

# Factors Affecting the Performance of Agricultural Project from the Perspectives of Agriculture Extension Workers

– A Case Study of Malawi –

Hawonga Tuchitechi<sup>a</sup> · Misook Lee<sup>b\*</sup>

<sup>a</sup>Agricultural Communications Officer, Ministry of Agriculture Irrigation and Water Development at Karonga Agricultural Development Division, Malawi(Karonga Agricultural Development Division, Private Bag 4, Karonga, Malawi)

<sup>b</sup>Park Chunghee School of Policy and Saemaul, Yeungnam University (280 Daehak-Ro, Gyeongsan, Gyeongbuk 38541, Korea)

## 농촌지도사의 관점에서 본 농촌개발 성과 영향요인

– 말라위 사례 –

투치테치 하용가<sup>a</sup> · 이미숙<sup>b\*</sup>

<sup>a</sup>말라위 농업관계개발부 농업교류담당(Karonga Agricultural Development Division, Private Bag 4, Karonga, Malawi)

<sup>b</sup>영남대학교 박정희새마을대학원 새마을국제개발학과(경북 경산시 대학로 280)

### Abstract

This study aims to identify the factors influencing the performance of agricultural projects for small farmers in Malawi. This cross-sectional study was conducted to discover the factors behind the slow performance of agricultural projects in alleviating poverty. The research was conducted in the Karonga and Phalombe Districts in the northern and southern parts of Malawi, respectively. The data were collected through a structured questionnaire survey administered to 82 agriculture extension workers, and a multiple regression analysis was conducted. The results indicated that farmers' socioeconomic factors, including high illiteracy and poverty rates, poor participation regarding project implementation, and high dependency syndrome, significantly affected the performance of agricultural projects. Within the projects themselves, this study discovered that there was no consistent flow of funds. This greatly affected the schedule of project activities, thereby compromising performance. The study recommends that the government and all relevant stakeholders work jointly to alleviate poverty. It is especially important to ensure that smallholder farmers are equipped with self-help capabilities. In addition, it is critical to examine the issues of funding disbursement.

이 연구의 목적은 빈곤 완화를 위한 농업프로젝트의 저조한 성과에 영향을 미치는 요인을 분석하는 것이다. 연구대상 지역은 말라위 북부 및 남부 지역의 Karonga 와 Phalombe 지역이며, 82명의 농촌지도사를 대상으로 설문조사를 실시하였다. 분석을 위한 변수는 농민의 사회경제적 요인, 정부 요인, 프로젝트 관리자 요인으로 구분하였으며, SPSS를 사용하여 회귀분석을 시행하였다. 분석결과 농민의 사회경제적 요인에서는 농민의 문맹률, 높은 빈곤율, 프로젝트의 낮은 참여율, 그리고 농민의 외부 의존 증후군이 저조한 농업 프로젝트의 성과에 영향을 미치는 요인으로 나타났다. 프로젝트 자체 요인으로는 지속적인 자금 흐름과 지원의 부재가 유효한 요인으로 나타났다. 따라서 효과적인 농업프로젝트의 성과달성을 위해서는 정부와 이해 관계자들이 농민들에게 자조정신을 심어주어야 하며, 자금지원에 대하여 검토하여야 할 것이다. 이를 통해 사업의 높은 성과는 직접적인 농민의 빈곤완화로 이어질 수 있을 것이다.

**주요어:** 말라위, 농업프로젝트, 주민참여, 성과, 농촌개발

**Key words:** Malawi, agriculture projects, community participation, performance, rural development

\* Correspondent Author(Misook Lee) Tel: +82-53-810-2162, e-mail: misook@yu.ac.kr

## 1. Introduction

Formerly known as Nyasaland, Malawi is a landlocked country in southeast Africa. It is bordered by Zambia to the northwest, Tanzania to the northeast, and Mozambique to the east, south, and west. Malawi is over 118,484 km<sup>2</sup> in area with an estimated population of 17,377,468 (National Statistics Data, 2014). It has a sub-tropical climate with three seasons (a warm-wet season from November to April, a cool winter season from May to August, and a hot dry season from September to October).

Malawi's economy is predominantly agriculture-driven. About 90% of the population lives in rural areas, where approximately 11 million people are engaged in small holder subsistence farming. However, only one-third of the land is suitable for cultivation due to the presence of mountains, forests, and rough pastures. Smallholder farmers contribute 75% of the food consumed in Malawi and cultivate around 5.3 million hectares of arable land. Agriculture represents 37% of the country's GDP, accounts for over 85% of the labor force, and represents about 80% of all exports. The agricultural sector is dualistic, comprising both small holders and estates. It remains a key driving sector of the economy and is thus prioritized by the government in terms of budget allocation, to meet both household and national food requirements and to support agro industries for export.

The small holder contribution to the GDP is more than 70%, while the estate sub-sector contributes less than 30%. The small holder sub-sector mainly cultivates maize, which is a staple food, and mostly does so using small land holdings. Coffee, cotton, tea, sugar, and tobacco are Malawi's principal cash crops.

Soon after gaining independence, Malawi developed different policies, programs, and strategies to end poverty, especially among small holder farmers. During the pre-reform period (1964-1980), the government devised policies to diversify the economy by shifting its agricultural focus to areas of industrialization.

Due to slow growth and a decrease in the export rate during the reform period (1981-1994), the government developed structural adjustments aimed at diversifying the export base. Different policy documents were formulated during the post-reform period (1995-2007). In 1995, the government aimed

to fight poverty by publishing the Policy Framework for the Poverty Alleviation Program (PAP), Agriculture and Livestock Development Strategy and Action Plan (ALDSAP), Malawi Vision 2020, Malawi Agricultural Sector Investment Program (MASIP), Malawi Poverty Reduction Strategy (MPRS), and the Malawi Economic Growth Strategy (MEGS).

However, decades of agriculture-led policies, programs, and strategies aimed at alleviating poverty among small holder farmers has resulted in a situation in which 70% of Malawi's small holder farmers are still living on less than 1.25 US dollars per day; studies show that the poverty level among these farmers is worsening (Kachule, 2013).

Other research revealed that most of Malawi's economic reforms have affected the agricultural sector, but it has poorly performed while a large proportion of the population that depends on it remains in poverty despite the government's efforts (Chirwa et al., 2008).

Little research has been conducted to examine the factors leading to the slow performance of agricultural projects in Malawi. Although some researchers have focused on agricultural projects and poverty reduction through an examination of Malawi's farmers, this research uniquely examined these factors from the perspective of extension workers. Thus, this paper's aim is to provide a clear understanding of the factors that have contributed to the slow rate of poverty alleviation in Malawi despite extensive government efforts, especially among smallholder farmers.

This study's main research aim was to discover the reasons behind the slow performance of agricultural projects in alleviating poverty among smallholder farmers. The study's main objective was achieved through specific analyses revealing that project performance was affected by the socioeconomic factors of farmers, governmental factors involving project support, and operational project factors.

## 2. Previous Study

Malawi is a country affected by significant poverty. It is widespread in rural and urban areas; more than half the

population is poor. It is estimated that more than 70% of the small holder farming population is living below the poverty line. In the estate sector, about two-thirds of all estate tenants and workers are described as living in poverty. The extent of poverty among female-headed households is significant, constituting 30% of the poor within the smallholder sub-sector. In addition to rural poverty, urban poverty is also a growing phenomenon, affecting around 65% of urban dwellers.

Agricultural projects provide major sources of funding for most agricultural activities in Malawi. Currently, there are many government and developer-funded projects that prioritize different key areas. Most of these projects primarily aim to increase yield, therefore reducing poverty. Agriculture demonstrates very strong links to economic growth (DFID, 2005), not only in Malawi but in Africa as a whole.

A World Bank paper reported that 1 billion people in developing countries live under extreme poverty and that most of them depend on agriculture for a living (World Bank, 2003). These rural farmers do not have sufficient cultivating land. Most farming households are headed by females or children. The World Bank recommended the use of agricultural projects as a major means for governments in developing countries to end such poverty. This is because the extreme poor are those living in rural areas, who tend to be small holder farmers.

Malawi devised different programs and strategies to alleviate farmers from poverty. However, studies show that the poverty level among these farmers is worsening (Kachule, 2013). Chirwa et al. reported that agricultural development policies and structural reforms have not significantly improved economic performance while poverty seems to be increasing among the population, a large proportion of which is comprised of small holder farmers who cultivate on less than a hectare of land (Chirwa et al., 2008).

Since 2005 agriculture season the government of Malawi through the Ministry of Agriculture and Food Security has been implementing the Farm Input Subsidy Programme (FISP) with an aim of assisting the smallholder farmers who are income poor to access the fertilizer with an aim of increasing household food security. In the study, the researcher found out that the smallholder farmers who are poor and elderly receive the coupons

which are used to buy subsidized agriculture inputs including fertilizer and seed but only a few of them manage and most of the beneficiaries sell the coupons to commercial farmers. The few small holder farmers who tend to manage to buy the inputs are those who are involved in social safety nets as they are able to redeem the inputs.

Outside of Malawi, there have been studies on the slow performance of the agricultural sectors in Tanzania, Kenya, Uganda, and Ethiopia (Collier et al., 2014; Mashindano et al., 2011; Mkhize, 2009; Salani et al., 2009).

In the Ethiopia currently the agriculture extension is provided primarily by the public sector, operating in a decentralized manner through which extension is implemented at the district level. The current extension service appears to give more attention to smallholders compared to its predecessors. The realization that farmers need to adopt technologies voluntarily (Besha & Park, 2014).

Justin K. Urussa conducted research in which the factors affecting maize production in Tanzania at the household level were analyzed (Urussa, 2015). The study was carried out at the district level, and the data were collected through a household survey of farmers. Urussa pointed out that, despite the important role played by agriculture in Tanzania's overall economy and for the welfare of Tanzanians, agricultural productivity is affected by several factors that lead to low yields. These factors include a lack of education among farmers, limited access to inorganic fertilizers, improved seeds, the lack of agricultural extension services, and chemical inputs such as herbicides and pesticides.

Another study discovered that farmers did not realize bumper yield because less inorganics were applied to crops, and many farmers followed poor methods of farming, did not have improved seed varieties, lacked agricultural extension services, had limited access to credit facilities, and struggled with poor infrastructure (e.g, roads), weak market linkages, and environmental factors such as inadequate and unreliable rainfall and poor soils (Abraha et al., 2015).

Magomero et al. (2014) researched about agricultural extension system of malawi. In this research was mentioned of difficulties to assess extension impact. There were often different procedures and approaches used in extension services which added to the

complication of tracing cause and effect in the performance of different extension approaches. This results in the public extension service being perceived by many as low class service that does not need adequate funding and highly trained staff (Magomero & Park, 2014).

The inadequacy of rural infrastructure has been cited as a major reason for low agricultural productivity. How important is rural infrastructure in raising agricultural productivity? Another researcher working in the Philippines pointed out that productivity was low simply because farmers found it difficult to transport their produce to growing markets due to poor road conditions, telecommunications, banks, irrigation, and water supplies, as well as a lack of energy for different processes such as value addition. Infrastructural development reduces the production costs for farmers; they therefore work hard because of motivation and the prospect of greater returns (Gilberto, 2012).

### 3. Methodology

This research was cross-sectional and quantitative in nature, and involved both first-hand information obtained through a questionnaire survey and secondary data. This study collected quantifiable data alongside numeric and statistical explanations.

#### 3.1. Research Area

This study's survey was conducted in the Karonga and Phalombe districts in the Northern and Southern parts of Malawi, respectively. Karonga covers 3,355 km<sup>2</sup> area of land with a total population of 194,572, while Phalombe covers a 1,394 km<sup>2</sup> area with a population of 231,990.

These two districts were among those in Malawi with a high number of agricultural projects during the time of study. Karonga and Phalombe are among the districts with high rates of poverty, especially among smallholder farmers.

#### 3.2. Sample and Research Type

This study targeted government extension workers from

Karonga and Phalombe, including District Agriculture Development Officers (DADO), Subject Matter Specialists (SMS), the Agriculture Extension Development Coordinator (AEDC), and Agriculture Extension Development Officers (AEDO). Both male and female public servants were targeted.

DADO workers are controlling officers at the district level, while SMS workers are public servants working in different departments under the DADO office; they are stationed at District Agriculture Offices. The departments include Extension, Land resources, Crops, Livestock, and Planning.

The AEDC is in charge at the EPA-level and reports to the District Agriculture Development Officer (DADO). AEDO workers are stationed at the section level and report to the AEDC. AEDO workers are frontline staff involved in the implementation of agricultural projects.

Purposive non-probability sampling was used, and the study targeted a total number of 82 public servants from two districts, with 41 respondents from each district. This study involved one District Agriculture Development Officer (DADO), 31 Agriculture Extension Development Officers (AEDO), one Agriculture Extension Development Coordinator (AEDC), and 10 Subject Matter Specialists (SMS) from each district.

#### 3.3. Data Collection and Analysis

Data were gathered from both primary and secondary sources. The secondary sources included existing scholarly literature, such as journals, research papers, websites, and books.

A structured questionnaire survey was designed to collect primary data. The survey was comprised of both open-ended and closed questions using a five-point Likert scale.

The questionnaire consisted of three parts (the first part involved the demographic characteristics of respondents, while the second involved employees' social welfare and the third involved general questions regarding agricultural projects). The study also conducted interviews with DADO workers.

The collected data were analyzed through the Statistical Package for Social Sciences (SPSS), specifically through frequency and multiple regression to predict the value of dependent variables based on the value of independent variables.

### 3.4. Measurement

Performance of project is a dependent variable that is believed to be affected by independent variables. It has been shown through literature reviews and research experience that the rate of poverty alleviation in Malawi has been impeded due to the slow performance of projects caused by a number of factors.

Four socioeconomic factors are used highlighted. Those are the high poverty and illiteracy rates of farmers, poor project participation by farmers, and high dependency syndrome. Governmental factors also fall into this category, including the lack of office equipment, high employee vacancy rates, and the lack of employee incentives.

Project factors were used as independent variables because they are thought to influence the dependent variables (in this case, the slow rate of poverty alleviation). Three factors were used in this study: the inconsistent disbursement of funds, failure of funds to follow cash flows, and the lack of in-service employee training.

## 4. Results

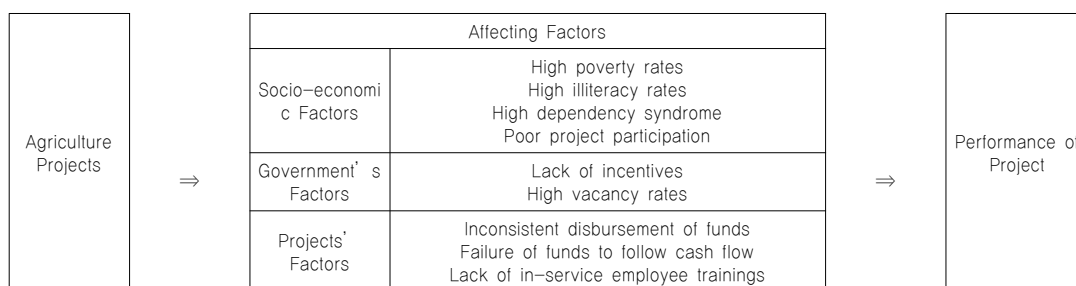
### 4.1. Demographic Characteristics of the Respondents

The agricultural extension profession includes both men and women, as seen in <Table 1>.

However, the profession is dominated by men despite the fact that most agricultural activities in the field are performed by women. This could pose an advantage to both male and female farmers as they are free to seek advice from persons of a gender with which they feel comfortable.

Results further show that most extension workers were young, in their early stages of working, and may have been newly recruited after completing their education at the diploma level, which is the entry point in Malawi's agricultural sector for AEDO workers. In other ways, the agricultural sector has a young and vibrant workforce that, if put to good use, can capably implement government projects to alleviate the poverty of farmers if given full training on the project objectives.

(Figure 1) Research Framework



(Table 1) Demographic Characteristics of Respondents

Demographic Aspect	Category	Frequency	Percentage	Demographic Aspect	Category	Frequency	Percentage
Gender	Male	53	64,6%	Education level	JCE	3	03,7%
	Female	29	35,4%		MSCE	16	19,5%
Age	18-35	39	47,6%	Diploma	45	54,9%	
	36-45	24	29,3%	Degree	11	13,4%	
	46 and above	19	23,2%	Masters	7	8,5%	
Marital Status	Married	50	61,0%	Work experience	0-2 years	4	17,1%
	Single	19	23,2%		3-10 years	42	51,2%
	Widowed	03	03,7%		11-20 years	11	15,45%
	Divorced	10	12,2%		20 above	15	18,3%
TOTAL		82	100%	TOTAL		82	100%

The majority of respondents were married, as shown in the <Table 1>. This indicates that most extension workers were domestically settled and had stable families with children, which could contribute positively to their office performance; at the same time, however, such employees they may require additional resources to care for their families, which can also lead to low work performance if they are not able to obtain them.

AEDOs/AEDCs and SMSs have basic job qualifications. Results have shown that these workers were well-qualified to discharge their duties as required, including for different government projects.

This indicated that the government was placing qualified people into appropriate positions. Educated employees are preferred because they tend to have appropriate knowledge and skills, especially when the educational background matches the job qualifications.

This study further revealed that the majority of field staff had the necessary job experience. Thus, if committed and conversant with project objectives, these employees can bring about good results and positively change the lives of farmers.

### 4.2. Factors Affecting the Agriculture Project Performance

<Table 2> shows the multiple linear regressions of independent

variables under the socioeconomic factors from farmers, government factors, and project factors from the perspective of agriculture extension workers.

As a result, the socioeconomic factors of the farmers are statistically significant. On the other hand, the government factors did not have a significant effect, and only the IDF(Inconsistent Disbursement of Funds) had a significant impact on the project variables.

The model summary of the regression analysis in the lower part of <Table 2> showed  $R^2 = 0.654$ , which indicated that 65.4% of the total variability is explained by the model.

#### 4.2.1 The Effects of Farmers' Socioeconomic Factors

##### High Illiteracy Rates

As shown in <Table 2>, all independent variables had a significant influence on the dependent variables as evidenced by the t-test and p-values. Results show significant and strong evidence, p-value (0.24), for high illiteracy rates, which implies that the illiteracy of farmers led to the slow rate of poverty alleviation in Malawi.

These results agree with another study indicating that the high illiteracy levels of farmers correlate positively with low poverty levels, and that education may directly enhance farm productivity

Table 2. Result of Regression Analysis

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.239	.315		.760	.450
HIL	.108	.047	.183	2,310	.024**
HPR	.228	.061	.279	3,768	.000***
PPF	.172	.050	.276	3,451	.001**
HDS	.104	.052	.153	2,024	.047*
LOI	.099	.059	.129	1,675	.098
HVR	.035	.052	.051	.662	.510
IDF	.189	.090	.225	2,114	.038*
FFC	.065	.058	.087	1,133	.261
LIT	.032	.086	.039	.374	.710
R=.809a R square=.654 Adjusted R Square=.611 Std. Error of the Estimate=.39646					
p<0.001*** p<0.01** p<0.05*					
HIL: High Illiteracy Rates, HPR: High Poverty Rates, PPF: Poor Project Participation, HDS: High Dependency Syndrome LOI: Lack of Incentives, HVR: High Vacancy Rates, LOE: Lack of Equipment IDF: Inconsistent Disbursement of Funds, FFC: Failure of Funds to follow cash flow, LIT: Lack of in-service trainings					

by improving the quality of labor, increasing the ability to adjust to disequilibrium, and also through its effect on the propensity of farmers to successfully adopt innovations (Herbert, 2004).

Education is thought to be the most important factor for farm production in a rapidly changing technological or economic environment (Shultz, 1975). Further studies have shown that most farmers who are illiterate are also poor. This is also true based on the NSO report, which provided statistics revealing that nearly two-thirds of all households headed by illiterate parents in Malawi were poor. Other research recommended small holder education as one of the best mechanisms to increase the adoption of technology and improve crop productivity (Lawin et al., 2016).

For farmers, illiteracy is among the factors that affect project performance in a variety of ways across different countries. It should therefore be addressed if projects are to achieve their goals.

#### High Poverty Rates and Poor Project Participation

This study also analyzed high poverty rates and poor project participation as socioeconomic factors of farmers. Results showed a significant result for the two independent variables, which is strong evidence showing its effects on the dependent variable.

In other words, high poverty rates and poor project participation among farmers are factors that have led to the slow performance of agriculture projects in alleviating poverty among small holders. It was reported that large household size, lack of access to non-farming employment, limited or lack of access to reliable markets, and poor road infrastructure are some of the causes of poverty among farmers. Smallholder farming is farmers who are poor and devote little time to working on their farms generally perform Malawi in rural areas.

This is a result of a lack of agricultural inputs due especially to the fact that such inputs are expensive. Much time is spent doing casual work on commercial farms or in other small business activities involving the search for food and other immediate basic needs. Farmers are usually unable to invest in long-term productions.

Poverty is said to have affected the farmers of the Karonga and Phalombe districts, especially regarding project participation and ownership. Studies have shown that project participation by farmers is important, and plays a vital role in economic

development and poverty alleviation. Participation enables farmers to hold complete power and control while fully owning projects (Nxumalo et al., 2013).

The lack of participation in decision-making involving the implementation of agricultural policies and during activities can lead to agricultural development failure.

#### Farmers' High Dependency Syndrome

The results in <Table 2> show a significant p-value (0.47) and t-value (2.024), clear evidence that dependency syndrome is among the factors that affect agricultural project performance.

One study reported that the long-term provision of aid to people in need of assistance has been associated with the fear of creating dependency syndrome (Siyoun et al., 2012).

The primary concerns are that beneficiaries lose the motivation to work to improve their own livelihoods after receiving benefits, or that they deliberately reduce their work efforts in order to qualify for the transfer.

Dependency syndrome did not spare the small holder farmers Phalombe and Karonga. Indeed, it resulted in the loss of motivation to work to improve their livelihoods. Poor farmers often await government assistance in terms of seeds and fertilizers to cultivate their farms.

The results from this study's analysis of all independent variables above were in line with other research findings explaining that most agricultural projects fail because, when projects are designed for farmers, local ethics, culture, and socioeconomic characteristics are not considered, which leads to outside agents being unable to develop and recommend appropriate technologies that are compatible with the target group (Iqbal, 2007).

Results reveal  $R^2$  for model equal to 0.654. This indicates that 65.4% of the total variability is explained by this model, implying that 65.4% of the slow performance of agriculture projects in alleviating poverty among smallholder farmers is due to the high illiteracy and poverty rates of farmers, poor farmer participation during project implementation, and dependency syndrome.

#### 4.2.2 The Effects of Project Factors

This section analyzes factors within projects that affect their

performance regarding the alleviation of poverty.

Three independent variables were analyzed using the regression analysis (i.e., the inconsistent disbursement of funds, failure of funds to follow cash flow, and lack of employee in-service training). Results revealed a p-value(0.038) for the inconsistent disbursement of project funds, which was also positive and significant. This result is in line with secondary data results revealing that projects in Malawi are faced with a number of challenges during implementation, the key ones being inconsistent disbursement and the failure to follow cash flows.

This leads to uncertainties, especially during implementation activities, which sometimes lead to the abandonment of project activities. The researcher further discovered that funds oftentimes do not follow cash flows as donors bring in other conditions midway through project implementation, which affects the remaining activities.

Funds were inconsistently disbursed because officers were untimely and sometimes failed to account for previously used funds. This is consistent with a study in Kenya that revealed it can take up to 15 months for a project to receive the first disbursement of funds after signing of loan protocol agreement between the government and the donor (Keng'ara, 2014).

Through secondary data and interviews, the researcher discovered that all projects underway in the targeted districts supported capacity-building activities to facilitate implementation. These activities included training to enhance the competency of staff who were assigned to and/or participating in implementing program activities, including competence building, monitoring, evaluation, and financial management. In this regard, the lack of in-service training is not among the factors that lead to the poor performance of agricultural projects.

## 5. Conclusion

Different agricultural projects are implemented in Malawi with the aim of alleviating poverty. However, it has been revealed that most of these projects have not been able to achieve their intended goals and objectives due to a number of socioeconomic factors regarding farmers, factors from the governmental side, and

some factors within the projects themselves.

This study revealed that high illiteracy and poverty rates among farmers, poor project participation during implementation, and high farmer dependency syndrome were the socioeconomic factors greatly affecting the performance of agricultural projects. This is consistency with previous studies (Herbert, 2004; Nxumalo, 2001; Robert, 2014; Siyoum et al., 2012)

Due to poverty, farmers found it hard to acquire farm inputs, which were expensive and unaffordable. As a result, farmers spent most of their time performing other income-generating activities such as piece works in order to raise income for the basic needs of their families. Thus, these farmers were too busy to fully commit themselves to the projects under implementation.

Likewise, it was noted that high illiteracy rates among farmers greatly affected project performance as such farmers had low knowledge uptake and were unable to understand and follow some basic agricultural concepts. Illiterate farmers tend to be very slow, and are less likely to adopt new farming technologies due to poor understanding. The lack of basic education among farmers resulted in poor decision-making and judgment, which greatly affected project implementation. Thus, much progress must be made to eliminate the deep-rooted poverty among these farming communities. Poor project participation has resulted in the failure of farmers to own projects; this has greatly affected the continuity of such projects upon completion.

This study further noted that project funds were oftentimes inconsistently disbursed, which affected the implementation of project activities. This caused delays in the completion of the whole project implementation. Worse still, it was discovered that project funds did not follow cash flow, a factor that affects the whole implementation plan. This is worsened by the seasonal nature of most agricultural activities.

In order to improve the performance of agricultural projects in alleviating the poverty of small holder farmers in the two target districts and Malawi as a whole, this study proposes the following recommendations:

There is need for the government and all relevant stake holders to intensify mindset training to instill the spirit of self-help in Malawian farmers. This will enable farmers to work hard to improve their daily lives. With a change of mindset and a



self-help spirit, the problems of dependency syndrome can be solved. This will also enhance farmer participation during project implementation.

There is a need to for Malawi to increase adult literacy education interventions, which will enable farmers to comprehend key project objectives amid cultural and traditional backgrounds.

Donors and government offices should improve fund disbursements so that funds are consistently disbursed. At the same time, funds should be given as reflected in the cash flow so that no activity is left unimplemented or delayed.

Finally, this study is expected that these results will provide a useful resource for project planning and implementing through an analysis of project performance problems from the viewpoint of agricultural extension workers.

As can be seen from the results of this research, the center of rural development is the interest and participation of farmers. Rural development cannot be achieved without change of farmers.

The government should try to find various ways for farmers to change and participate, although the plan and the management of the project itself are important for the achievement of rural development.

Agricultural extension workers need constant efforts to provide the farmers with the appropriate information and opportunities to participate on their own.

Despite the effort made to guarantee reliability as well as validity of the research paper, the paper is bound to some limitations. The study was limited to agriculture extension workers yet there are a number of other employees both in government and NGOs who are directly involved in agricultural activities.

For further research in this related field, the researcher recommends that agriculture employees at all levels as well as those under NGOs must be involved to get a clearer, exact and general factors behind the slow performance of agriculture projects. This study discovered some factors that led to slow performance of agriculture projects but did not go further to finding out the extent to which each factor has affected performance of agriculture projects hence a need for further study.

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Tuchitechi Hawonga is an Agricultural Communications Officer under the Ministry of Agriculture Irrigation and Water Development at Karonga Agricultural Development Division. Her major is Saemaul Undong and Community Development in master degree.

She is interested in public administration, sustainable community development, saemaul undong and development policy.

Address: Karonga Agricultural Development Division,  
Private Bag 4, Karonga, Malawi

E-mail) [tuchitechi@yahoo.com](mailto:tuchitechi@yahoo.com)

Phone) +265 999 452 726



Dr. Misook Lee is a Professor of Department of Saemaul Studies and International Development at Yeungnam University in Korea. Her major is Community Development. She is interested in Saemaul Development Policy, Social Capital, Rural Development, and Community Participation.

Address: 280, Daehak-ro, Gyeongsan-si,  
Gyeongsangbuk-do, Korea

E-mail) [misook@yu.ac.kr](mailto:misook@yu.ac.kr)

Phone) +82-53-810-2162

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