs in Ghana.....	20
Table 4.1:	Age and sex distribution of the CBO leaders.....	50
Table 4.2:	Levels of education of CBO leaders.....	51
Table 4.3:	Years of experience in leadership position.....	52
Table 4.4:	Bodies that initiated the establishment of the CBOs.....	53
Table 4.5:	Gender composition of CBOs' membership.....	57
Table 4.6:	Existence of constitution in CBOs operation.....	58
Table 4.7:	Provision of education and training to community members by CBOs....	63
Table 4.8:	Main source of finance for CBOs.....	65
Table 4.9:	Support from MoFA for CBOs' activities.....	67
Table 4.10:	Availability of office for CBOs.....	69



## LIST OF FIGURES/ GRAPHS

Figure 2.1:	The blend of the applicable models for the CBOs' operations.....	37
Figure 4.1:	Trend of registration of the CBOs with MoFA.....	54
Figure 4.2:	Numerical strength of CBOs' membership.....	56
Figure 4.3:	Criteria for selecting leaders in CBOs.....	59
Figure 4.4:	Procedure for selecting leadership in CBOs.....	60



## **CHAPTER ONE**

### **GENERAL INTRODUCTION**

#### **1.1: Background to the Study**

Ghana's economy is basically agrarian; it is therefore not surprising that agriculture is considered the backbone of the nation. Agriculture, which is the occupation or vocation of the farmer, engaged about 60 per cent of the country's labour force as at 2008. It is the largest contributor (contributes 33.6 per cent) to the country's GDP. It also accounts for about 53 per cent of the country's export earnings. It is critical to national food security, and a vital source of raw materials for local agro-based industries (NDPC, 2009: 45). Indeed, because majority of the poor rural dwellers are engaged in agriculture, the development of the sector is not only a major strategy for poverty reduction in the country but also a driving force for economic growth. Agriculture is, therefore, essential in national development because the economies, especially of the developing countries including Ghana, depend on this sector for growth (Boniface Ablekpe in The Daily Graphic, 28/11/05, p.7).

The Agricultural sector in the Ghanaian context encompasses five major sub-sectors, viz: Irrigation, Livestock, Crop, Fisheries and Support Services which include extension, marketing, storage and intersectoral link in processing and feeder roads (MoFA, MTADP: 1991-2000). Key activities in the sector are food cropping and livestock, cocoa production and marketing, forestry and logging, and fishing. Cocoa is the most important cash crop, providing a significant proportion of national revenue. Other food and

industrial crops cultivated include maize, cassava, yam, cocoyam, pineapple, banana, plantain, pepper, cotton-seed, cashew nuts, cola nuts, sugar cane, rubber, oil palm, tobacco and coffee among others. The aim of the sector is to ensure food security and facilitate the production of agricultural raw materials for industry and agricultural commodities for export.

Agriculture contributes substantially to government revenue mainly through duties paid on the export of agricultural commodities, especially cocoa; and it has been the major contributor to Ghana's foreign exchange earnings for several years. For example, in 1990, the GDP grew by only 3.3% because the growth rate of the agricultural sector that year was -2%; but when in 1991 the GDP for agriculture grew by 5.8%, the entire economy also grew by 5.3% in GDP. Since that time the GDP growth rate for agriculture has stayed under 5%, and the GDP for the entire economy has also been 5% or less. Until 1992, agriculture accounted for the highest proportion of total foreign exchange earned in the country. This role has been performed through exports of agricultural commodities and conservation of foreign exchange by producing import-substituting food and raw materials. Between 1999 and 2002 for example, the agricultural sector contributed 38.5%, 35.4%, 33.9%, and 35.5%, respectively, to the country's foreign exchange earnings (Asuming-Brempong, 2004).

This, undoubtedly, means that the rate of the country's economic growth is intertwined with the performance of the agricultural sector. Thus, economic growth and

transformation are expected to be propelled by the agricultural sector for the following reasons:

- a. Agriculture contributes largely to GDP
- b. The agricultural sector is the highest employer of the labour force
- c. The bulk of the poor, especially women, are engaged in the agricultural sector
- d. Increased productivity in agriculture will ensure food security
- e. Modernized agriculture will prepare the ground for structural transformation between agriculture and industry
- f. The sector provides the avenue for creating for youth employment in agriculture-related businesses.

In view of the above, it is clear that the importance of agriculture in Ghana cannot be overemphasized, bringing to fore the need for all to be concerned about the current state of agriculture, and farmers for that matter. It is therefore not surprising that over the years governments have made all the necessary efforts to improve the Agricultural sector of the economy.

Over the last few decades, specifically during most of the 1980s and 1990s, government policies under the Economic Recovery Programme (ERP) and related Structural Adjustment Programmes (SAP) such as removal of subsidies on agricultural inputs; privatization of the distribution of agricultural inputs and de-regulation of the exchange rate among others, have focused on food security. Since 2001, this has been further buttressed by the emphasis on self-sufficiency in food products such as cereals and



starchy staples (maize, roots and tubers, etc), the production of which the country has comparative advantage. In addition, import substitution through vigorous domestic production for some emerging staples such as rice has become an important policy issue in the last couple of years.

However, over the past thirty years, government's budgetary allocation as a percentage of total discretionary budgetary spending has declined steadily to a level of about 2% and the operation of agriculture in the country is estimated to be 20%. This is woefully inadequate as Ghana's medium and long term development strategies emphasize modernization of agriculture as a basis for industrialization and a driver of accelerated economic growth (Dr Boi Ocansey in The Daily Graphic, 21/07/09 p.17).

To modernize agriculture, the GPRS II policies for Agricultural sector focus on achieving three broad objectives – Sustainable increase in agricultural productivity and output to support industry and provide stable income for farmers; Food security for all and increased access of the poor to adequate food and nutrition; The development and strengthening of the requisite institutional capacity to support increased productivity (NDPC, 2005). An optimal outcome of modernization and development of agriculture therefore requires a collaborative effort of all stakeholders including government, private sector, organizations or groups and individuals.

Despite the fact that government is constrained by limited budget, provision of support via infrastructure, credit facilities, technical advice or education from Agriculture

Extension Officers, etc. are always available to boost the agricultural sector. However, there are gaps in the development of the agricultural sector, hence the need for government to call for support or create enabling environment for private sector, Non-Governmental Organizations (NGOs), and Civil Society groups, including Community-Based Organizations (CBOs), to be part of the process of improving agricultural production, processing, distribution and marketing.

This study, therefore, aims at assessing the contributions made by CBOs towards agricultural development in the Ashanti region. On the whole, their specific activities, beneficiaries and impact areas, setbacks and failures, corrective measures, among others, will be examined.

### **1.2: Problem Statement**

The development of agriculture in Ghana calls for collaborative efforts of all stakeholders, including CBOs. However, many Ghanaians have little or no idea of the kind of activities CBOs are engaged in and their impact, especially, when it comes to agricultural development.

In his work on strengthening CBOs, Opare (2007) established that despite the numerous beneficial roles CBOs play in rural development, a significant proportion of them are virtually unknown in development circles. Government agencies and donors often assume CBOs exist in rural communities only. Moreover, they have little idea of the kind of

activities CBOs are engaged in and their impact on the livelihood of marginalized and vulnerable persons.

In its annual progress report in 2009, the NDPC confirmed that presently, MoFA does not receive the needed recognition from key operators in the CBOs and that there are numerous CBOs all over the country without coordination. In view of this, less or no importance is attached to their existence and role in the agricultural sector. The development of agriculture in Ghana therefore remains not only problematic but also an obstacle to the realization of the middle income economy by 2015 as enshrined in the GPRS II document.

The agricultural sector continues to record a low growth rate as compared to the other sectors, especially the service sector and health in particular. This assertion is evidenced by the performance of the agriculture and service sectors between the years 2005 and 2009. Whereas the latter recorded a remarkable growth rate from 6.9 per cent in 2005 to 9.25 per cent in 2009, the former only recorded a slight increase from 4.1 per cent to 5.1 per cent in the same year interval (NDPC, 2009). This situation is unacceptable in view of the fact that Ghana is a signatory to the declaration of the Maputo Treaty that seeks to allocate 10% of member countries annual budget to the agricultural sector for effective and efficient operations.

In the health sector, the CBOs in collaboration with NGOs and WHO have recorded successes in the fight against HIV/AIDS by reducing its prevalent rate from 3.6 per cent

in 2003 to 2.7 per cent in 2005 (NDPC, 2006: 57). These same CBOs could have equally helped to develop the agricultural sector over the years but only a little has been achieved. There is, therefore, the need to investigate the operations of CBOs and assess their role towards agricultural development in Ghana and Ashanti region in particular.

The research therefore seeks to find answers to the following questions:

- a. What has been the operational environment of CBOs in Ashanti region?
- b. What are the key roles CBOs are expected to play in the development of agriculture in Ashanti region?
- c. What are the major constraints to the effective involvement of CBOs in agricultural development in Ashanti region?
- d. What can be done to improve the CBOs' capacity to develop the agricultural sector in Ashanti region?

### **1.3: Objectives of the Study**

Generally, the study aims to discover the effective and efficient roles of CBOs in agricultural development in Ashanti region. Specifically, it hopes to achieve the following:

- a. To investigate in the operational structure of CBOs in Ashanti region.
- b. To assess the roles of CBOs in the development of agriculture in Ashanti region.
- c. To identify the main challenges to the CBOs effectiveness in developing agriculture in Ashanti region.

- d. To make possible recommendations that would inform policy to improve CBOs' capacity to develop the agricultural sector.

#### **1.4: Scope of the Study**

Contextually, the study examined the roles played by CBOs in the development of the agricultural sector in Ashanti region. It also focused on the operational environment of the CBOs and the challenges they encounter in the course of their operations.

Geographically, the study was limited to Ashanti region where there is vast land and ready labour for agricultural activities (see Appendix D).

The database for the analysis was done from 2005 to 2010 due to time and resource constraints. However, where necessary, references were made to events earlier than the stipulated period.

#### **1.5: Relevance of the Study**

Following the numerous benefits derived from the agricultural sector, it is considered the backbone of Ghana's economy. In view of this, much has been invested over the years to improve the sector. Nonetheless, very little has been achieved.

A central objective of Ghana's Growth and Poverty Reduction Strategy is for Ghana to become a middle income country by 2015 and a key component of this strategy is accelerated growth through a modernised, vibrant and competitive agricultural industry. Thus, the agricultural sector is expected to reach a growth rate of 14% in order to reduce

poverty in Ghana by raising the per capita income to US\$ 1000 (NDPC, 2005). To achieve this goal, the sector needs to be improved rigorously to complement the development of other sectors, especially the industrial sector, hence the essence of government's creation of an enabling environment for the private sector, NGOs and CBOs to operate.

The study is therefore relevant in promoting agriculture in Ghana as a whole and Ashanti region in particular, in terms of technology, production, processing, distribution and marketing. Besides, the study will help create awareness of the potentials of CBOs in the agricultural sector, including the organizations that are into or dependent on agricultural productivities.

Moreover, the study will ensure food security, employment opportunities and adequate agricultural raw materials for the industries. The study will again help to reduce poverty as well as rural-urban migration and its negative effects in Ashanti region where these problems are very rampant. Finally, the study will produce a document that could be useful to other scholars intending to undertake research on the roles of CBOs in agricultural development.

#### **1.6: Delimitation of the Study**

Except for purposes of comparison, the study delimits the contributions of CBOs to agricultural development in the Ashanti region. The study uses a small, non-random



sample and cannot, therefore, be generalized. The findings, however, can be transferred to a population of similar characteristics elsewhere in Ghana or even beyond.

### **1.7: Limitation of the Study**

Most of the CBOs were located in the typical rural areas where illiteracy is high and the road sometimes not motorable. The researcher had to walk considerable distances before reaching some of the respondents (leaders) to administer the questionnaires. This, in a way, delayed the work.

Again, the researcher was financially challenged because a huge sum of money had to be spent on the participants' transportation and refreshment during the focused group discussions and the several visits made to the offices of the district directors of MoFA in retrieving the questionnaires after delivery since most of them kept postponing the date for the collection of the questionnaires. Despite these constraints, the researcher, through perseverance, managed to come out with the true result of the study.

### **1.8: Summary**

This chapter discussed the background to the study, problem statement, research questions and objectives of the study. Others are the scope, relevance, delimitation and limitation of the study.

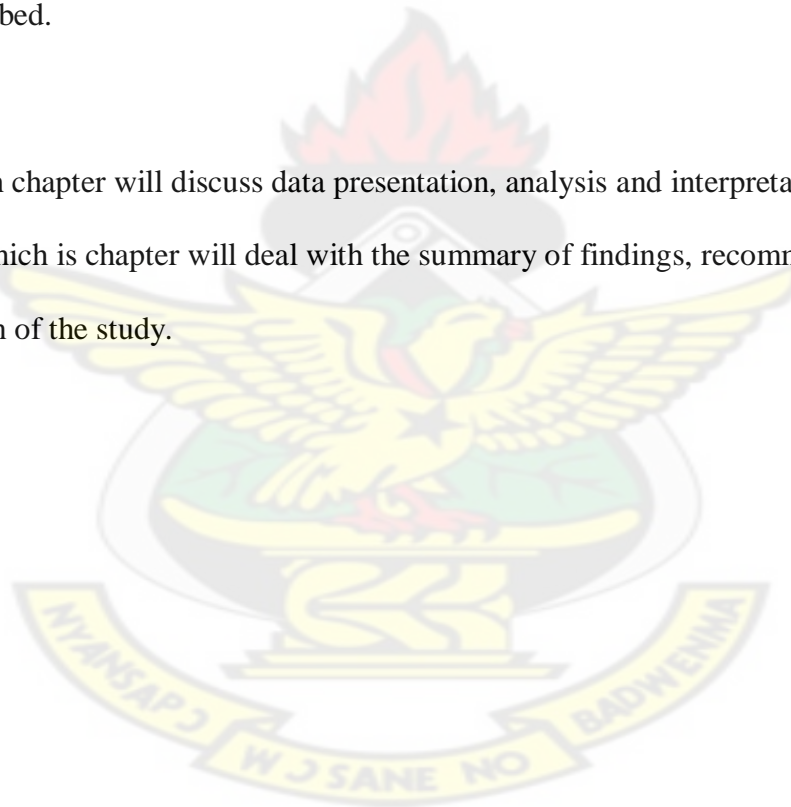


The remaining parts of the study have been arranged into four chapters. Chapter two presents the conceptual framework of the Community-Based Organisations operations including the model adapted for the study.

The third chapter covers the profile of the study area and the methodological issues.

Under methodology, the research design, sample and sampling procedures used, sources of data, the methods adopted for the collection and analysis of the data will be specified and described.

The fourth chapter will discuss data presentation, analysis and interpretation. The final chapter which is chapter will deal with the summary of findings, recommendations and conclusion of the study.



## **CHAPTER TWO**

### **CONCEPTUAL FRAMEWORK OF THE OPERATIONS OF THE COMMUNITY-BASED ORGANIZATIONS**

#### **2.1: Introduction**

This chapter presents a review of literature pertaining to Community-Based Organizations, the concept of Community-Based Organizations in agricultural development, the role of Community-Based organizations, intervention areas for Community-Based Organizations' performance, as well as models that are applicable to the explanation of variables being studied.

#### **2.2: Background of Community Organization**

As a result of the American Civil War in the 1800s, there was a rapid rise in the number of charitable agencies designed to lend assistance to those displaced, disabled or impoverished by the war. There was an expansion of the public school system, alongside the creation of hundreds of settlement houses, hospitals, orphanages and other charity services. Majority of these organizations were progressive in philosophy, even by the standards of the early twenty-first century, and provided services to, or activities for, children and teens.

However, due to the rapid rise of such organizations, and a lack of government oversight, the distribution and coordination of services soon became problematic, especially in the

late 1800s. The term community organization was invented by American Social Workers during that period to address the problem of coordinating charity-based services, thus reflecting the structural perspective of community (Gittell and Vidal, 1998).

The next phase in the evolution of community organization stressed cooperative planning among privately run community-service agencies. Efforts were geared towards specialization of services and centralization of decisions regarding these services. By the late 1940s, community organization became professionalized in the field of social work. Community organization theory stressed 'organizing' as a process where a professional organizer worked with communities to help develop leadership within a community.

In the 1960s, new realizations about the context of American communities (particularly the vast social and economic underclass and the inability of the welfare bureaucracy to adequately address the needs of the poor) influenced the orientation of community organization efforts to deal more closely with community organizing. It was during this period that the concepts of community organization and community organizing became more interconnected. The emphasis on organizing, rather than organization, led to an emphasis on citizen participation and empowerment. During the 1980s and 1990s, community organizations expanded to the point of being referred to as movements, and the process of community organizing expanded into many community organizations (Fisher, 2002).

### **2.3: Meaning and Structure of Community-based Organizations**

The term Community-Based Organizations, or simply CBOs, may be associated with similar values but is generally more focused on issues particularly relevant to the community from which its membership is drawn. CBOs may be quite formally structured, but can equally be quite loosely structured, informal organizations.

CBOs, as components of larger civil society organizations, are well spring of social capital which society voluntarily organizes for a common purpose. They are formed on ethnic, religious, social, economic and gender basis and serve as potent forces for rural development. Their strength lies in their ability to mobilize people for communal labour and educational programmes. CBOs can aid in sustaining the progress of agricultural development if those in agricultural sector avoid duplication of efforts which sometimes overshadow the resources, both human and financial, in the communities. There is therefore the need for a strategy to coordinate their activities and build their capacities in managerial, advocacy, organizational, networking and technology.

In their presentation on the requirements for the formation, registration and operations of self-help groups in Kenya, Winnie and Teresia established that CBOs ought to have common goals and concerns, be registered by the Ministry of Culture, Social Services & Sports, have objectives that guide their activities and be run by elected officials. Also, an effective CBO should allow full participation of all members, monitor and evaluate its work, hold frequent meetings to enhance cohesion, be transparent and accountable for their actions, ensure gender balance, engage in group- building activities such as social

events and collaborate with other development agencies. This will enable the farmers to get training and education, managerial skills and financial support for their production and also access better markets and have greater bargaining power on their produce since good farming requires intuition, skill and the willingness of farmers to assist one another.

CBOs are significantly self-help voluntary action undertaken by an individual or groups of people, who aim at the satisfaction of individual or collective needs and aspirations (Osei, 2001). As a membership organization, CBOs share risks, cost and benefits among their members on equitable basis and their leadership and managers are liable to be called to account for their stewardship. CBOs are generally assumed to form part of civil society, along with NGOs, social movements and others. However, some have the role of deciding the use of resources which belong to the community as a whole (ACCORD evaluation, 2002). This ensures the solidarity within CBOs since the community residents always come together to pool available resources, skills, talents and time to support development at the local level.

CBOs, according to Heather and Ann ( in Opere, 2007), are membership organizations serving particular interest groups usually in rural communities, whose focus may be broad or quite narrow; these organizations may be formally structural or quite informal. Examples include farmers associations, credit groups, and joint marketing societies. Offei-Aboagye also established that CBOs often demonstrate the capability to mobilize community resources for grassroots development and their members are usually resident in the communities and are well connected; hence, they have the advantage of being

keenly aware of local needs and are in a position to respond effectively and a lot more rapidly than either government agencies or NGOs (Offei-Aboagye, 1998: 67). Thus, they are voluntary, not-for-profit, non-governmental organizations with aims and activities limited to a locality that has a unique identity.

CBOs differ from NGOs and other civil society organizations in several ways. Their defining characteristics are though similar to NGOs with regard to their voluntary nature and not-for-profit orientation, they operate along informal lines and are often headquartered in the community where they were formed. More often than not, their members reside in the community and the range of activities and services they offer are also usually limited to that community (Elsdon et al, 1995: 4; Offei-Aboagye, 1998: 40, 57). This means that unlike NGOs, CBOs incur less or no cost on accommodation, transportation and other out-of-station expenses in their operations.

In rural context, CBOs do not employ professional staff to carry out their numerous activities. Rather, they depend on volunteer members for the discharge of their responsibilities and implementation of essential activities (Green and Matthias, 1997: 32–33). Caldecott and Lutz (1998) confirmed this in their assertion that rural people may become better organized, better educated, and more aware of economic and ecological realities and more assertive in protecting their interests.

For the purpose of this study, CBOs will mean membership organizations serving particular interest groups usually in rural communities, whose focus may be broad or



quite narrow, but with the primary aim of developing agriculture. They may be formally structural or quite informal without a branch or an agency. Farmers associations, credit groups, joint marketing societies and all other community organizations whose aim is towards agricultural development would all be considered as CBOs in the context of this review.

#### **2.4: The Concept of CBOs in Agricultural Development**

The concept of CBO for Agricultural promotion, originally known to be Community Supporting Agriculture (CSA), originated in the 1960s in Switzerland and Japan, where consumers interested in safe food and farmers seeking stable markets for their crops came together in economic partnerships.

In basic terms, this consists of a community of individuals who pledge support to a farm operation so that the farmland, either legally or spiritually, becomes the community's farm, with the growers and consumers providing mutual support and sharing the risks and benefits of food production. Typically, members or "share-holders" of the farm or garden pledge in advance to cover the anticipated costs of the farm operation and farmer's salary (Trauger and McFadden, 1990).

The original idea of this concept was to re-establish a sense of connection to the land for urban dwellers and to foster a strong sense of community cooperation with a decided social justice goal to provide food security for disadvantaged groups. Again, it was aimed to enlist support from urban consumers for local and sustainable agriculture – a key



concept of early CSA organizers was to assert local control over a food system that was growing increasingly consolidated and remote.

The concept came about when Homemakers began noticing an increase in imported foods, the consistent loss of farmland to development, and the migration of farmers to the cities in the 1960s. In 1965, a group of women approached a local farm family with an idea to address these issues and provide their families with fresh fruits and vegetables. The farmers agreed to provide produce if multiple families made a commitment to support the farm. A contract was drawn and the 'teikei' concept which literally means partnership and philosophically means "food with the farmer's face on it" was born. Clubs operating under the 'teikei' concept in Japan today serve thousands of people sharing the harvest of hundreds of farmers (Robyn, 1995).

The ideology later spread to Europe when women's neighborhood groups approached farmers to develop direct, cooperative relationships between producers and consumers. In 1984, this innovative idea was imported to the United States by Jan Vander Tuin from Switzerland but was captioned 'subscription farming'. The concept has gained momentum and now from a single Massachusetts CSA in 1986, subscription farms in the U.S. have boomed (Robyn, 1995). Recently, this ideology has been transferred to the African continent, specifically the Sub-Sahara region.

In Ghana, the consolidation and growth of CBOs frequently encouraged by Ghana's decentralization policy as enshrined in the 1992 constitution and Local Government Act

1993 (Act 462) emphasize participatory planning as one of the obvious changes in the focus. Co-ordination between different community organizations and institutions including NGOs, financial agencies, private business, FBOs, social organizations – churches, youth clubs and association, are now noted to be one of the effective and efficient strategies for promoting development programmes.

A lot of communities have groups within them which are mainly aimed at improving the situation within their communities. Others such as youth associations – old students, tailors, and so on may purely be for fashion. The Directorate of NGOs and CBOs by MoFA revealed that currently, there are 1487 registered CBOs nationwide. It was realized that each of these CBOs operates in more than one field, including agriculture, education, health, youth development among others. Table 2.1 exhibits the total number of CBOs in relation to the actual number of CBOs that are into agriculture and health activities in the various regions nationwide.

**Table 2.1: Total number of CBOs in Ghana**

REGION	CBOs		CBOs ENGAGED IN AGRICULTURE AND HEALTH ACTIVITIES			
			AGRICULTURE		HEALTH	
	NO.	%	NO.	%	NO.	%
Ashanti	166	11.2	49	3.3	95	6.4
Western	169	11.4	66	4.4	52	3.5
Greater Accra	137	9.2	37	2.5	50	3.4
Northern	113	7.6	38	2.6	36	2.4
Central	159	10.7	16	1.1	78	5.2
Eastern	197	13.2	26	1.7	101	6.8
Brong Ahafo	182	12.2	68	4.6	73	4.9
Volta	159	10.7	45	3.0	99	6.7
Upper East	37	2.5	8	0.5	11	0.7
Upper West	168	11.3	71	4.8	77	5.2
<b>TOTAL</b>	<b>1,487</b>	<b>100</b>	<b>424</b>	<b>28.5</b>	<b>672</b>	<b>45.2</b>

*Source:* MoFA Directorate of NGOs and CBOs, 2009

Recently, a research conducted by the New Internationalist on local programmes where villages took collective action to change their conditions revealed that there has been the proliferation of smaller, more diverse organizations that are closer to the grassroots. These new organizations are making projects and programmes for development more vibrant and resilient wherever they emerge (New Internationalist, 1995: 30).

## **2.5: The State of Agriculture in Ghana and the Ashanti Region in Particular**

“Globally, over 2.5 billion persons reside in rural areas and almost 70 per cent of the world’s poorest people are located in these areas. The inhabitants of these areas are

engaged primarily in subsistence agriculture and it was recognized that if the local areas remain undeveloped, then national development would not be sustainable” (Todaro, 1982: 222). It was realized that the local economy depends greatly on primary production. The problems of the agricultural sector have a direct adverse effect on output levels in general and the income of the farmers in particular.

Following the insufficient incomes for their sustenance, residents in the Ashanti region, especially those in the remote areas, cannot effectively initiate a development project or even contribute towards them. Low crop yield and output due to low soil fertility, over-dependency on rainfall and unsustainable agricultural practices, including low exploitation of water for irrigation purposes, low productivity and low disease-resistant breeds of livestock are some of the issues emerging as technical constraints to agricultural development in the region and the nation at large. Others include inadequate infrastructure for aquaculture and low levels of fish production from existing water bodies. An overview of the problems that obstruct agricultural production in the Ashanti region and Ghana as a whole are further discussed under the following headings:

#### 2.5.1: Land Tenure

The country’s agriculture is heavily dependent on small farmer holdings. Increased agricultural production is therefore achieved by putting more land under cultivation (Boniface Ablekpe Daily Graphic, 25/11/05: 7). In most agricultural areas, land is highly fragmented due to the tenorial arrangements and this has had a negative effect on

mechanized system of farming. The fragmented holdings result in small production enterprises (ISSER, 1995: 81).

This situation puts the majority of people, especially the youth, off from engaging in farming activities locally. They instead migrate to the urban centres only to engage in and contribute to the development of industrial and service sectors at the expense of the agricultural sector.

#### 2.5.2: High Cost of Inputs

The modern system of production in the agricultural sector calls for high technology and inputs, including insecticides, pesticides, fertilizer, high yield and quality seeds among others. However, in his study, Adarkwa described the allocation of inputs as insufficient to meet farmers' needs (Adarkwa, 1982: 44). These inputs are hardly met by the large number of farmers due to the high prices of these inputs in relation to the insufficient financial base of these poor farmers.

With the large number of smallholder producers widely dispersed in the country, service provision and input distribution are costly (NDPC, 2005). This situation eventually restricts most of the farmers to the obsolete method of production. Again, modern technology which leads to qualitative expansion in and hence development in the agricultural sector is also ignored.

### 2.5.3: Insufficient Market System

Limited access to marketing centres frequently results in high post-harvest losses since processing technology and storage facilities for producers are lacking. This situation occasionally discourages a lot of farmers from producing. It came out clearly, from the study conducted by Adarkwa (1982) in Ahafo Ano district, that large quantities of farmers' products did not get to the market centres but remained and got spoiled at their production sites. Other studies in some districts, including Mpoho Wassa and West Gonja, also exhibited this same barrier.

The inefficient market system emanates from a chunk of problems including inadequate physical facilities (mainly the poor condition of the road networks), high marketing cost and cohesiveness among middlemen who normally win the bargaining power over the individual farmers.

### 2.5.4: Lack of Capital

The major sources of financing agriculture in Ghana, and for that matter the Ashanti region, are the Deposit Money Banks, Small Loans and Credit Schemes operated by government through a number of MDAs, and Microfinance scheme by NGOs (NDPC, 2008). These operators sometimes demand collateral security when issuing loans to the farmers. However, the individual farmers find it difficult to meet this demand and therefore become handicapped in getting the needed capital to begin or expand their projects that might have brought development to the sector.



## **2.6: The Role of Community-Based Organization (CBOs) in Agricultural Development**

This section identifies broad areas where CBOs can play crucial roles in developing the Agricultural sector in terms of production, processing, distribution and marketing. These fields are discussed below:-

### **2.6.1: Marketing the Produce**

Markets are inevitable in the evacuation of farmers' products from their sites of production to the final consumer. Many CBOs implement their marketing interventions with groups or associations. Not only are there advantages to the CBOs for working with groups, there may be advantages to the farmers themselves for marketing collectively.

This is echoed by Kohls (1986: 6), that because no product should ever be produced unless it has a market, marketing begins with production on the farm. This therefore emphasized Economists ideology that production never ends until it reaches the final consumer. It is established that farmers require an efficient market system which Abbott et al postulate as the one that yields the highest price from the sale of produce (Abbott, 1990).

CBOs have focused on the promotion of marketing to encourage greater participation in the commercial sector, as a route to higher incomes, employment generation and growth. Stringfellow et. al. (1997) point out that group enterprises are more likely to succeed



when based on joint marketing rather than joint management/ownership of assets, because the latter requires more complex skills and experience. It is evident in Northern Mozambique that farmer associations, an apex known as Fora working through their own structured network of extension groups and farmers, are able to secure commercial contracts for their produce, selling at higher prices than possible individually. This margin is then recycled to pay for inputs, for subsequent crops, provision of community infrastructure, and other services (CARE International, 2000).

Depending on the circumstances, the use of subsidies can lead to sustainable and successful marketing initiatives. The CARE Egypt Agricultural Reform programme has shown this. The programme provides information services to smallholder farmers and facilitates linkages in order to help increase farmer income. The service is highly subsidized but has proven successful simply because the farmers pay fees for the services; Farmers call for the services and with the help of the project staff they identify production and marketing opportunities themselves; and farmers are always abreast with all information within their field of operation and this leads to long term sustainability of relationships and networks (McVay, 1999).

Jeans (in Offei-Aboagye, 1998) confirms a similar approach used by Intermediate Technology in Zimbabwe. This institution is prepared to offer assistance in product development to any existing business that demands it and prepared also to contribute to the cost of product development (that is in the form of workshop facilities, materials,

labour, etc.). Creating an efficient market system for farmers' produce is therefore very vital and the need of CBOs to contribute to this area too is crucial.

#### 2.6.2: Facilitating Agriculture Development

Development practitioners in particular have a key role to play in facilitating community-based membership organizations to enhance their ability to engage in socio-economic transformation, collective social action, improved resource allocation and other developmental activities critical in those rural communities with higher development requirements (Kaplan, 1996: 88–89).

CBOs play a more facilitative role. They assist individuals, groups and communities to create market for themselves. This includes both improving access to, and benefits generated from, existing products and markets and creating new products and new markets (e.g., through technology development and processing).

There is a variety of ways in which organizations facilitate agriculture development including: strengthening the capacity of individuals, groups or communities (through group strengthening and training); developing linkages to traders and other stakeholders in the marketing chain (e.g., input suppliers, credit sources and transport agents); educating and training farmers to equip themselves with the modern technology in production; and linking farmers to relevant market information.

### 2.6.3: Fund Mobilization

The process by which community members' resources (here, capital and land) are made available for joint activities, referred to as fund mobilization. To raise and increase resources available for development is to ensure proper resource management by keeping track of funds via genuine accountability and record keeping. Esman and Uphoff (1984) established that local institution capability of resource mobilization is highly correlated with their overall performance. CBOs' capacity to mobilize and manage local resources is associated directly with their ability to raise and attract foreign resources for their activities.

### 2.6.4: Networking and Collaboration

The most important aspect of any organization is its ability to network or collaborate with other organizations to achieve a common goal. Networking (both internally and externally) and collaboration are therefore more effective and efficient modes of operation among CBOs than competition and conflict. Esman and Uphoff (1984) postulate that if a smaller base of effective operation is feasible, then vertical structural linkage at regional and national level is a desirable feature. These linkages, therefore, facilitate both vertical and horizontal flow of resource, aids and information.

## **2.7: Intervention Areas for CBOs Performance**

Several factors hinder the effective and efficient performance of CBOs particularly in the development of agriculture, and these challenges are, of course, interrelated. Areas of

intervention where CBOs can be strengthened for effective and efficient performance in their fields of operation are discussed below:

#### 2.7.1: Accountability

Proper accountability by heads of organizations leads to successful development of all projects and programmes in any given area. Leaders therefore need to be accountable to the members in all spheres of organization in order to ensure a smooth performance.

Accountability and transparency should be built into the management styles of CBO leaders. Based on the experience of farmers' organizations in rural communities in Gal Oya area in Sri Lanka, Norman Uphoff recommends the selection of community leadership by consensus and the preparation of specific terms of reference for them as strategies for making them accountable (Uphoff, 1994: 216).

The failure by CBO leadership to be accountable can result in internal conflict, withdrawal of loyalty, low member commitment to organizational goals and general suspicions that affect the development of any group, association or organization. Conversely, those organizations where there is member and community accountability generally score high marks on issues of legitimacy (Grady, 2005: 75).

Accountability and transparency both receive a substantial boost if various formal records are maintained. Despite being small and relying on informal operational methods, CBOs do have some basic record-keeping requirements.

#### 2.7.2: Networking and Linkages

Generally, CBOs have weak links with external development organizations, such as NGOs, except where the latter are engaged in development activities in the communities where CBOs are located (Rodda, 1994: 76).

Johnston and Clark (1982) established that vertical linkages are preferable for effective provision of certain services including agricultural extension, education and health. For effective and vertical flow of information, therefore, resources and support leading to efficient performance of CBOs do not exist in isolation from their higher organs and the government. Rather, they are inextricably intertwined.

CBOs need to remain open to working with groups where appropriate, recognize the potential to build capacity, reduce transaction costs, and introduce activities with a higher investment threshold. This means that CBOs, though found at the grassroot level, should be linked to the national level through their district and regional heads.

### 2.7.3: Institutional Framework

This relates to the existence of key institutions with given roles and the needed capacity to support the CBOs. According to Thompson *et al.* (in Offei-Aboagye, 1998), “the essence of community development is the ability of CBOs to further the development efforts of rural communities and on their being transformed into effective change agents through a number of essential capacity-building schemes”.

CBOs are occasional avenues for self-seeking promoters since the policy framework to ensure that clear guidelines are put in place to support CBOs is inadequate. Presently, MoFA does not receive the needed recognition from key operators in the CBOs, and there are numerous CBOs all over without coordination (NDPC, 2008).

Process related issues are other factors that affect the internal operations of CBOs directly. Among these are: inadequate structures and process for the coordination of the activities of the CBOs which eventually leads to lack of commitment from members; and inadequate documentation which also results in the inability of CBOs to monitor the progress made over the years and be in the position to seek relevant support.

Owens noted that despite the traditionally strong and cohesive nature of the Gambian village women's group, the *kafos*, ‘they lack the skills to effectively mobilize and manage community level resources for development’ (Owens, 1993: 241). Inadequate managerial skills among the members, especially the leaders, affect the effective and efficient performance of CBOs.



This, therefore, means that if members of CBOs are helped to build their requisite capacity in management, they can explore and manage community level resources to support increased productivity for agricultural modernization and development which is one of the broad objectives of the GPRS II Agricultural Sector policies.

#### 2.7.4: Human Resource and Organizational Capacity

Generally, CBOs have low revenues because individual members have been the main source of capital and other resources (Arrossi, 1994: 45). As rural communities tend to have low incomes, it presupposes that CBOs' revenues generated by membership dues will be inadequate relative to the range of relevant activities they would want to engage in. In situations where assistance is given on condition of counterpart contribution, most CBOs are unable to meet their commitment. This weak financial base and sustainability result in the inability of CBOs to implement their objectives to the fullest and this normally leads to the collapse of organizations in a short time.

In his work, Owens concludes that 'indigenous organizations have the best potential to implement participatory development initiatives that respond to genuine local needs' (Owens, 1993: 241). This can be done only when there is sound financial base of the organization, here the CBOs. Narayan therefore emphasized the need for government and outsiders to 'invest in local organizational capacity' as 'viable community groups are key to community driven development' (Narayan, 1998: 103–104). This means that CBOs are on the look for external assistance as they are formed with the unfortunate expectation that some institution will come to offer help.

#### 2.7.5: Education and Training

Through education and training the requisite knowledge and skills needed to perform specific function(s) are acquired. “Knowledge is critical for development because everything we do depends on knowledge” (World Bank Report, 1998). Good leadership has long been recognized as one of the critical elements in the effective functioning of community organizations (Kaplan, 1996: 89, 93). Their organizing capabilities and ability to propose new initiatives that eventually are embraced by the entire community and transformed into community self-help projects are essential elements for promoting rural infrastructural development. Narayan noted that effective leadership could propel CBOs into initiating local action, but emphasized managerial leadership as being critical for the transformation of CBOs into ‘self managing organizations’ (Narayan, 1998).

Leadership skills can be built up in a number of ways by external agencies. One of them is training. Development-oriented agencies that work in rural communities must endeavour to include CBO leaders in various training programmes organized for government officials and NGO staff. Friedman and Ammasari noted that knowledge transfer is one of the key strategies for the ‘strengthening of community organizations’ (Friedman and Ammassari, 1999: 7).

Training CBO leaders in project management, basic planning skills, gender-sensitive planning and related subject areas would expand their appreciation of the challenges of rural development. Practical opportunities for building leadership, such as exchange schemes and study visits, could provide leaders with field exposure and strategies used by

better performing community organizations to improve upon their operations. Owens noted that despite the traditionally strong and cohesive state of the Gambian village women's group, the *kafos*, 'they lack the skills to effectively mobilize and manage community level resources for development' (Owens, 1993: 241).

Exposure to diverse strategies and sources for mobilizing financial and other resources locally and from external sources would therefore be beneficial. Education and training can also be used to build the institutional capacity of CBOs for effective performance in their fields of operation, specifically in production, processing, marketing and financing.

## **2.8: The Applicable Models for the CBOs Operations**

A work of this kind requires specific models to help facilitate it. This section presents and explains models that best relate to the operations of CBOs in developing the agricultural sector. After reviewing many models, two appeared most relevant to the promotion of CBOs. The researcher adopted and blended them for this study. These two models are illustrated as follows:

### **2.8.1: The Efficacy – Outcome Expectancy Model**

The Efficacy – Outcome model, put forward by March and Simmons (1989), rests on the assumption that organizational behaviour and change are motivated in the direction of achieving valued rewards.

The model also suggests that organizational or group pressure constitutes a source of motivation for behaviour and change. According to Katz and Kahn (1978), there are various sources of motivation and two of them are: Outcome Expectancy (the believe that behaving in a certain way will produce anticipated benefits); and Efficacy Expectancy (the conviction that one can successfully execute the behaviour required to produce those outcomes).

Adopting the model to this study, one may say that the low production in the Agricultural Sector is probably due to the individual and organizational behaviour and attitudes toward the sector. If this assertion were true, it may be related to the lack of incentives (motivation), both immediate and long term, to induce huge number of individuals and organization or groups' active participation in farming.

Even though this model contextually seems too narrow in its assumption – by only emphasis the need for incentives (which may be only one of the factors affecting efficiency of the Agricultural sector in Ghana), it is still useful for the study especially when it combines with the other model as shown in figure 2.1. In this case, incentive packages such as frequent Extension Services, Loan facilities and 'Best CBOs' Award' could be instituted to create favourable competition among the CBOs and to entice other individuals and groups to form effective and efficient CBOs towards agricultural development in the region.

### 2.8.2: The Spiral of Silence Theory of Opinion Formulation

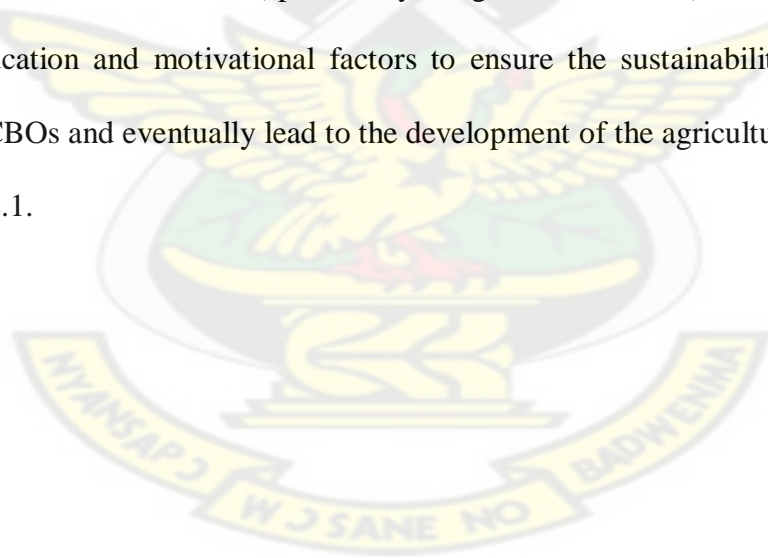
This model was originally propounded in 1978 by Noelle-Neumann to explain the effects of mass media in communication and it was adopted by Week in 1989 when studying the popularization of Vital Registration. The model has it that the more frequently the dominant or majority opinions is disseminated by the mass media, the more likely it is that individuals with central opinions will remain silent; thus, accelerating the effects of the mass media (the spiraling process). The theory asserts that for a new minority opinion to be adopted, the ideal condition is for the majority opinion to remain silent while the minority opinion receives more public awareness via the mass media.

Adopting the model to this study, CBOs (mainly for agricultural development) may be considered as the 'minority opinion' and the CBOs (for welfare and fashion) as the 'majority opinion'. In this case, for CBOs (in favour of agriculture activities) to win public confidence in agricultural development and thus achieve effective and efficient performance of their roles, there is the need for intensive public education, particularly through the mass media, informing the public to withdraw slowly from the over reliance on the community organizations for self-gain and fashion and focus diligently on development issues in general and agricultural development in particular.

Again, if organizational and group pressure serves to bring about change, then strategies such as intensifying public awareness and educational programmes may help improve the status quo. Moreover, if the members of these CBOs are themselves given the needed

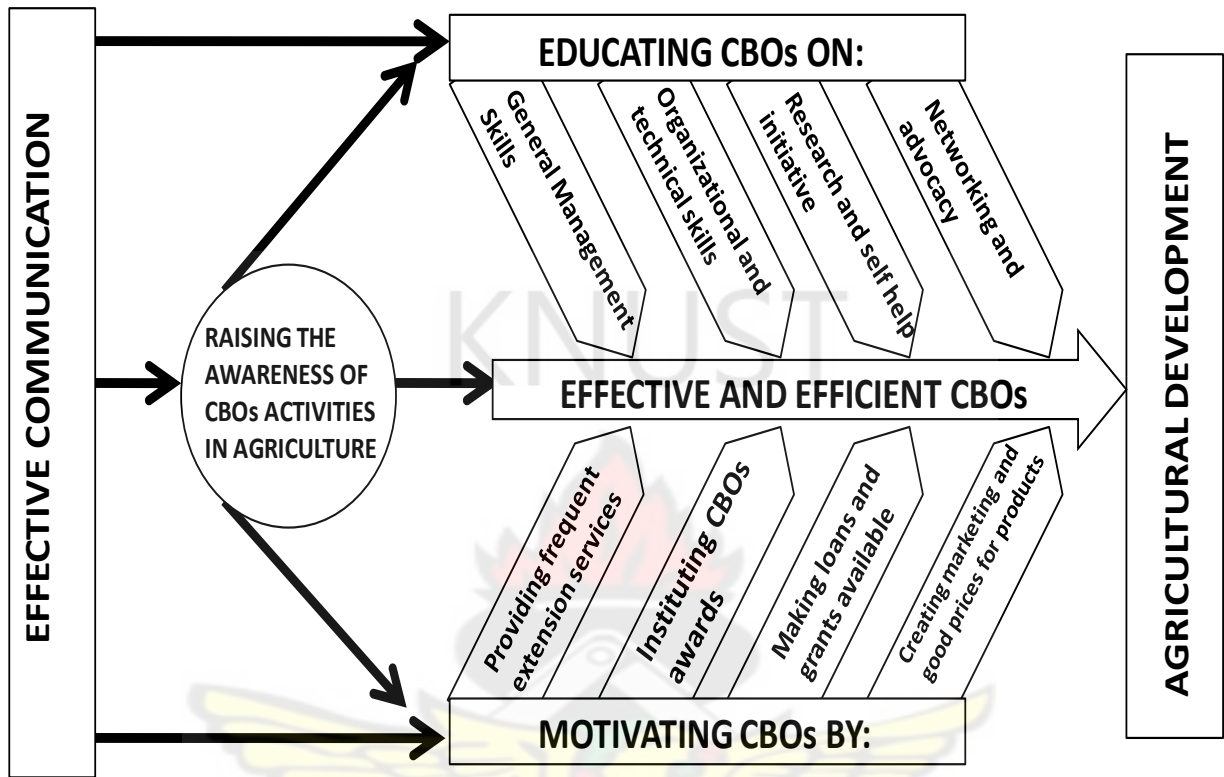
education, they will be equipped with many skills to play their role in the development of agriculture.

The success of any type of CBO depends heavily on developed organizational and communication skills, including the development of human capital through research, extension and education programmes aimed at improving the farmers' technical and managerial capacity (Leslie, 2005). Undoubtedly, the effectiveness and efficiency of CBOs' performance in agricultural development depends on the realization of the interventions necessitating the need for the above models to highlight the interventions. Thus, if effective communication via mass media is provided, it will not only raise the awareness of CBOs activities (specifically in agricultural sector) but it will also intensify better education and motivational factors to ensure the sustainability of effective and efficient CBOs and eventually lead to the development of the agricultural sector as shown in figure 2.1.





**Figure 2.1: The blend of the applicable models for the CBOs' operations**



Source: Author's Construct

## 2.9: Summary

This chapter has reviewed the related literature on CBOs. Areas highlighted include the background of CBOs; the meaning and scope of CBOs; the concept of CBOs in the agricultural sector; the state of agriculture in Ghana and Ashanti region in particular; the role of CBOs in agricultural development; and the intervention areas for the performance of CBOs. In addition, models relating to the promotion of CBOs for increased agriculture have also been reviewed in this chapter. In all, two models were studied and blended for this study.

## **CHAPTER THREE**

### **THE STUDY AREA AND METHODOLOGICAL ISSUES**

#### **3.1: Introduction**

Two issues are considered under this chapter: the characteristics of the study area and the methodology that was employed for the study.

#### **3.2: The Profile of the Study Area**

Ashanti is one of the regions of Ghana that is endowed with significant natural and human resources that can be exploited for the development of the nation. The region is endowed with Agricultural, Industrial, and Economic opportunities.

The region is centrally located in Ghana. Specifically it lies nearly between Latitude 5° 50' - 5° 70' North and Longitude 0° 15' - 2° 20' West. The total area of the region is 24,390sq.km representing 10.2% of the total land area of Ghana. The region is endowed with good drainage, relief, geology, vegetation and soils suitable for agricultural activities.

The region has a climate that is conducive for agricultural activities. For example, the region experiences two rainy seasons in a year with average annual rainfall of about 166.7cm; the average temperature is over 27°C in the forest zone and 29°C on the

northern fringes of the forest zone; and the humidity is relatively high averaging about 85% and 65% in the forest and savanna belt respectively.

Administratively, the region consists of 27 assemblies, including one Metropolitan Assembly, six Municipal Assemblies and twenty District Assemblies. The population of the region, according to the 2000 census, was 3,612,950, representing 19.1% of the national total of 18,912,079. Out of this number, the male population represented 50.32% whereas the female population represented 49.68%. Also, 51.3% and 48.7% of the total number lived in the urban and rural areas, respectively.

Economically, the region is noted for industries (including mining, manufacturing, and construction); service facilities (including health, education, market and tourism); and road infrastructure to ensure smooth flow of people as well as goods and services within and outside the region. The region also has a large proportion of population ready to fill job vacancies.

### **3.3: The Number and Structure of CBOs Operating in Ashanti Region**

An investigation into the number of CBOs and the activities they perform in the region revealed that there are 166 registered CBOs representing 11.2% of the national total of 1,487. It was realized that most of the CBOs in the region perform more than one activity including: Youth Development; Women Advocacy; Agriculture and Food security; education; health; Good Governance and others. In all, 32 CBOs representing 19.3% of the regional total perform educational activities; 49 CBOs representing 29.5% operate in

agriculture and food security activities; 75 CBOs representing 45% and 95 CBOs representing 57% are into health and youth development activities, respectively.

### **3.4: Methodology**

This section covers the actual techniques and procedures employed to achieve the credibility of the study. They are detailed as follows:

#### **3.4.1: Research Design**

Bryman (1992) maintains that qualitative studies are those involved with the investigation of experiences, events, actions, norms and values from the perspective of those being studied. In recent times, Polit and Beck (2004) established that qualitative methodology has now gained greater acceptance in the area of development research.

In view of this, the researcher made use of qualitative description within the interpretative paradigm which according to Polit and Beck (2004) makes an ontological assumption that reality is multiple and subjective, and mentally constructed by individuals. Descriptive research design which, according to Gay (2009), involves collecting data in order to answer research questions concerning the current status of the subject of the study was appropriate because the researcher made use of the data collected to answer the questions raised in this study.

The research made extensive use of literature review on the role of CBOs in agricultural development. In addition, questionnaires and interviews were used as major investigative tools in soliciting the people's opinions on the issues raised in this study. The questionnaires were in two sets – one for leaders of the sampled CBOs and the other for the MoFA directors of the districts selected, and each set had two parts (see appendixes A and B).

Part one was used to collect biographical data about the respondents. Part two (II) of the questionnaire consisted of four sections – A, B, C and D. Section 'A' contained 13 items which were to find the organizational structure of the CBOs; Section 'B' had six items which were to come out with the assessment of the CBOs role in agriculture; Section 'C' also made use of five items which were meant to unveil the challenges of CBOs operations; and finally, section 'D' contained two items that were used to make the recommendations for policy formulation. Appendix C displays the interview guide that was used for the focused group discussions.

The research employed triangulation of data collection which Polit and Beck (2004) refer to as the use of a variety of sampling strategies or multiple data sources. Data, therefore, were collected from CBO leaders, members of the CBOs and district directors for MoFA as key informants through semi- structured and closed ended questionnaire. Focused group discussions were also used to solicit information from members of the selected CBOs as a means of cross-validating the data obtained via the use of the questionnaire. These tools were employed because of the limitation of time and money.

#### 3.4.2: Population

CBOs in favour of agricultural development were targeted for the required data. These included the 49 CBOs whose activities were skewed towards agriculture and food security.

#### 3.4.3: Sampling

Polit et al (2001) postulate that sample size in qualitative studies tends to be small because the strategies as well as methods for data collection and analysis are very time consuming, and the amount of data collection can be considerable. Minerva (1994) also argues that to ensure the representativeness of a homogeneous population in a research, a sample size of 50% is desirable.

The sample size for the study was 82. This included the directors of agriculture in seven assemblies representing 26% out of 27 in the region, leaders of 25 CBOs representing 50% of the total population of 49 CBOs, and 50 members (chosen from various selected CBOs) for the focused group discussions.

The sample size was carefully chosen because the researcher believed that by observing the characteristics of the CBOs, inferences could be made to represent the behaviour and characteristics of the total population of the study area. These 50% and 26% of the total population of CBOs and assemblies in the region, respectively, enabled the research findings to be more representative of the actual situation on the ground.



The assemblies selected for the study were Obuasi Municipal, Sekyere South, Bekwai, Sekyere East, Amansie West, Afigya Kwabre and Kwabre East districts.

#### 3.4.4: Sampling Procedure

The selection of the 25 CBOs and seven districts for the collection of research data was done through multivariant sampling. A blend of Probability and Non- Probability Sampling methods were adopted in selecting the samples for the study. This is because sampling is a key issue in research which, if inappropriately done, will adversely influence the credibility of the study.

In the former case, Simple Random Sampling (through lottery approach) was employed to select the 25 CBOs for the study. All the 49 CBOs that were into agricultural activities in the region were labelled on pieces of paper and these were put into an opaque container and reshuffled. The researcher then selected 25 of these pieces of paper one after the other from the container, without looking into it. The same approach was used to select the 50 members (two from each CBO) for the focused group discussions.

In the latter case, Purposive Sampling technique was used to select 32 respondents to the questionnaire. These included the leaders of the selected 25 CBOs and the seven directors of agriculture, one from each of the seven districts where these CBOs were identified to be operating. These leaders and directors were considered to be well-informed about the details of these CBOs' activities.

To ascertain the credibility of the study, an hour of focused grouped discussion involving 6-10 people (consisting of two members sampled randomly from each selected CBO) was conducted in each of the selected districts. In all, seven different focused group discussions were held to cross-check the validity and reliability of the information given by respondents to the questionnaires.

The decision to blend the two sampling techniques was precipitated by the unique features of each technique. Simple Random Sampling, by nature, is free from bias. Its adoption, therefore, helped to obtain a more representative sample for the study. Purposive Sampling was deemed essential for the study because it allowed for the selection into the sample, subjects that generally possessed most of the desired features, for example, the district directors of agriculture and CBOs leaders.

#### 3.4.5: Data Sources and Collection

Data for the study was obtained from both primary and secondary sources. Under primary source, emphasis was on the collection of data directly from field surveys via the administration of questionnaire, interviews and focused group discussions. The primary data provided reliable and accurate first hand information relevant to the study about the activities of CBOs in relation to agricultural development.

In the secondary source, data collection came from documents including research works, textbooks, magazines, journals, periodicals, news papers, office records/statistics and the

internet. The aim of the collection of secondary data was to gather necessary information to guide the conduct of the study in order to confirm or reject the primary data.

#### 3.4.6: The Research Instrument

The researcher made use of questionnaire, key informants interviews as well as focused group discussion for data collection. The use of these instruments was necessitated by sampling procedures that were employed and by their perceived applicability. For instance, Polite et al (2001) established that interviews, especially face-to-face one, appear to have much strength in collecting data since the response rate normally tends to be high.

Again, May and Pope (1996) postulate that many people, for example the blind and the elderly, find it difficult to fill out a questionnaire. Interview, therefore, was the best instrument because it provided opportunities for probing, for explaining complex statements and for the clarification of questions and responses, especially during the focused group discussion since the literacy level of the members of the CBOs was relatively low.

Questionnaire on the hand, according to Saunders (2007), is used for explanatory research which will enable the study to examine and explain relationships between variables in particular cause- and-effect relationships. The use of questionnaire was therefore perceived to be effective for the literate proportion of the sample, and time saving too.

#### 3.4.7: Pre-Test

Pre-test, according to Sarantakos (1998), offers researchers opportunity to practice research in real situation and familiarize themselves with the research instrument prior to the main study. To ensure the reliability and validity of the research instrument and methods employed for the work, a pre-test study was carried out.

This preliminary study enabled the researcher to make all the necessary corrections to the errors and distortions identified in the questionnaire. Thus, the suitability of the questionnaire and methods adopted for the study was revealed at this stage, ensuring credibility.

#### 3.4.8: Questionnaire Administration and Procedure for Collecting Data for the Study

In the administration of the questionnaire and interview schedules, the researcher established a rapport with the respondents, assured them of confidentiality and explained to them the purpose of the study. This approach enabled the researcher to get the maximum cooperation of the respondents.

The questionnaires and interviews were administered and conducted by the researcher respectively at the premises of the various respondents. During the focused group discussions, the researcher carefully read and explained the content of the interview items to the respondents and recorded responses on tape for further examination.

#### 3.4.9: Methods for Data Analysis

Qualitative approach was adopted to analyse the data based on the argument put forward by Mays and Pope (1996) that a qualitative researcher will need to ensure that data analysis enables the meaning of the phenomenon to be understood while maintaining the individuality of each participant's experience.

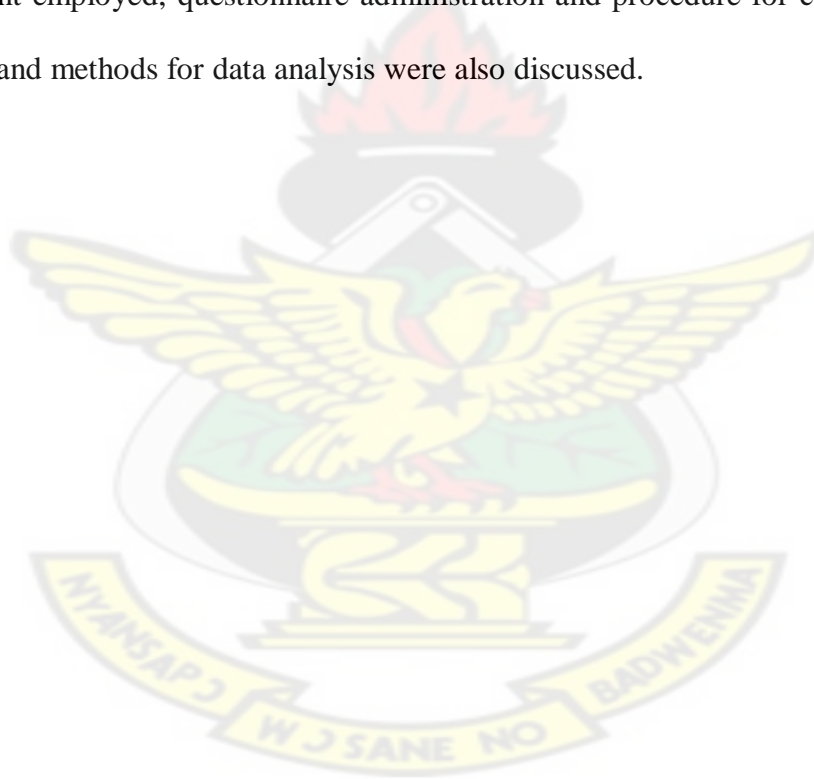
Miles and Huberman (1994) established that qualitative analysis involves familiarization with, and identification of themes. It is also confirmed by Robson that, by far, the best approach in data analysis in qualitative research is to tape record the interviews and transcribe them (Robson, 2002). Familiarization and identification require the researcher to listen to audio-tape recordings and identify the key categories and themes by which the data could be examined. All the interviews were, therefore, tape-recorded and transcribed verbatim from Akan to English by the researcher in order to enhance the credibility of the study.

Since qualitative data are characteristically bias, selected quantitative techniques like averages and percentiles were adopted at appropriate sections of the report to neutralize their effects on the study. Again, Tables and Graphs (pie chart and histogram) were used to present and analyse data using the software of excel. Questionnaire and interview responses were analyzed independently.

### **3.5: Summary**

This chapter has explored the research techniques which have been used in the study. These include profile of the study area as well and structure of CBOs operating in the region under study.

Again, the methodology comprising research design, population, sampling and sampling procedure were highlighted. Others such as data sources and collection, the research instrument employed, questionnaire administration and procedure for collecting data for analysis and methods for data analysis were also discussed.





## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND DISCUSSIONS**

#### **4.1: Introduction**

The main focus of the study was to discover the effective and efficient roles of CBOs in agricultural development in the Ashanti region of Ghana. The study further sought to solicit the opinion of respondents on how to improve the CBOs' capacity to develop the agricultural sector.

The survey captured the opinions of 82 respondents, comprising seven district directors of agriculture, twenty-five CBOs' leaders, fifty members from the selected CBOs and other key informants. This chapter presents, analyses and discusses the data about the respondents' background, the organizational structure of CBOs, assessment of the CBOs' role in agriculture and challenges of CBOs, in the form of tables and graphs with frequencies and percentages for easy comprehension. Both quantitative and qualitative data on the same variables were analyzed in comparison with each other.

#### **4.2: Respondents' Personal Information**

This section displays the personal information of the respondents. The information about respondents was analyzed in terms of sex, age, educational level and the number of years they held leadership positions in the organizations.

#### 4.2.1: Age and Sex Distribution of the CBO Leaders

To ensure gender balance in the survey, information with regards to the sex and age of the CBO leaders was gathered from the field. It came out that out of the 25 respondents, fifteen (i.e. 60%) were males. In terms of age, only one respondent was below 30 years. The majority of CBO leaders (i.e. 64%) were between 46 and 55 years. Table 4.1 shows the age and sex distribution of the CBO leaders.

**Table 4.1: Age and Sex Distribution of the CBO Leaders**

Ages	Sex		Total	
	Male	Female	No.	%
Less than 30	1	0	1	4
30 – 45	2	3	5	20
46 – 55	10	6	16	64
56+	2	1	3	12
<b>Total</b>	<b>15</b>	<b>10</b>	<b>25</b>	<b>100</b>

*Source:* Field survey, 2010

The background information indicates that even though there were more males than females in the CBOs leadership, gender balance, to some extent, was achieved in the response to the questionnaire.

#### 4.2.2: Levels of Education of CBO Leaders

The level of education one attains tells the capabilities of the person in terms of thinking, managerial and leadership skills to move an organization forward. In view of this, the

study sought to find out the educational levels of the respondents. It was realized that only one (that is 4%) had attained tertiary education level, majority of them (that is 76%) had their education up to basic level. Table 4.2 depicts the educational levels of the respondents.

**Table 4.2: Levels of Education of CBO Leaders**

<b>Levels of Education</b>	<b>Frequency (N=25)</b>	<b>Percentage (%)</b>
None	2	8
Basic	19	76
Secondary	3	12
Tertiary	1	4
<b>Total</b>	<b>25</b>	<b>100</b>

*Source:* Field survey, 2010

Even though majority had acquired basic education, there were some (8%) who had not received any formal education and yet were leaders. This means that the capability of a leader to manage and move CBOs forward does not depend on the level of education one attains. This is an indication that the managerial and leadership skills which CBOs' leaders acquire to move their organizations forward could be obtained through other means such as hand-on-job training.

#### 4.2.3: Years of Experience in Leadership Position

Experience is gained only when one practices something for sometime, for it is said that practice makes perfect. The research, therefore, sought to identify the number of years

that the respondents had held leadership position in their organizations. It was found that only 36 per cent had held leadership position for less than three years. The remaining 64 per cent had held their positions for more than three years. Table 4.3 shows the number of years the respondents had held the leadership positions in their organizations.

**Table 4.3: Years of Experience in Leadership Position**

Years	Frequency (N=25)	Percentage (%)
Less than 3	9	36
4 – 6	10	40
7 – 9	4	16
10+	2	8
<b>Total</b>	<b>25</b>	<b>100</b>

*Source:* Field survey, 2010

Since majority (i.e. 64%) had held the leadership position in their organizations for four or more years, they were more experienced and knowledgeable to lead the organization.

#### **4.3: Operational Structure of CBOs**

All organizations have structures within which they operate. These include procedure for establishment, registration, set objectives, availability of constitution to govern their activities, among others. CBOs are recognized as organizations in various communities. However, there have been agitations over the years that most CBOs, especially those into agricultural activities, are not structured and therefore not recognized by MoFA. For example, in the 2008 ‘Annual Progress Report’ of the GPRS II, the NDPC confirmed that

a lot of the CBOs operating in the agricultural sector were not recognized by MoFA. The study, therefore, sought to find out whether or not the CBOs were structured.

#### 4.3.1: Bodies that Initiated the Establishment of the CBOs

Table 4.4 displays responses gathered from the CBO leaders concerning the bodies that influenced the establishment of the CBOs. Only one respondent (i.e. 4%) mentioned Government as a body that initiated their establishment. The overwhelming majority totaling twenty (i.e. 80%) declared that their organizations were initiated by individuals within the community, including themselves.

**Table 4.4: Bodies that Initiated the Establishment of the CBOs**

<b>Body</b>	<b>Frequency (N=25)</b>	<b>Percentage (%)</b>
Government	1	4
NGO	4	16
People within the community	20	80
<b>Total</b>	<b>25</b>	<b>100</b>

*Source:* Field survey, 2010

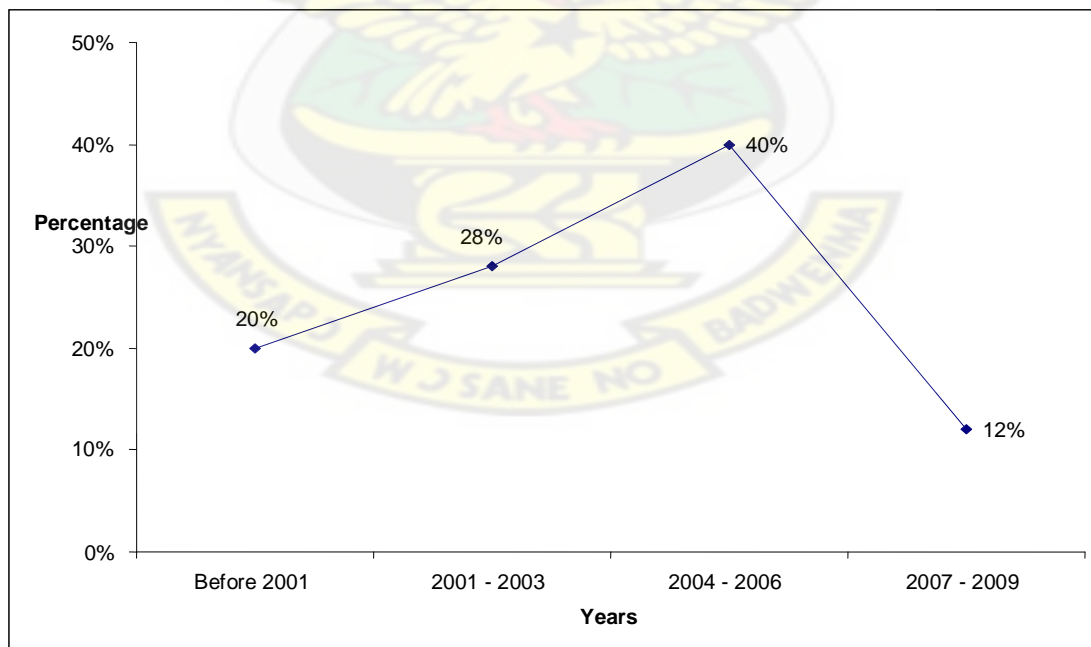
It is, therefore, not surprising that these organizations are accorded the name “community-based”. This is because their initiators and members were normally found in the same communities and so working together was not a problem. This confirms what Eldson et al (1995) and Offei-Aboagye (1998) established that more often than not, CBO

members resided in the communities and the range of activities and services they offered were also usually limited to those communities.

#### 4.3.2: Registration of CBOs into Agricultural Activities

With regard to registration which, according to Esman and Uphoff (1994), is one of the requirements of every effective and efficient CBO, the study sought to find out whether the respondents' organizations had registered with MoFA and the dates in which they had their registration done. All the twenty-five respondents (that is 100%) said that their organizations had registered with MoFA. They further declared the actual years in which their organizations registered. Figure 4.1 shows the registration trend of the CBOs with MoFA.

**Figure 4.1: Trend of Registration of the CBOs with MoFA**



*Source:* Field survey, 2010



It is evident from figure 4.1 that out of the total 25 CBOs sampled, only 12 per cent registered with MoFA between 2007 and 2009. Majority of them (i.e. 40%) registered between 2004 and 2007 to contribute to agricultural productivities in the region through their operations. The reason being that, in order to achieve the middle income agenda scheduled to be realized in 2015, the agricultural sector which is the backbone of the nation's development was given a priority by the government within those years.

In view of this, some packages including soft loans, planting materials, fertilizers, mass spraying and so on were extended to farmers and organizations in agriculture projects as incentives. This situation called for the formation and registration of organizations that were willing to undertake agriculture activities and most CBOs utilized this opportunity and got registered with MoFA.

This was further confirmed unanimously by the MoFA directors in the selected districts that they were aware of the existence of these CBOs in their districts and, therefore, their activities were being monitored. They, however, admitted that there were numerous CBOs in their districts which had not yet completed their registration for their names to be captured in the NGO/CBOs Operational booklet by MoFA.

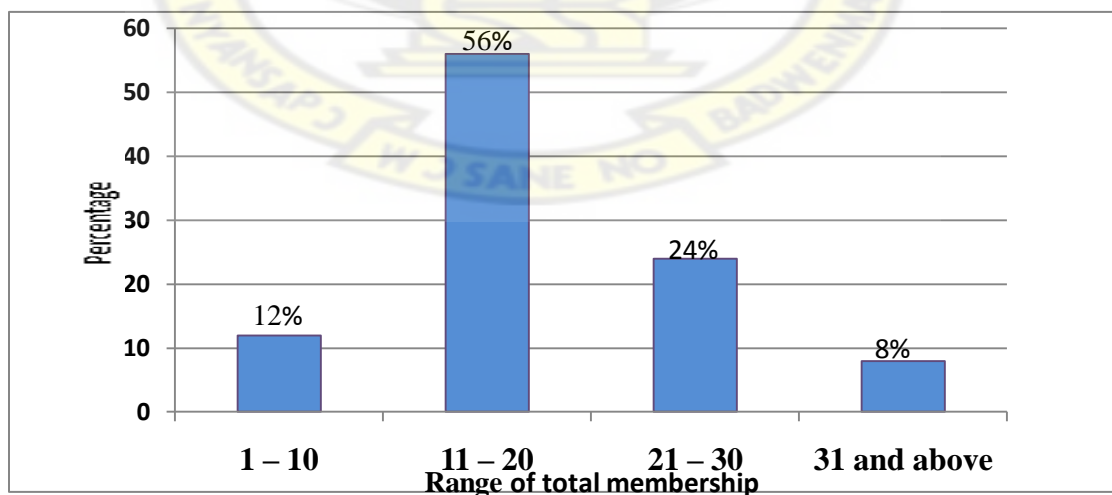
Among the reasons given for the non registration were difficulty in coming by the seed money required for registration and the bureaucracy involved in the registration process, among others. This explains why only a few CBOs operating in the agricultural sector were captured in the NGO/CBOs Operational booklet by MoFA.

The background information is an indication that even though all the 25 CBOs selected had been registered and captured in the NGO/CBOs Operational booklet, there were numerous CBOs in the system that had not been registered in order to be captured for better assessment of their contributions by MoFA directorate. The study to, some extent, agrees with the report by the NDPC that a lot of the CBOs operating in the agricultural sector were not recognized by MoFA.

#### 4.3.3: Numerical Strength of CBOs' Membership

Collaborative activities that exist in CBOs, as indicated by Caldecott and Lutz (1998), rest on several factors including the numerical strength of membership. The study sought to find out the numerical strength of the selected CBOs. Out of the 25 CBO leaders, only two (i.e. 8%) disclosed that their organizations' membership stood above thirty. Majority of the CBOs (i.e. 56%) indicated that they had between 11 – 20 members. Figure 4.2 displays the leaders' responses with regard to CBO sizes.

**Figure 4.2: Numerical Strength of CBOs Membership**



Source: Field survey, 2010

The result indicates that a greater number of CBOs had a sizeable membership of between 11 and 20 and this, according to Caldecott and Lutz (1998), is quite good for collaborative activities especially in the rural communities. This sizeable numerical strength of the CBOs is, therefore, enough to ensure the necessary collaboration among members in all their efforts to develop the agricultural sector in the study area.

#### 4.3.4: Gender Composition of CBOs

Gender composition is a major issue when it comes to agricultural activities. In the study area for instance, both sexes are known to be engaged in agricultural activities. In view of this, the study sought to gather information on gender composition of the selected CBOs.

It was realized that out of the 25 leaders, only three representing 12% indicated that their organizations had equal number of males and females. The overwhelming majority (i.e. 72%) said that there were more females than males in their organizations. Table 4.5 shows the result of the response on gender composition of CBOs.

**Table 4.5: Gender Composition of CBOs**

<b>Gender Composition</b>	<b>Frequency (N = 25)</b>	<b>Percentage (%)</b>
More males than females	4	16
More female than males	18	72
Equal number of males and females	3	12
<b>Total</b>	<b>25</b>	<b>100</b>

*Source:* Field Survey, 2010

The result clearly exhibits that there were more females than males in most of the CBOs. This is an indication that more females contribute to CBOs' activities, and for that matter agricultural development, in the study area.

#### 4.3.5: Existence of Constitution in CBOs' Operations

A constitution ensures discipline in every organization. The study sought to gather information on whether or not the CBOs had constitutions to govern their operations. Table 4.6 presents data on the existence of constitution in CBOs' operations.

**Table 4.6: Existence of Constitution in CBOs' Operations**

<b>Variables</b>	<b>Frequency (N=25)</b>	<b>Percentage (%)</b>
Availability of Constitution	23	92
No Constitution	2	8
<b>Total</b>	<b>25</b>	<b>100</b>

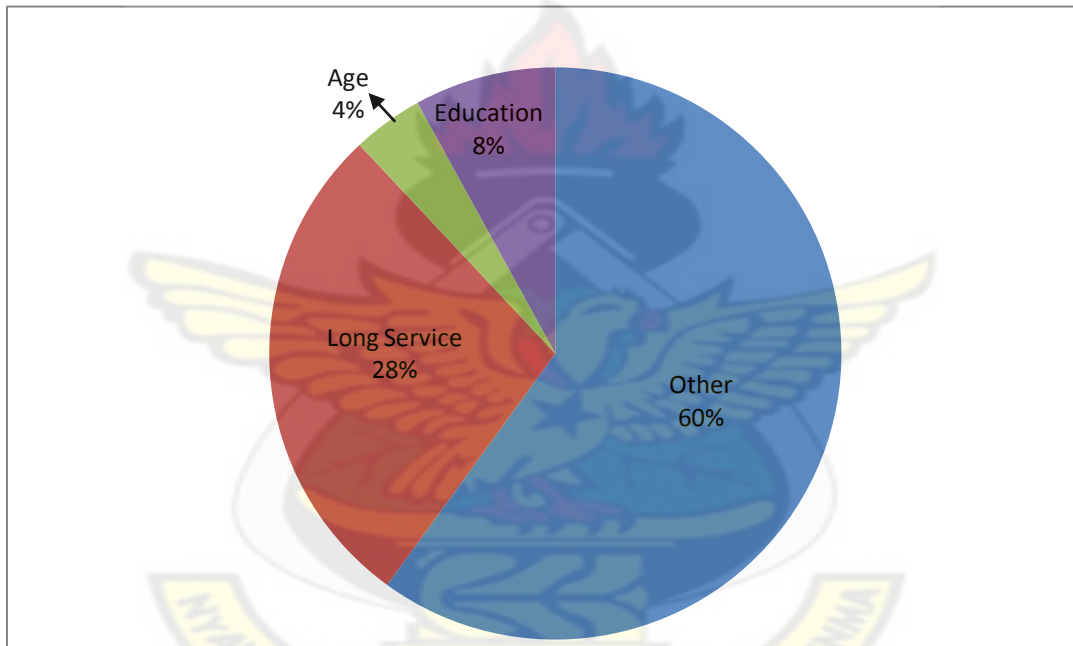
*Source:* Field survey, 2010

It is clear from table 4.6 that out of the 25 CBOs sampled, only two had no constitution. The overwhelming majority of 23 CBOs, representing 92%, had constitutions. The background information depicts that CBOs' operations were backed by constitution. This, in a way, would ensure discipline among CBO members in their attempt to develop the agricultural sector.

#### 4.3.6: Internal Democracy in CBOs

Democracy in an organization could be achieved in different ways including the criteria and procedure for selecting leaders in the organizations. The study sought to find out the criteria for selecting leaders in CBOs since every institution has a way of doing it. Figure 4.3 shows the result of the responses on the criteria for selecting leaders in CBOs.

**Figure 4.3: Criteria for Selecting Leaders in CBOs**



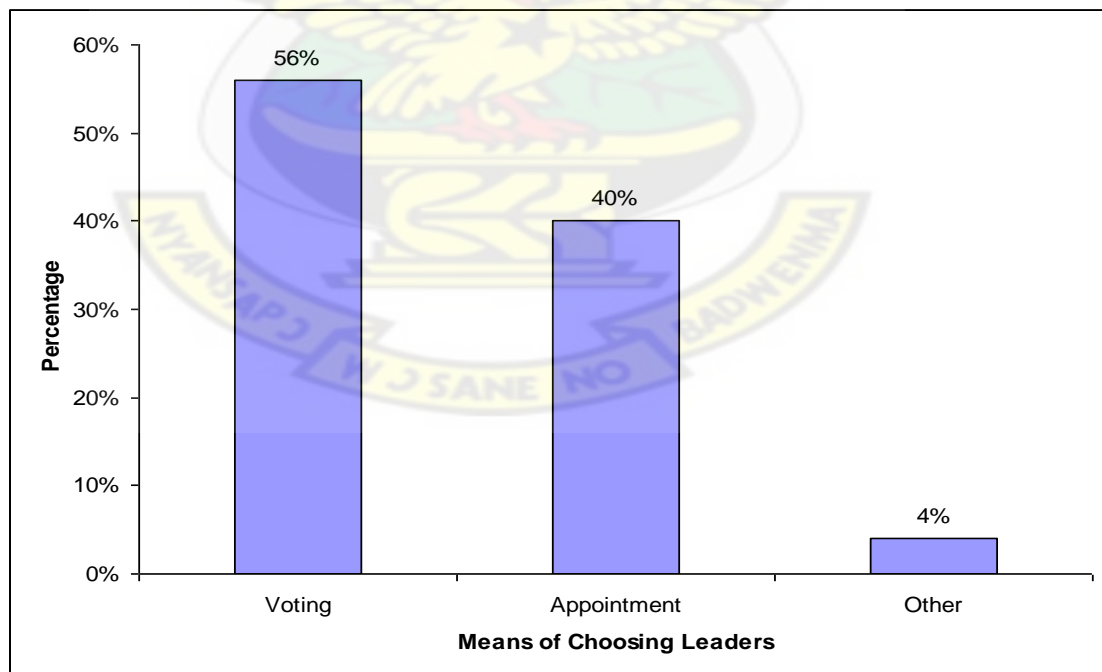
*Source:* Field survey, 2010

It was realized that only 4 per cent said that the selection of leaders was based on age. The great majority of 60 per cent disclosed that leadership was based on other criteria (including dedication, commitment, contribution made, etc.).

The result indicates that in selecting leaders for CBOs, age and educational level of the person, though necessary, do not count much. Rather, the person's dedication and commitment to the organization were the key factors. This alone entices members to render effective services to achieve the objective(s) of the organizations which would eventually lead to agricultural development.

With regard to the procedure for selecting leaders in CBOs, fourteen (i.e. 56%) out of 25 CBO leaders sampled declared that selection of leaders was done through election. Only one CBO leader said that the leaders were self imposed. Figure 4.4 depicts responses on the procedure for selecting leaders in CBOs.

**Figure 4.4: Procedure for Selecting Leaders in CBOs**



*Source:* Field survey, 2010



The background information depicts that there was an existence of democracy in CBOs because other ways of becoming a leader (such as self imposition) in CBOs were less or not entertained. This situation affirms the recommendation by Uphoff and Normal (1994) that the selection of leaders in CBOs was by consensus. This presupposes that every member in CBOs has the opportunity to become a leader.

#### **4.4: The Roles of CBOs in the Development of the Agricultural sector**

CBOs are expected to play specific roles including production, information dissemination, education and training and marketing of products in the agricultural sector to ensure development. The study assessed these roles of CBOs using their set objectives.

##### **4.4.1: Availability of Set Objective(s)**

The objective(s) of any organization determines its role. The study sought to find out whether or not CBOs' activities were guided by laid down objective (s). All the 25 respondents (that is 100%) said that the activities of CBOs were guided by set objectives.

The study probed further to identify the main objective(s) of these CBOs and compared them with their roles to find out the kind of help CBOs offered to agricultural development in the Ashanti region. It was realized that CBOs' objectives, including putting resources together for development; producing in large quantity for sale; receiving training and retraining people on modern technology in farming, among others,

were reflection of their roles, especially, in production and marketing which Kohls (1986) and Jeans (1998) established.

The study again found out from the leaders whether or not CBOs created opportunities, in terms of agriculture productivity, for their members. All the 25 leaders declared that CBOs gave opportunities to the members in diverse ways including seeking for loans, provision of training in modern technology, marketing of their produce and so on. According to Kaplan (1996), CBOs assist their members to create market for themselves, help them to be educated and trained in modern technology in production and above all aid them to transform their socio-economic situations. This assertion agrees with what the study revealed and it is an indication that, besides agricultural development, CBOs could also help raise the standard of living of the members if they are empowered to do so by external sources.

#### 4.4.2: Provision of Education and Training to Community Members by CBOs

In order to achieve success in the agricultural sector, CBOs are noted for helping the entire community and not only their members. Providing education and training on the application of modern technology in agricultural activities to community members, especially farmers, is very crucial. The study, therefore, sought to find out whether or not this role was being played by the CBOs. Table 4.7 represents information gathered on whether or not the CBOs provided education and training to community members.

**Table 4.7: Provision of Education and Training to Community Members by CBOs**

<b>Variables</b>	<b>Frequency (N=25)</b>	<b>Percentage (%)</b>
Education Provided	21	84
No Education Provided	4	16
<b>Total</b>	<b>25</b>	<b>100</b>

*Source:* Field survey, 2010

From table 4.7, it is clear that only 16 per cent said CBOs did not provide education and training to community members. The remaining 84 per cent said that CBOs provided education and training to community members.

The background information indicates that information dissemination and application of modern technology in agricultural sector could be entrusted to CBOs since they were able to provide education and training to community members.

#### 4.4.3: The District Directors (of MoFA) Views and Impressions on the CBOs' Roles

The views of the respondents on whether or not the CBOs had helped to develop the agricultural sector in their districts were sampled. The respondents unanimously admitted that the CBOs really played major roles in the development of agriculture in the districts.

Touching on the type of roles these CBOs play, on the average, 57% said that the CBOs cultivated farms in large scale, processed oil palm for sale and disseminated all sorts of

information and technology from MoFA to both members and non-member (especially those involved in agriculture activities) in the various communities.

This revelation is an indication that CBOs are indispensable in agricultural development since they served as contact groups for production, processing and marketing of agriculture products, as well as information and technology dissemination in various communities.

With regard to their knowledge on the level of performance of CBOs in agricultural development, 43% stated that CBOs were effective in their performance. 57%, on the other hand, said that CBOs were ineffective in their attempts to develop the agricultural sector due to numerous challenges they encounter in their operations. This indicates that a lot of CBOs were not performing as expected in the various districts.

#### **4.5: The Main Challenges of CBOs in the Development of Agriculture**

Challenges are inevitable in every institution including the CBOs. These challenges are numerous and remedies could be provided only when they are identified. The study therefore sought to identify the main challenges to the effectiveness and efficiency of CBOs in the development of agriculture in the study area.

#### 4.5.1: Main Source of Finance for CBOs

An effective and efficient performance of every institution does not only depend on the commitment of the members but also other factors including the financial status of the group. The study therefore sought to elicit data on the main sources of finance for the CBOs. Table 4.8 shows the responses regarding the main sources of finance for CBOs.

**Table 4.8: Main Source of Finance for CBOs**

Main source	Frequency (N=25)	Percentage (%)
Government	1	4
NGO	2	8
Members' contributions	22	88
<b>Total</b>	<b>25</b>	<b>100</b>

*Source:* Field survey, 2010

As revealed by table 4.8, only one (i.e. 4%) out of the 25 respondents identified government as the main source of finance. The overwhelming majority of the CBOs (88%) declared that members' own contributions (mainly dues and proceeds from sales) had been their main source of finance.

The study revealed that CBOs received limited external financial inflows implying that almost all their financial resources were generated internally. The study therefore confirms what Arrossi (1994) established that CBOs generally have low revenues since individual members are the main source of capital and other resources. This perhaps

explains why most CBOs frequently face financial crisis in their day to day operations, especially in the field of agriculture.

#### 4.5.2: Keeping of Records by CBOs

Record keeping has the merit of enhancing accountability, transparency and auditing in all organizations. Accountability and transparency could receive a substantial boost if various formal records are maintained; this ensures unity and development (Offei, 1998). In view of this, data were gathered from the field to ascertain whether the CBOs kept records or not. All the 25 CBO leaders sampled said that CBOs kept records of their operations.

The issue of record keeping was further confirmed by the MoFA directorate in the selected districts. They stated that they assessed the credibility and contributions of CBOs based on available records. This means that adequate records were kept by CBOs as document. Hence, Owens' (1993) assertion of inadequate documentation as a problem of CBOs cannot be accepted holistically, according to the study.

With regard to transparency, the respondents were tasked to state whether or not the accounts of CBOs were made known to the members. Only one (i.e. 4%) said that CBOs' accounts were not made known to the members. The greater majority of 96% disclosed that the accounts of CBOs were made known to the members.



The background information depicted that accountability and transparency were features of CBOs since members were made known of their financial statuses. This situation perhaps helped foster unity among the CBOs which Offei-Aboagye (1998) established. The study further agrees with Grady's (2005) assertion that failure of CBOs' leadership to be accountable can result in internal conflict, withdrawal of loyalty, low member commitment to organizational goals and general suspicions that affect the development of the organizations.

#### 4.5.3: Support from MoFA for CBOs Activities

External support from MoFA is indispensable if CBOs are to be made to operate effectively to develop the agricultural sector. Esman and Uphoff (1984) echoed that CBOs' capacity to mobilize and manage local resources is directly associated with their ability to raise and attract foreign resources for their activities. The study, therefore, sought to find out whether or not the CBOs received support from MoFA. Table 4.10 displays the data gathered from the field.

**Table 4.9: Support from MoFA for CBOs Activities**

<b>MoFA Support</b>	<b>Frequency (N=25)</b>	<b>Percentage (%)</b>
Received Support	23	92
Did Not Receive Support	2	8
<b>Total</b>	<b>25</b>	<b>100</b>

*Source:* Field survey, 2010

It is evident from table 4.10 that, only two respondents (i.e. 8%) said CBOs did not receive any form of external support but the majority of them (i.e. 92%) said that CBOs got support in the form of education and training and sometimes planting materials from MoFA for their activities.

The study revealed that MoFA offered help to the CBOs to carry out their activities. This therefore confirms what McVay (1999) established that CBOs call for the services of MoFA and with the help of the project staff they identify production and marketing opportunities themselves. The members of CBOs are always abreast with all the information within their field of operation.

Concerning the kind of support MoFA provides, the directors mentioned technical training, field demonstration, advisory services, linking groups to financial institutions for assistance and providing of inputs such as planting materials and fertilizer, as the main services provided to the CBOs.

Help in managerial skills, land tenure system among others which ISSER (1995) specifically cited as the major problems of CBOs were not part of the help offered. This means that the help that MoFA offered to the CBOs was not enough for the effective and efficient development of the agricultural sector.

#### 4.5.4: Availability of Office for CBOs

Offices do not only help in the safe keeping of properties (including records) of organizations but also serve as places to hold meetings. Besides, office for a particular organization helps to advertise the presence of that organization in that locality. The study, therefore, sought to find out whether or not the CBOs had offices.

Out of the 25 respondents sampled, only six (i.e. 24%) stated that they had offices for their organizations. The majority of CBO leaders (i.e. 76%) said that they had no offices.

Table 4.11 shows the respondents' responses on the availability of office for CBOs.

**Table 4.10: Availability of Office for CBOs**

Availability of Office	Frequency (N=25)	Percentage (%)
Office Available	6	24
No Office Available	19	76
<b>Total</b>	<b>25</b>	<b>100</b>

*Source:* Field survey, 2010

This revelation indicates that most CBOs lacked offices to keep their documents, including their records of performance in, or contributions to, the agricultural sector.

#### 4.6: RESULTS FROM THE FOCUSED GROUP DISCUSSIONS

This section indentifies the general responses from the participants of the focused group discussions. These responses to the various questions are illustrated as follows:

#### 4.6.1: The Organizational Structure of CBOs

The discussion sought to gather information concerning the structure of CBOs with regard to the procedure for selecting leaders, registration and availability of constitution. On the issue of how CBOs' leaders were selected, the participants unanimously disclosed that selection of leaders was strictly by election in line with CBOs principle of democracy. With regard to registration, all the participants said that their organizations had registered with MoFA.

They however confirmed that there were other CBOs that were not registered with MoFA. A common statement they made was, *“our organizations have registered with MoFA but there are others that have not registered”*. This statement re-affirmed what the directors established in their response to the questionnaire. It also confirmed the statement by NDPC in their 2008 annual progress report that there was poor recognition of most operations of CBOs by MoFA.

In addition to their registration statuses, participants were also asked to state whether their activities were guided by constitution. It came out from the participants that the CBOs' activities were guided by laid down rules and regulations. They also mentioned that the laid down rules always protected the members from unnecessary quarrels. More than 80 per cent said, *‘we have rules that govern the activities of our organizations and behaviour of the members’*. This again confirms that CBOs had constitutions which govern not only their activities but also the welfare of their members.

#### 4.6.2: The Assessment of CBOs' Role in the Development of the Agricultural sector.

The functions of every organization depend basically on their set objective(s). The participants were, therefore, asked to state their organizations' objective(s). The following were mentioned by the majority of the participants:

- *To put resources together for development.*
- *To produce crops in large quantities for sale.*
- *To process palm kernel oil and palm oil for sale*

This indicates that members knew the essence of forming their organizations and could therefore work towards their goals. From their objectives, it was evident that CBOs played roles in production, processing and marketing.

The research sought to find out from the participants whether or not their organizations gave training and education to the community members. It was revealed that CBOs did not only give education and training but they also disseminated information (from MoFA) to the community members. These were some of the statements the participants made:

- *We educate and train the community members on the application of modern technologies in the production and processing of agricultural goods.*
- *We disseminate any information from the office of MoFA to the people in the community.*

Touching on the opportunities the participants derived from their organizations, almost 90 per cent of them made the following statements:

- *With the help of modern technology acquired from MoFA and other individuals we are able to produce large quantities of oil with ease.*
- *We get people to buy our products in bulk. The only problem is that we are sometimes cheated.*
- *We receive education and training from MoFA officials and other NGOs free of charge.*
- *We sometimes get loan facilities from banks and credit unions to initiate or complete both individual and group projects.*

The background information indicated that CBOs do not only help in agricultural development but also help to raise the standard of living of individual members. These opportunities, in a way, help to reduce the prevalence rate of poverty in the study area.

#### 4.6.3: The Challenges of CBOs

To ascertain the actual problems CBOs encountered, the discussions were centered on the operational challenges of CBOs. The participants identified various challenges including land acquisition problems, financial constraints, lack of modern equipment to work with, lack of incentive packages, and high interest rate, among others. These challenges were not different from what the leaders identified. The following were some of their statements:



- *We do not get land for mass production because the chiefs are not willing to release vast lands unless huge royalties are paid.*
- *The banks feel reluctant to grant us loans for our activities and the few that grant us loans charge high interest.*
- *There is usually poor commitment on the part of members resulting from disunity among some of them.*

The background information reveals that CBOs encountered a lot of problems in their operations. This situation therefore could obstruct the activities of CBOs and their attempt to develop the agricultural sector.

On the issue of financial mobilization, the participants confirmed that financial capital for activities of CBOs is largely generated internally through members' contributions. About 80 per cent said the following:

- *We pay dues and also set aside a percentage of the net profit from our sales.*
- *We also get money from the processing machines.*
- *We are ever ready to pay the interest on loans from banks but the bank officials are not ready to offer us much.*

These responses show that no external funds were given to the CBOs to help them in their operations. It was established that the Banks' unwillingness to offer loans to

members of CBOs was due to the high risk involved. Most farmers defaulted payment, especially when their crops failed.

With regard to the availability of office, the participants were asked to state where their documents were safely kept. It emerged from their responses that most of them had their documents kept in their leaders' residences because they did not have offices for their organizations. About 85 per cent of the participants had this to say: *"We do not have an office so all our documents are kept in the chairman's residence where we sometimes hold our meetings."* This re-affirms the leaders' responses that their organizations did not have offices. This situation, according to the MoFA directors, does not help in proper auditing and assessment of CBOs' finances.

#### **4.7: Summary**

This chapter presented, analyzed and discussed data obtained from the field through questionnaire administration and interviews on the roles of CBOs in agricultural development. The analyses revealed the structure, operational capacities and challenges of CBOs in the study area.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1: Introduction**

The study sought to unveil the contribution of CBOs in agricultural development in the Ashanti region. This chapter presents a summary of the major findings, conclusions and recommendations in relation to the objectives of the study.

#### **5.2: Summary of Findings**

This section pulls together all major findings of the study. These findings are discussed under each specific objective of the study and are subsequently used to answer the research questions.

##### **5.2.1: The Operational Structure of CBOs in the Ashanti Region**

The study revealed the operational structure of CBOs, including their establishment, registration, practice of democracy, numerical strength and gender composition in the field of agricultural development in the Ashanti region. It was established that CBOs were indigenous organizations since they were formed by local people within local communities. For example, about 80 per cent of the respondents declared that their organizations were established by individuals in the communities and that the members resided within the same communities.

In view of this, a collaborative effort by individual members of the CBOs to initiate and complete project(s) to develop the agricultural sector is assured because the members were united in their various communities. The study, therefore, agreed with the conclusion made by Owens (1993) that indigenous organizations had the best potential to implement participatory development initiatives that respond to genuine local needs.

Despite the fact that the CBOs were locally organized bodies, the study revealed that they had their set objectives (mainly for agricultural development) and constitutions that governed their activities. For example, about 92 per cent of the respondents and two-third (2/3) of the participants in the focused group discussions stated that CBOs had objectives and constitutions that governed their operations. Also, democracy was highly upheld by the CBOs. It was found that leaders were selected through voting and the criteria for selection were so open that each member could become a leader in the CBOs.

The study further revealed that since registration was a hallmark for every viable organization, all the CBOs had registered with MoFA directorates and that their activities were monitored at the district levels. Thus, the NDPC's assertion in its 2008 annual progress report that MoFA did not receive the needed recognition from key operators in the CBOs has been refuted by the study.

In terms of numerical strength and gender composition of CBOs, the study revealed that females' involvement in CBOs was greater than males'. Thus, more than 70 per cent of the respondents admitted this fact (Table 4.5 in page 57). The total membership of CBOs

was identified to be mostly between 11 and 20 (Figure 4.2 in page 56). This range of total membership was however considered an ideal for collaborative activities especially in the rural communities where agriculture is the main occupation for the people (Caldecott and Lutz, 1998).

#### 5.2.2: The Role of CBOs in the Development of Agriculture in Ashanti Region.

The study came out with the major roles and contributions of CBOs in the development of the agricultural sector in Ashanti region. The findings revealed that mobilization of resources, information dissemination, production and marketing of agricultural goods, as well as education and training, constituted the major roles of CBOs. For example, more than two-third (2/3) of the participants of the focused group discussions declared these facts.

These roles were in a way related to the reports by some authors, that:

- CBOs often demonstrate the capability to mobilize community local resources for grassroots development (Offei-Aboagye, 1998).
- No production should ever be undertaken unless the product has a market. The market begins with production on the farm and groups such as CBOs are more likely to succeed when based on joint marketing (Kohls, 1986; Stringfellow et al, 1997).
- Structural linkages comprising the vertical and horizontal flow of information is a desirable feature to make effective operation feasible (Esman and Uphoff, 1984).

The study, on the other hand, revealed that most of these CBOs levels of performance were not up to expectation due to numerous challenges they normally encountered in their operations. This revelation came from the MoFA directors themselves. For example, 57 per cent of them came out with this fact when they were asked to declare their impressions about the CBOs performance.

#### 5.2.3: The Main Challenges to the CBOs' Effectiveness and Efficiency in Developing the Agricultural sector in the Ashanti Region

The study unveiled the obstacles that affect the performance of CBOs in the Ashanti region. These challenges were numerous and the major ones included the following:

- Poor networking and linkages to external bodies and among other CBOs. More than half of the participants of the focused group discussions mentioned this problem and 80 per cent of the leaders identified this same challenge in their responses. This therefore confirms the statement made by Rodda (1994) that CBOs had weak links with external development organizations.
- Weak financial base resulting from lack of external injection. Majority of the CBOs leaders (i.e. 88%) and almost all the participants of the focused group discussions raised this problem. They disclosed that all the monies needed to sustain the CBOs activities were generated internally through members' contributions. This situation therefore confirms the assertion made by Arrossi (1994) that generally, CBOs had low revenues because individual members were the main source of capital and other resources.
- Poor process related issues, including inadequate structures (such as offices) leads to lack of commitment from members. For example, 76 per cent of CBO leaders and more than



half of the participants of the focused group discussions declared that their organizations did not have offices.

- Inadequate managerial skills among the members, especially the leaders, due to their low educational background which Owens (1993) established was confirmed by the study. For example, only 16 per cent of the CBO leaders had secondary education and above. The rest were basic school leavers and therefore lacked the requisite knowledge in management. These challenges were therefore identified to be the main cause of the CBOs inefficiency in the study area.

#### 5.2.4: Answers to the Research Questions

This section presents all the answers to the research questions for the study. These answers are illustrated under each specific research question as follows:

##### 5.2.4.1: The operational environment of CBOs in Ashanti region

CBOs had a structured environment within which they operated. Generally, they were established by community members, headquartered in the communities and managed by people in the same communities. The study revealed that CBOs had constitutions (and objectives) that governed their activities. They also operated democratically especially when it comes to the selection of leaders.

5.2.4.2: The key roles that CBOs are expected to play in the development of the agricultural sector in the Ashanti region

Broadly speaking, CBOs were found to be capable of diffusing modern technology in agriculture; disseminating information from MoFA to the community people; producing, processing and creating good marketing environment for agricultural products; and giving education and training to the public.

5.2.4.3: The major constraints to the effective involvement of CBOs in agricultural development in the Ashanti region.

Finance, poor networking, inadequate managerial skills and structures (especially office) were identified as the major challenges to the performance of CBOs with regard to agricultural development in Ashanti region.

### **5.3: Conclusions**

From the findings of the study, both general and specific conclusions can be drawn. The general conclusion, with reference to the responses from the questionnaire and focused group discussions, is that CBOs play major roles in agricultural development in the Ashanti region.

Specifically, the following conclusions can be made:

1. CBOs are seen to be indigenous organizations; they have the best potential to respond to genuine local needs. The establishment, management and capacity of CBOs can influence

the development of agriculture hence their registration with MoFA is vital in the study area.

2. CBOs contribute towards agricultural development in the form of information dissemination, resource mobilization, production and marketing of agricultural goods as well as provision of education and training to the community members. These roles have reinforced the development of the agricultural sector in the Ashanti region.
3. The numerous challenges that CBOs encounter in their operations in the study area impede their capabilities of development. This situation, which needs to be curbed if not totally eradicated, affects the effective and efficient performance of CBOs in the development of the agricultural sector in the region under study.

#### **5.4: Recommendations**

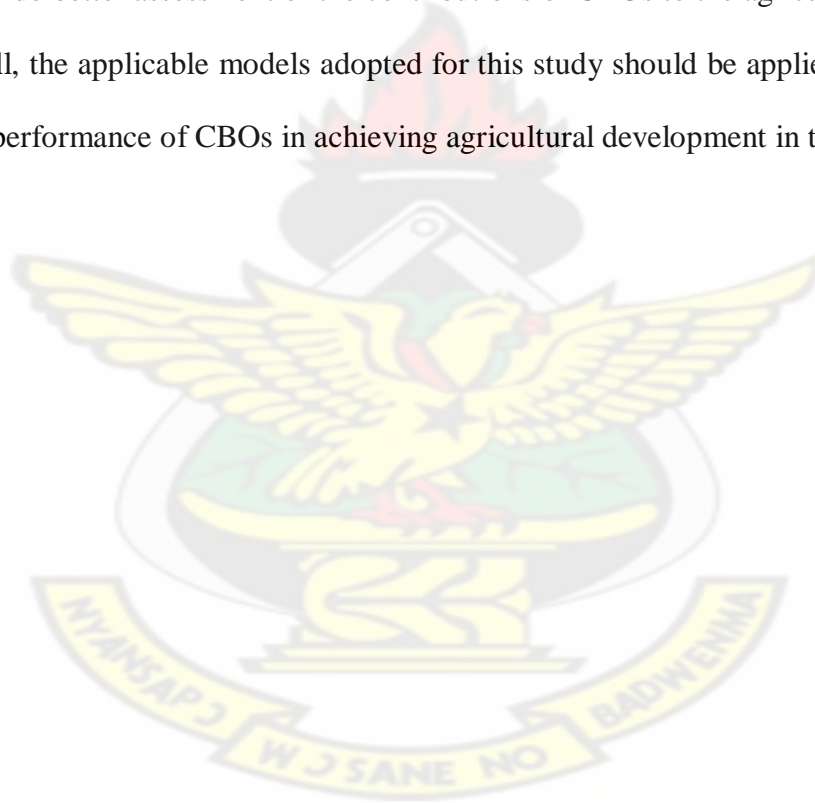
With particular reference to the factors that have been identified as challenges to the effective and efficient performance of CBOs in the development of the agricultural sector in the study area, the following recommendations are being made as remedy to the situation:

1. The NGOs, especially those whose activities contribute towards agriculture development (e.g. ADRA, Plan Ghana, etc.) should be encouraged to liaise with the CBOs and support them to achieve their objectives in the development of the agricultural sector. Again, CBOs within the same district should be encouraged to join hands in their day- to- day activities. This will not only ensure proper collaboration and networking among them but also make them vibrant in their fields of operation in the agricultural sector.

2. The government should negotiate with the banks, especially ADB, and provide accessible facilities such as subsidizing the interest rate so that the CBOs can access loans from banks with ease and become financially viable in the performance of their roles to develop the agricultural sector.
3. The government and other companies should invest in CBOs' capacity as viable groups for agricultural development after they have registered with MoFA.
4. Members of CBOs should be encouraged to join available and recognizable credit unions that can offer them soft loans for their projects.
5. Accountability should be built into the management style of the CBO leaders so that transparency would be ensured in all their activities.
6. The government should supply modern equipment at subsidized or affordable prices and on credit basis as a source of motivation to CBOs that are into agriculture activities.
7. The government should introduce incentive package(s) for the CBOs in order to entice them to perform creditably in their fields of operation in the agricultural sector. For example, just as teachers and farmers enjoy, 'Best CBO Award' could be introduced at the district, regional and national levels. This in a way will create favourable competition among the CBOs in all their endeavours and also attract others to indulge in agriculture activities which eventually will lead to the development of the agricultural sector.
8. Traditional authorities should be implored to release land to the CBOs to enable them to engage in large scale production.
9. The media should help create public awareness of the benefits of CBOs and their contributions to the development of the agricultural sector. This will inform people,

especially the unemployed youth, to organize themselves and form CBOs in their localities.

10. The MoFA and other stakeholders should give intensive and frequent education and training to the CBO members, especially the leaders, in order to equip them with general managerial, technical and entrepreneurial skills required to perform their roles effectively in the agricultural sector. This will not only help the leaders to build their requisite capacity in keeping proper records of their organizations but also offer an opportunity for MoFA to do better assessment of the contributions of CBOs to the agricultural sector.
11. Above all, the applicable models adopted for this study should be applied to enhance the level of performance of CBOs in achieving agricultural development in the study area.



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APPENDIX A: **QUESTIONNAIRE FOR THE CBO LEADERS**

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**COLLEGE OF ARCHITECTURE AND PLANNING**  
**DEPARTMENT OF PLANNING**

**TOPIC: Assessing the Role of Community-Based Organizations in Agricultural Development in the Ashanti Region.**

This research is part of a Master's Thesis conducted in the Department of Planning, University of Kwame Nkrumah Science and Technology, Kumasi. The study is based on a selected sample in Ashanti Region, so your participation is vital. The outcome of this study will enhance knowledge on the role of Community-Based Organizations (CBOs) in Agricultural Development.

Participation in this study is voluntary, and all who participate will remain anonymous. Your name is not needed. All information offered will be treated confidentially, and the results will be presented in such a way that no individuals may be recognized.

**NOTE: Please provide the correct information by ticking (✓) in the appropriate box and also fill in the blank where necessary.**

**PART I**

**PERSONAL DATA FOR RESPONDENTS**

1. Sex: Male ☐ Female ☐
2. Age: Less than 30 ☐ 30 - 45 ☐ 46 - 55 ☐ 56 or more ☐
3. Level of education: None ☐ Basic ☐ Secondary ☐ Tertiary ☐
4. Number of years held the position: Less than 3 ☐ 4 - 6 ☐ 7- 9 ☐ 10+ ☐

## PART II

### SECTION A: ORGANIZATIONAL STRUCTURE

5. Has this organization been officially registered?

Yes ☐

No ☐

a. If yes identify the year in which your organisation registered

Before 2001 ☐

2001 – 2003 ☐

2004 – 2006 ☐

2007 – 2009 ☐

b. If no, why? .....

.....

.....

6. Which of the following bodies initiated the establishment of this organization?

Government ☐

NGO ☐

A Group of people within the community ☐

Other (specify) .....

7. What is the total number of membership in your organization?

1 – 10 ☐

11 – 20 ☐

21 – 30 ☐

31+ ☐

8. What is the gender composition of your organization?

More males than females ☐

More females than males ☐

Equal number of males and females ☐

9. On what basis do you choose your leaders?

Long Service ☐

Age ☐

Education ☐

Other (specify) .....

10. How do you select your leaders?

Voting ☐

Appointment ☐

Other (specify) .....

11. Does your organization have laid down rules that govern its operations?

Yes ☐

No ☐

a. If yes, how are they enforced? .....

b. If no, why? .....

12. Do you have an office for the organization?

Yes ☐

No ☐

a. If yes, where is it located?

Within the community ☐

Outside the community ☐

b. If no, where do you keep your documents? .....  
.....

13. Do you hold regular meetings?

Yes ☐

No ☐

If no, why? .....

14. How often do you hold meetings if yes to 12 above?

Weekly ☐

Fortnightly ☐

Monthly ☐

Quarterly ☐

## **SECTION B: ASSESSMENT OF THE CBOs ROLE IN AGRICULTURE**

15. Does your organization have objective(s) for its activities?

Yes ☐

No ☐

a. If yes, state the main objective(s) of your organization. ....  
.....  
.....

16. Identify some of the roles that your organization plays in the community?

.....  
.....

17. Does your organization create opportunities, in terms of agricultural production, for the members? Yes ☐ No ☐

a. If yes, by what means? .....  
.....

b. If no, why? .....  
.....

18. What is the main source of financial capital for your organization?

Government ☐

NGOs ☐

Group members ☐



19. Do you involve other organizations in your activities?

Yes ☐

No ☐

a. If yes, how often? .....

b. If no, why? .....

20. Does your organization give education and training to the community members?

Yes ☐

No ☐

a. i. If yes, what kind of education and training? .....

ii. How often? .....

b. If no, why? .....

### SECTION C:

### CHALLENGES OF CBOs OPERATIONS

21. Does your organization keep records?

Yes ☐

No ☐

a. If yes, state the kind(s) of records.....

b. If no, why? .....

22. Does your organization get support from some where?

Yes ☐

No ☐

a. i. If yes, what kind of support does your organization get? .....

ii. Which agencies give this kind of support? .....

b. If no, why? .....

Are the members regularly made known of the organization's account?

Yes ☐

No ☐

- a. If yes, how often? .....
- b. If no, why? .....

23. Are the community members aware of the presence of this organization?

Yes ☐

No ☐

- a. If yes, how do you know? .....
- b. If no, why? .....

24. Does your organization face problem(s) in its operations?

Yes ☐

No ☐

If yes, state some of them. ....

.....

.....

**SECTION D: RECOMMENDATION FOR POLICY FORMULATION**

25. Suggest ways of solving the problems mentioned in 24 above. ....

.....

.....

26. Do you have any other thing(s) to share with me that we have not talked about it?

Yes ☐

No ☐

If yes, state them. ....

.....

.....

THANK YOU

APPENDIX B: **QUESTIONNAIRE FOR THE DISTRICT DIRECTORS OF**  
**MoFA**

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY  
COLLEGE OF ARCHITECTURE AND PLANNING  
DEPARTMENT OF PLANNING

**TOPIC: Assessing the Role of Community-Based Organizations in Agricultural Development in the Ashanti Region.**

This research is part of a Master's Thesis conducted in the Department of Planning, University of Kwame Nkrumah Science and Technology, Kumasi. The study is based on a selected sample in Ashanti Region, so your participation is vital. The outcome of this study will enhance knowledge on the role of Community-Based Organizations (CBOs) in Agricultural Development.

Participation in this study is voluntary, and all who participate will remain anonymous. Your name is not needed. All information offered will be treated confidentially, and the results will be presented in such a way that no individuals may be recognized.

**NOTE: Please provide the correct information by ticking (✓) in the appropriate box and also fill in the blank where necessary.**

**PART I**

**PERSONAL DATA FOR RESPONDENTS**

1. Sex: Male ☐ Female ☐
2. Age: Below 30 ☐ 31- 40 ☐ 41- 50 ☐ 51- 60 ☐ 61 and above ☐

3. Level of education:      Basic ☐      Secondary ☐      Tertiary ☐      Other ☐
4. For how long have you held this position?
- 1-5 ☐                      6-10 ☐                      11+ ☐

## PART II

### SECTION A:      ASSESSMENT OF ROLES AND CHALLENGES OF CBOs

5. How many CBOs operate in agriculture activities in this district?
- 1-5 ☐                      6-10 ☐                      11+ ☐
6. Have they all been registered?
- Yes ☐                      No ☐
- If no, why? .....
7. Do you monitor the activities of these CBOs?
- Yes ☐                      No ☐
- a. If yes, how do you monitor their activities? .....
- b. If no, why? .....
8. Do these CBOs roles in your district help in the development of agriculture?
- Yes ☐                      No ☐
- a. If yes, state some of the roles that these CBOs play in the district?
- b. If no, what roles do you expect from these CBOs to ensure agriculture development? ...
9. What kind of impression do you have about the level of performance of these CBOs?

Positive ☐

Negative ☐

State your reason(s).....

.....

10. Does your office offer the CBOs some sort of help?

Yes ☐

No ☐

a. If yes, state the kind(s) of help your office offer. ....

b. If no, why? .....

.....

11. How often does your office offer such kind(s) of help to CBOs if yes to 10 above?

All the time ☐

Monthly ☐

Quarterly ☐

Yearly ☐

12. Identify the major problems of the CBOs in your district? .....

.....

## **SECTION B: RECOMMENDATIONS FOR POLICY FORMULATION**

13. What do you think should be done to improve the performance of these CBOs?

.....

.....

14. Do you have any other thing(s) to share with me that we have not talked about it?

Yes ☐

No ☐

If yes, state them. ....

THANK YOU

## APPENDIX C: **INTERVIEW GUIDE FOR FOCUSED GROUP DISCUSSIONS**

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

COLLEGE OF ARCHITECTURE AND PLANNING

DEPARTMENT OF PLANNING

**TOPIC: Assessing the Role of Community-Based Organizations (CBOs) in Agricultural Development in the Ashanti Region.**

This research is part of a Master's Thesis conducted in the Department of Planning, University of Kwame Nkrumah Science and Technology, Kumasi. The study is based on a selected sample in Ashanti Region, so your participation is vital. The outcome of this study will enhance knowledge on the role of Community-Based Organizations (CBOs) in Agricultural Development.

Participation in this study is voluntary, and all who participate will remain anonymous. Your name is not needed. All information offered will be treated confidentially, and the results will be presented in such a way that no individuals may be recognized.

### **THE ORGANIZATIONAL STRUCTURE**

1. Has your organization officially registered?
2. Where do you keep the organization's documents?
3. On what basis and how do you select leaders in your organization

### **ASSESSMENT OF THE CBOs ROLE IN AGRICULTURE**

4. a. Do your organizations operate with set objective(s)?  
b. State the objective(s) of your organization.
5. a. Do your organizations give education and training to the community members?



- b. Mention the kind(s) of education and training your organizations give.
- 6. What kind of opportunities do you derive from your organisations as a members?

### **THE CHALLENGES OF CBOs OPERATIONS**

- 7. How do you get money to sustain your organizations?
- 8. What are some of the challenges that confront your organizations?

KNUST

*THANK YOU FOR YOUR PARTICIPATION AND CONTRIBUTIONS*



APPENDIX D:

**MAP OF THE STUDY AREA IN NATIONAL CONTEXT**

