

# CONTRIBUTION OF COMMUNITY BASED ORGANIZATIONS IN ENHANCING RURAL COMMUNITY DEVELOPMENT: INSIGHTS FROM OSUN STATE, NIGERIA

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**Abstract:** *This study examined the contribution of community-based organizations (CBOs) to rural community development in Osun State, Nigeria. Specifically, it described the characteristics of CBOs, identified their goals, types, and development projects, determined their contributions to rural development, and identified challenges limiting their performance. A multi-stage sampling procedure was employed to select 48 registered CBOs across the state. Data were collected through structured interview schedules and analyzed using descriptive statistics, while Pearson Product Moment Correlation (PPMC) was applied to test the study's hypothesis. Results indicated that the mean years of formation of CBOs was  $21.3 \pm 9.5$  years, majority had written constitution with a mean membership strength of  $40 \pm 12$  members. Primary goal of CBOs was economic empowerment of members (85.4%), The most prevalent CBOs included landlord associations and social groups. Most CBOs initiated erection of security gate at community entrance (75%) and provision of vigilante (70.8%). Provision of security for community and government property (mean = 2.83) and implementing of developmental projects (mean = 2.70) were s the most prominent contribution of CBOs. The major constraints affecting CBO performance were lack of funds (mean = 1.85) and lack of government support (mean = 1.51). Statistically significant relationships were observed between contribution and leadership tenure ( $r = -0.589$ ,  $p \leq 0.01$ ), operational constitution ( $r = 0.183$ ,  $p \leq 0.01$ ), and membership strength ( $r = 0.635$ ,  $p \leq 0.05$ ). The study concluded that despite the fact that CBOs contributed meaningfully to rural development, their potential remains constrained by limited institutional and community support. It is recommended that government should recognize and institutionalize the role of CBOs in rural development.*

**Keywords:** *Community-based organizations, organizational characteristics, role performance, rural areas, rural development*  
(JEL code: R58)

## INTRODUCTION

Community-based organizations (CBOs) are voluntary, non-profit, and non-governmental entities formed by local populations with the aim of promoting socio-economic well-being within specific geographic or cultural settings (Oparaojiaku et al., 2021). These organizations are typically rooted in neighborhood structures and built on principles of equality and collective self-help. Dinbaba (2014) emphasized that CBOs have emerged as strategic instruments for grassroots development, especially in the context of poor governmental performance and institutional inefficiencies that have limited development in rural areas.

Rural communities in Nigeria continue to experience systemic underdevelopment, with many residents facing challenges such as poor infrastructure, lack of basic social amenities, and limited access to essential services. The inability of the government to adequately address these issues

has elevated the importance of CBOs as key actors in local development. Abegunde (2017) noted that Community-Based Organizations (CBOs) are local initiatives that demonstrate resilience in the face of central government failures. Through mobilization of human, financial, and material resources, CBOs execute self-help projects tailored to community needs (Isokon et al., 2021). These include age-grade groups, village councils, women's organizations, youth associations, and co-operatives, which serve as platforms for implementing various development interventions (Yakubu, 2015). According to Ono and Adrien (2024), community development is best achieved through grassroots-driven initiatives that mobilize internal resources to improve the standard of living and discourage rural-urban migration. Eluagu (2015) supported this view, noting that sustainable rural transformation depends on participatory models of development that emphasize financial inclusion, capacity building, and community ownership of projects. CBOs serve as vital links between rural communities

and external stakeholders, including government agencies, NGOs, and donors, enabling resource mobilization, project implementation, and policy advocacy (Wachieni et al., 2023; Udeuhele and Offor, 2023)

Extant studies strengthen these insights, highlighting CBOs' emerging role in post-pandemic recovery and climate resilience. For instance, IFAD's Strategic Framework (2016–2025) emphasizes CBOs' contributions in empowering rural women and youth through farmers' organizations, addressing land access barriers where 95% of agricultural land lacks formal titles (IFAD, 2024). In other similar studies in southwest-ern, CBOs have increasingly focused on infrastructure like boreholes and roads, complementing national efforts amid economic regression (Nwuzor and Udoikah, 2024). Besides, there is significant improvement in access to basic services like healthcare for marginalized domestic workers where is absence of government presence in Balochistan as reported by Baig et al. (2024).

Empirical evidence supports the contributions of CBOs to development outcomes in Nigeria. Bamiwuye and Adisa (2015) found that CBOs in Osun State have sponsored training programs, financed local infrastructure projects, liaised with government institutions, and fostered social cohesion. Similar findings were reported by Odunola and Odunsi (2017), that the involvement of CBOs in initiatives such as economic empowerment, security provisioning, and infrastructure maintenance. Yidau et al. (2021) also highlighted the pivotal role played by community-based women organizations (CBWOs) in educational and healthcare development, while Oparaoji-aku and Ekumankama (2020) emphasized their support for agricultural inputs and sanitation services in rural Imo State. In addition, Yang and Xu (2024) emphasized the significance of CBOs in contributing to the sustainability and well-being of migrants within resettlement communities in China. Despite these contributions, CBOs face numerous challenges including inadequate funding, limited technical capacity, unfavorable policy environments, and weak institutional linkages (Owolabi, 2018). Recent literatures reveal that exacerbated issues like low member literacy especially among 85% of rural CBOs and economic shocks, hindering their performance in states like Osun (Isokon et al., 2021; Wachieni et al., 2023; Nwuzor and Udoikah, 2024). Similarly, Udeuhele and Offor, (2023) reported that leadership disputes, elite capture, corruption, and poor accountability mechanisms weaken the contributions of CBOs. Apart from these, Wachieni et al. (2023) observed that weak institutional linkages with local government and larger NGOs, leading to duplication of CBO efforts limits their performance. These constraints hinder their potential to deliver impactful and sustainable development outcomes. However, the extent of their contributions to rural community development have been exhaustively investigated in the study area. Hence, this study was designed to assess the extent at which CBOs are contributing to rural community development, and to identify constraints limiting their effectiveness.

### Objectives of the study

The main objective of this study is to assess the contributions of CBOs in promoting community development in Osun

State, Nigeria. Specifically, the study seeks to

- i. describe the structural and organisational characteristics of CBO in the study area;
- ii. identify the goals, types and community development projects undertaken by CBOs;
- iii. determine the contributions of CBOs in promoting community development; and
- iv. identify the key challenges that hinder the performance of CBOs in community development efforts.

### Hypothesis testing

There is no significant relationship between selected variables and their contributions to rural community development in Osun State.

## LITERATURE REVIEW

This study is grounded in the functionalist theory, which provides a lens for understanding the roles played by community-based organizations (CBOs) in societal development. Functionalist theory, advanced by scholars such as Auguste Comte, Herbert Spencer, Emile Durkheim, Talcott Parsons, and Robert Merton, posits that society is a complex system made up of interrelated parts, each functioning to maintain stability and social order (Haralambos and Holborn, 2013). According to the theory, institutions and organizations within a society contribute to its overall functioning, cohesion, and survival. Each component or subsystem is expected to perform specific roles that promote equilibrium and integration. Disruption in the performance of any unit can affect the smooth functioning of the whole system. In the context of this study, CBOs represent one of such functional units within the rural development system. Their roles ranging from mobilization of resources to provision of infrastructure and security, are essential for maintaining social order and meeting the collective needs of rural communities. The effective functioning of CBOs depends on several socio-demographic characteristics such as income levels, education, age, gender, religious affiliation, and occupation of members. These factors interact to shape how CBOs execute development projects and engage in decision-making. The functionalist theory thus supports the premise that the vitality of CBOs is fundamental to community development. It also emphasizes the importance of integration among members to achieve common goals and highlights how failure in coordination or performance can hinder societal progress. Therefore, understanding the structure and dynamics of CBOs offers insight into how grassroots organizations contribute to sustainable rural development.

Modern applications of functional theory in community development further supports this framework. For example, recent studies view CBOs as an autonomous structure that play a crucial role in restoring balance to rural Nigeria's system. By tackling dysfunctional deficits and economic instability (SWTP, 2024). In volatile situations, such as northeast Nigeria, CBOs function to maintain social equilibrium through provision of security and mobilization of resources, thereby corroborating with Parsons' emphasis on adaptive subsystems (Lenshie et al., 2024).

## MATERIALS AND METHODS

### Sampling Technique

The study was conducted in Osun State, located in the Southwestern geopolitical zone of Nigeria and its field survey was carried out between April and October 2023. The state is administratively divided into six zones: Ife, Iwo, Osogbo, Ede, Ilesa, and Ikirun. Osun State is predominantly agrarian, with numerous community-based organizations (CBOs) operating across its local government areas (LGAs) to address developmental challenges and promote rural transformation. The target population for this study comprised all registered CBOs in the LGAs of Osun State. A multi-stage sampling procedure was employed to select the sample. At the first stage, four administrative zones, namely Ede, Osogbo, Ife, and Iwo zones were randomly selected from the six existing zones. The second stage involved random selection of one LGA from each chosen zone, namely: Ede South (Ede zone), Irepodun (Osogbo zone), Irewole (Iwo zone), and Ife East (Ife zone). At the third stage, a list of registered CBOs involved in self-help projects in the last two years was obtained from the Departments of Social, Education, and Community Development in the selected LGAs. From this list, the Yamane's (1967) formula was employed to arrive at the sample size of 48 CBOs.

This translated into 10 CBOs from Ede South, 9 CBOs from Irepodun, 15 CBOs from Ife East and 14 CBOs from Irewole LGAs. At the final stage, one executive member (either the chairman or the secretary) was purposively selected from each of the 48 CBOs to serve as a representative respondent for each of the CBO selected. Since the study is a group study, it is assumed that one of the executive members are in better position provide all required information on their group activities than ordinary member of the group. Data were collected using a structured interview schedule. The instrument included both closed-and open-ended questions designed to elicit information on the characteristics of the CBOs, their goals, contributions, and the constraints they face in community development efforts.

The Yamane's (1967) formula was employed to arrive at the sample size of 48.

Yamane's Formula =  $n = N / (1 + N(e)^2)$

Where:  $n$  = Sample size;

$N$  = Population size of registered CBOs;

$e$  = Level of precision.

Using  $N$  as 63 CBOs registered involved in self-help projects obtained from the Departments of Social, Education, and Community Development; and

$e$  as 7% margin of error at a 95% confidence,

$$n = \frac{63}{1 + 63(0.07)^2} = 48$$

Thus, a minimum sample size of 48 CBOs was used for this present study, which equal to 48 respondents

### Measurement of Variables

The Contribution of CBOs to rural community develop-

ment was operationalized through respondents' self-report of role performance across a list of predetermined development activities. A four-point rating scale was used 0 for Never performed, 1 for rarely performed, 2 for occasionally performed and 3 for always performed. Each respondent's total score was computed, and the mean contribution score was calculated. A mean score of 21.9 was obtained and used as the threshold: CBOs scoring below 21.9 were categorized as having low contribution, while those scoring 21.9 or above were considered as having high contribution to community development. Constraints faced by the CBOs were measured using a three-point Likert-type scale ranging from (0) Not a problem, (1) Minor problem and (2) Major problem. Respondents were asked to rate the extent to which each listed challenge affected their CBOs' contributions. Descriptive statistics including frequencies, percentages, and means were used to organize and summarize the data. Pearson Product Moment Correlation (PPMC) was employed to test the relationship between selected variables and CBO contributions to community development. All analyses were performed using IBM SPSS software version 25, and significance was determined at the 0.05. The limitation of this study is that it has limited geographical spread and only focus on the view of leaders without incorporating the view of ordinary community members.

## RESULTS AND DISCUSSION

### Structural and Organizational Characteristics of CBOs

Results in Table 1 show that majority (74.6%) of the CBOs were formed between 11 and 30 years ago with a mean year of establishment of  $21.3 \pm 9.5$  years. This indicates a significant duration of existence, suggesting institutional maturity and potential stability. This finding corroborates Bamiwuye and Adisa (2015) and Abegunde (2017), who observed that most CBOs in Osun State were established over a decade ago. Long-standing organizations are more likely to have developed internal cohesion and mechanisms for conflict resolution, enhancing their ability to execute community development initiatives. Majority (85.4%) of the CBOs reported having a written constitution guiding their operations. This reflects a formalized structure that enhances governance, accountability, and role clarity which would enhance their performance. Additionally, majority (62.5%) of the CBOs selected their leaders through elections, indicating a preference for democratic leadership processes. Only 25% and 12.5% selected their leaders by selection and appointment, respectively. This democratic structure is consistent with findings by Famakinwa et al. (2024), who observed that most cooperative societies in Osun State adopted electoral processes for leadership emergence. The majority (70.8%) of CBOs typically adopted leadership tenure of 3 to 4 years with a mean year of tenure of office of 3.4 years. Although this suggests regular leadership rotation, short tenures may hinder project continuity if new leaders introduce different development priorities. Many (50%) of the CBOs had their meetings on a monthly basis while (31.3 %) of the groups had their meeting on a quarterly basis. Frequent meetings foster member engagement, timely decision-making, and social cohesion. Regarding decision-making, 75% of CBOs reached decisions through consensus, reflecting

Table 1. Characteristics of CBOs

| Variables                             | Frequency (n=48) | Percentage | Mean± Std. Dev |
|---------------------------------------|------------------|------------|----------------|
| <b>Years of Establishment of CBOs</b> |                  |            |                |
| ≤10                                   | 7                | 14.6       | 21.3 ± 9.5     |
| 11-20                                 | 15               | 31.2       |                |
| 21-30                                 | 17               | 43.4       |                |
| 31+                                   | 9                | 18.8       |                |
| <b>Type Constitution</b>              |                  |            |                |
| Written                               | 41               | 85.4       |                |
| Unwritten                             | 7                | 14.6       |                |
| <b>Leadership Tenure</b>              |                  |            |                |
| ≤2                                    | 8                | 16.7       | 3.4 ± 1.1      |
| 3-4                                   | 34               | 70.8       |                |
| 4-5                                   | 6                | 12.5       |                |
| <b>Leadership Emergences</b>          |                  |            |                |
| Appointment                           | 6                | 12.5       |                |
| Selection                             | 12               | 25.0       |                |
| Election                              | 30               | 62.5       |                |
| <b>Frequency of Meetings</b>          |                  |            |                |
| Monthly                               | 24               | 50         |                |
| Quarterly                             | 15               | 31.3       |                |
| Biannually                            | 9                | 18.7       |                |
| <b>**Decisions Making Process</b>     |                  |            |                |
| Consensus                             | 36               | 75         |                |
| Executive meetings                    | 8                | 16.7       |                |
| Voting at the general meeting         | 4                | 8.3        |                |
| <b>Membership Strength</b>            |                  |            |                |
| ≤20                                   | 3                | 6.3        | 40 ± 12        |
| 21-40                                 | 20               | 41.7       |                |
| 41-60                                 | 25               | 52.1       |                |
| <b>**Major sources of income</b>      |                  |            |                |
| Voluntary donation                    | 32               | 66.7       |                |
| Membership levy                       | 42               | 87.5       |                |
| Fund raising                          | 22               | 45.8       |                |
| Members due                           | 36               | 75         |                |
| NGOs                                  | 18               | 37.5       |                |
| Government supports                   | 9                | 18.8       |                |

\*\* multiple responses

Source: field survey, 2023

participatory governance. Only few (16.7%) relied on executive meetings, and very few (8.3%) employed voting at general meetings. Consensus-based decision-making fosters inclusivity, which is crucial for community ownership of development initiatives (Uzoagu, 2022). CBOs provide avenues where the voice of the indigent in the community as well as other marginalized groups is made known. Also, the result shows that more than half (52.1 %) of CBOs had membership strength of 40 to 60 members, with a mean membership strength of 40 ± 12 people. This means that majority of the CBOs had large members which could determine their financial strength and popu-

larity of the associations within and outside the communities. A moderate membership base may enhance efficiency, accountability, and collective action, while large memberships increase financial capacity through dues and levies. This is because most CBOs rely on their membership contributions from levies and dues to carry out any development efforts which enhance their contribution to rural development. Therefore, the larger the membership strength of CBOs, the higher the financial capability through membership financial contributions. Majority of CBOs sourced their income from membership special levy (87.5%) as the main source of revenue, closely followed by



membership due (75%), voluntary donation (66.7%), fund raising (45.8%) and non-governmental support (37.5%). The findings reveal that variations in CBOs sources of income where membership dues and levies contributed highest percentage. This supports the finding of Abegunde (2017) who reported CBOs generated funds internally to finance essential projects to residents. This implies that member’s commitment is necessary for the smooth running of day-to-day activities of CBOs and this can limit activities of CBOs if the membership fail to contribute generously to the purse of CBOs as at when due. These findings demonstrate the importance of internal financing for CBO sustainability and suggest a need for enhanced external support. This aligns with 2024–2025 funding cycles for rural CBOs as documented by Friends of Nigeria (2025)

Goals of CBOs

The result in Table 2 shows that CBOs were established with the primary goals of pursuing social and economic empowerment of members (85.4%), poverty eradication (79.2%), and development of entire community (72.9%) among others. These findings suggest that while CBOs are formed with a range of goals, individual welfare and community development are key priorities. These results are consistent with Iyiani and Sunday (2016), who reported similar goals among CBOs in Enugu State; and also align with current emphases on economic empowerment in IFAD-supported initiatives (IFAD, 2024).

Table 2. Goals of CBOs

| **Goals of CBOs                                  | Frequency(n=48) | Percentage |
|--|-----------------|------------|
| Empowerment of members                           | 41              | 85.4       |
| Poverty eradication                              | 38              | 79.2       |
| Development of entire community                  | 35              | 72.9       |
| Provision of Social Services and fostering unity | 25              | 60         |
| Liberation of community members                  | 24              | 50         |

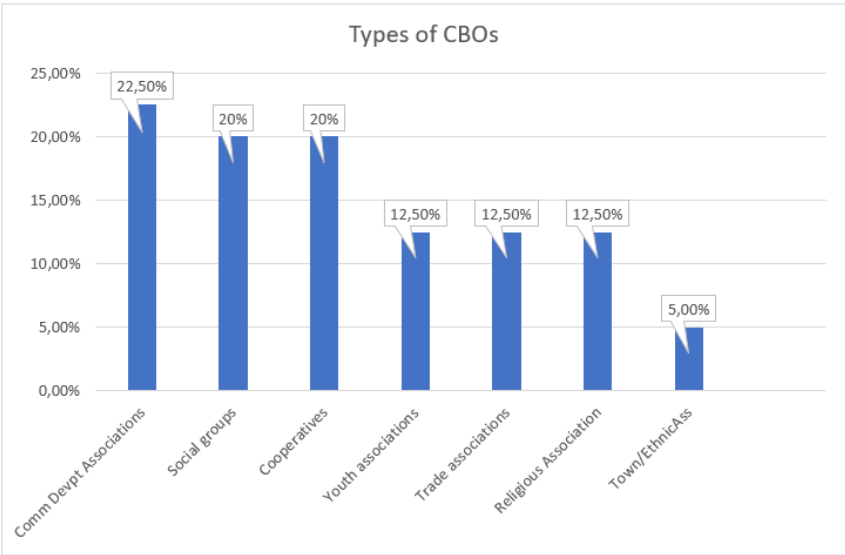
\*\* multiple responses,  
Source: field survey, 2023

Type of CBOs

Figure 1 shows that CBOs most common types of CBOs present in the study areas were landlord associations (22.5%), social groups (22.5%), cooperatives societies (20%) and youth associations (12.5%) among others. This finding implies that landlord associations or community development associations, cooperatives, social clubs and trade associations were promi-

nent CBOs in the study and These associations often act as development agents within their communities. This finding is similar to the study of Odunola and Odunsi (2017) that landlord and town unions were most common CBOs in Oyo State.

Figure 1. Distribution of respondent on Types of Community Based Organisations



\*\*multiple responses  
Source: field survey, 2023

Project/programmes undertaken by CBOs

The result in Table 3 indicated that major projects initiated and completed by CBOs in the study areas were erection of security gate at community entrance (75%), provision of vigilante and local security (70.8%), digging of boreholes (66.7%), erection of electric poles and repairs of transformers (62.5%). Others include clearing of debris and maintenance of roads (62.5%), construction of culverts (58.3%), and renovations of classrooms (50%). This implies that CBOs in the study area engaged in several developmental projects out of which provision of security facilities and services as well as infrastructural facilities such as like erection of security gates,

provision of vigilante and local security services, erection of electric poles and repairs of transformers for electricity, road and maintenance of roads. These projects reflect the prioritization of physical infrastructure and community security, especially in areas typically neglected by government in rural settings. These findings support that of Odunola and Odunsi (2017), that CBOs often engage in infrastructural, economic, and security-related projects to address local development deficits. This aligns with Mercy Corps (2023) who reported that CBOs participated in constructing many agricultural training centers with demonstration plots and enhancing rural infrastructure resilience.

Table 3. Project/programmes undertaken by CBOs

| **Projects   | Frequency (n=48) | Percentage |
|--|------------------|------------|
| Erection of security gates at community entrance       | 36               | 75.0       |
| Provision of vigilante                                 | 34               | 70.8       |
| Digging of boreholes                                   | 32               | 66.7       |
| Erection of electric poles and repairs of transformers | 30               | 62.5       |
| Maintenance of roads                                   | 30               | 62.5       |
| Construction of culverts                               | 28               | 58.3       |
| Organising vocational training                         | 25               | 52.1       |
| Renovations of classrooms                              | 24               | 50         |
| Provision of market stalls                             | 17               | 35.4       |
| Building of community halls                            | 12               | 31.3       |
| Seeds and agricultural inputs distribution             | 9                | 22.9       |
| Provision of vocational training                       | 7                | 17.5       |
| Building of maternity and clinics                      | 6                | 15         |

Source: field survey, 2023

Contributions of CBOs in promoting rural community development

Table 4 ranks the contributions of CBOs based on mean scores. The most prominent contribution was the provision of security for community and government property (mean = 2.83). This is because that many CBOs provide security facilities and services for their communities and government properties against vandalism through erection of security gates at the community entrance and provision of local vigilantes and security to protect lives and properties against criminal elements in their communities since government alone cannot do it. Planning and implementing of developmental projects (mean = 2.70) ranked second among CBO contributions. The is attributed to the fact many of the CBOs in the study area engaged in various self-help projects such rural electrification, construction of culverts, road maintenance among others in their communities to complement government efforts. Promotion mutual understanding among members (mean = 2.65) ranked next among the major contribution of CBOs. This is done through socialization and interaction of CBO members during regular meetings to promote team spirit, peace and unity in the community. Mobilization of members (mean=2.54) ranked. This is achieved through motivating and encouraging members of CBOs to participate and take collection action in community development activities. Another contribution is the

involvement of CBOs in economic empowerment programmes (mean=2.42). CBOs often focus on organizing vocational trainings to build the capacity and boost the income generating activities of their community members and provision of financial assistance to alleviate poverty. Others contributions of CBOs are raising fund and resources for project execution by encouraging their members to give their time, skill, labour and money for the success of the projects (mean=2.32), and liaison with government for assistance (mean = 2.10) among others. This finding is in tandem with the previous works of Bamiwuye and Adisa (2015), Odunola and Odunsi (2017), Yidau et al., (2021) and Oparaojiaku and Ekumankama (2020), Wachieni et al. (2023) and Udeuhele and Offor, (2023) emphasizing the wide-ranging contributions of CBOs to rural development which include economic initiatives such as income generation and micro-credit; social programmes like education, gender equity and youth empowerment; infrastructural development (water, roads, electricity), health services like preventive care and maternal health; and environmental conservation efforts (conservation, sanitation. Recent data from World Bank (2025) further buttress the contributions of CBOs in facilitating infrastructure investments that empower rural economic activities and security through community-led linkages.

Challenges Faced by CBOs in Rural Development

Table 4. Contributions of CBOs to community development

| Contributions of CBOs   | Mean |
|---|------|
| Provision of security for the community or government projects.   | 2.83 |
| Planning and implementing of developmental projects   | 2.70 |
| Promotion of mutual understanding among members   | 2.65 |
| Mobilization of members   | 2.54 |
| Involvement Economic empowerment programme (skill acquisition, financial assistance to start small businesses and training ). | 2.42 |
| Raising fund and labour for project execution.  | 2.32 |
| Liaison with government and NGOs for assistance   | 2.10 |
| Provision of infrastructure.  | 2.37 |
| Protection of communities' image  | 1.67 |
| Providing technical support and training for rural people   | 0.53 |

Source: field survey, 2023

As shown in Table 5, the major challenges facing CBO performance in community development were inadequate fund (mean=1.85), inadequate government supports (mean =1.70), and inadequate community supports (mean =1.11). Others included misappropriation of funds by leaders (mean= 0.86), lack of cooperation among members (mean = 0.76) and regular conflicts among members (mean = 0.65). This implies that inadequate funds and inadequate government support were the major constraints limiting CBOs contribution to rural community development in the study area. These findings underscore

the pressing need for enhanced governmental and institutional support to maximize the developmental potential of CBOs. They also point to the importance of internal accountability and cohesion. Similar challenges were reported by Owolabi (2018), who noted that funding deficits and poor coordination limit CBO effectiveness in Ondo State. In the same vein, Udeuhele and Offor, (2023) reported that leadership disputes, elite capture, corruption, and poor accountability mechanisms undermine CBOs efforts in rural community development.

Table 5. Challenges Faced by CBOs in Rural Development

| Challenges  | Mean | Rank             |
|---|------|------------------|
| Inadequate fiancé/fund  | 1.85 | 1 <sup>st</sup>  |
| Lack of government supports.  | 1.70 | 2 <sup>nd</sup>  |
| Inadequate community supports.  | 1.11 | 3 <sup>rd</sup>  |
| Misappropriation of funds by leaders  | 0.86 | 4 <sup>th</sup>  |
| Lack of cooperation between members.  | 0.76 | 5 <sup>th</sup>  |
| Regular conflict among members.   | 0.65 | 6 <sup>th</sup>  |
| Lack of accountability.   | 0.51 | 7 <sup>th</sup>  |
| Poor attendance in meetings   | 0.16 | 8 <sup>th</sup>  |
| Lack of transparency  | 0.15 | 9 <sup>th</sup>  |
| Class segregation among members.  | 0.08 | 10 <sup>th</sup> |
| Poor attendance at meeting.   | 0.06 | 11 <sup>th</sup> |
| Inadequate planning, implementation and supervision of programmes and projects. | 0.05 | 12 <sup>th</sup> |
| Existence of faction among members.   | 0.03 | 13 <sup>th</sup> |

Source: field survey, 2023

Hypotheses testing

Table 6 reveals that leadership tenure (r=-0.589), operational constitution (r=0.183), membership strength (r=0.636), and revenue generation capacity (r=0.734) were significantly correlated with the contribution of CBOs in enhancing sustainable development. The inverse relationship between leadership tenure and contribution to community development, suggests that longer tenures may not necessarily translate into increased effectiveness, this may be due to leadership fatigue, resistance to innovation, or a lack of rotational leadership. Also. direct correlation between operational constitution and

CBO contributions, implies that CBOs with written constitutions will demonstrate greater organizational discipline and accountability, which may enhance developmental outcomes. Besides, positive correlation between membership strength and CBO contribution, indicates that CBOs with larger memberships are better positioned to mobilize resources, manpower, and collective action for development than CBOs with fewer members. This is in line with the findings of Abegunde (2017) that number of memberships has correlation with socio-physical activities and projects carried out by the CBOs in his studies. Finally, positive relationship between revenue

generation capacity of CBOs and their contribution to community development, implying that the higher financial viability is a critical factor of CBO performance in rural development activities. These results support the functionalist perspective that structural and functional attributes of institutions affect their roles and performance in maintaining societal order and facilitating development, as applied in recent rural resilience models (SWTP, 2024). Since there is statistical relationship between leadership tenure, use of operational constitution, membership strength, revenue generation capacity and contribution of CBOs in enhancing sustainable development, the null hypothesis is rejected and alternative hypothesis is accepted

Table 6. Relationship between selected variables and Contributions of CBOs to rural community development

| Variables                   | Correlation coefficient | P-value |
|-----------------------------|-------------------------|---------|
| Leadership tenure           | -0.589**                | 0.000   |
| Operational Constitution    | 0.183**                 | 0.014   |
| Membership strength         | 0.635**                 | 0.000   |
| Revenue generation capacity | 0.734**                 | 0.003   |
| Number of Meeting held      | 0.233                   | 0.067   |
| Decision making             | -0.039                  | 0.605   |

Source: field survey, 2023

CONCLUSION

This study assessed the contributions of CBOs to rural development in Osun State, Nigeria. The findings reveal that the majority of CBOs have existed for over a decade, are governed by written constitutions, and operate through democratic leadership selection. CBOs actively engage in development activities such as providing community security, infrastructure development, and economic empowerment initiatives. The most prevalent CBOs are landlord associations, social groups, and cooperative societies, all of which prioritize both individual empowerment and communal well-being. Despite their significant contributions, CBOs face notable challenges such as insufficient funding, lack of government support, and internal management issues. Statistically, organizational attributes such as leadership tenure, membership size, and financial capacity are significantly associated with their contributions to community development. These findings reaffirm the critical role of CBOs as grassroots actors in development and the need to support their efforts through improved institutional and policy frameworks.

Based on the study’s findings, the study recommends, governments at local, state, and national levels should recognize and institutionalize the role of CBOs in rural development.

This includes providing financial support, technical assistance, and policy incentives that enable effective implementation of self-help initiative. Regular leadership rotation and transparent electoral processes should be emulated by the CBOs to avoid stagnation and ensure accountability. Besides, leadership training and capacity building for both leaders and members should also be organized by the government at all levels and relevant stakeholders to improve managerial competencies. Furthermore, income generation drives of CBOs should be improved by exploring partnerships with NGOs, private donors, and microfinance institutions. Also, CBOs need to increase their membership base through inclusivity, especially for women and youth, as these can enhance their financial and operational capacity. Finally, all CBOs should be encouraged to operate with formal constitutions that define roles, decision-making processes, and governance structures to ensure accountability and organizational coherence. The future research can focus on comparative analysis of registered and unregistered CBOs’ contributions to rural community development.

Author Contributions

FM conceptualized the research, designed the research instrument and methodology, participated in data analysis, writing, and reviewing of the manuscript; BDL participated in data analysis, writing, and reviewing of the manuscript; SOS participated in writing, reviewing and editing of manuscripts. FAR participated in writing, reviewing and editing of manuscripts; AIA participated in reviewing and editing of manuscripts. ODP participated in the collection of data. All authors contributed to the outcome of the paper.

Conflicts of interests

The authors declare that there are no conflicts of interest.

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