

**Southern New Hampshire University & The Open University of
Tanzania**

**Evaluation of Opportunities and Constraints of Agricultural Marketing
Systems:**

A case Study of Mbezi Louis Village

**“A PROJECT SUBMITTED IN PARTIAL FULFILMENT OF REQUIREMENTS
FOR THE MASTER OF SCIENCE IN COMMUNITY ECONOMIC
DEVELOPMENT IN THE SOUTHERN NEW HAMPSHIRE UNIVERSITY AT
THE OPEN UNIVERSITY OF TANZANIA (2007)”**

Bertha John Mjawa

**Southern New Hampshire University & The Open University of
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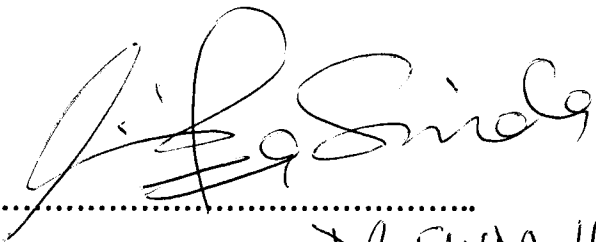
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Bertha John Mjawa

SUPERVISOR'S CERTIFICATION

The undersigned certifies that he has read and hereby recommend for the acceptance by the University of Southern New Hampshire (SNHU) and The Open University of Tanzania (OUT) a dissertation entitled, **Evaluation of Opportunities and Constraints of Agricultural Marketing Systems: A case study of Mbezi Louis Village** in partial fulfillment of the requirements for the degree of Master of Science (Community Economic Development) of the Southern New Hampshire University and The Open University of Tanzania.


.....
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(Supervisor)

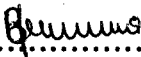
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DECLARATION

I, Bertha John Mjawa, declare that this CED project report is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

Signature

DEDICATION

This work is dedicated to my beloved late parents **John Mjawa and Anastasia Kihyo Mjawa** who always encouraged me to be devoted to success in life.

To my husband Andrew and children Isdory, Angela, Gabriel, Fortunatha Pierrette Siwema and Joshua for the love and tolerance they have showed me when I was studying, they really missed motherly care.

ABSTRACT

Community Initiatives for Income Poverty Alleviation (CIPOA) is an organization that develops and promotes economic enterprises, with a vision to have a sustainably high income and improved quality livelihood community by 2015. Its main objective is to create an enabling and conducive environment to fight income poverty in order to improve livelihoods of Mbezi Louis community by the year 2015 through carrying researches related to community development issues, plan, implement and monitor income generating activities like savings and credit groups famous known as Mshikamano Community Banking and Post Harvest value added products. The projects are carried out by a 100 people group of both gender divided into A, B and C.

The paper develops a general framework for the analysis of marketing margins and the food system through extending farming work to consumption level. Observations revealed that in order to facilitate community economic development, research on marketing of processed products and supply chain promotion is important; training on value addition technologies enhances the production of horticultural crops and hence increased income, household employment and nutrition security; training farmers on good agricultural practices for improved quality and networking improves quality, supply and demand as well.

Diseases, low crop prices and lack of technology were concluded as major constraints of horticultural crops production in Mbezi Louis village and these affect women more due to their high contribution to farming subsystem. Recommendation is made to build human and non human capacity on appropriate supply chain of horticultural produce.

EXECUTIVE SUMMARY

Community Initiatives for Income Poverty Alleviation (CIPOA) was formed in 2006 and registered to carry out commercialized agriculture which will eventually lead the community improve its income levels. The ongoing project consist of community banking and post harvest value added products of agricultural crops through imparting technical and marketing skills for horticultural crops by year 2007.

The target community is Mbezi Louis village which depends on agriculture for their livelihood. The community's average farm size is 1.0 hectare per household, this is because it is situated in a peri -urban area where land is scarce and the challenge is to improve food supply and distribution systems efficiency and dynamism.

The existing problem includes low sales prices obtained when they market their produce and this is due to lack of awareness on the quality parameters, poor marketing information on the requirements of the domestic market and low supply volumes of the produce.

The current situation is that the community is having income poverty. A solution to carry out commercialized agriculture will lead the community improve its income levels from the current 500,000 Tanzania shillings to approximately 1,000,000 Tanzanian shillings per annum.

Project goals include to have a registered organization in place by the first year of the project, to form a good group cohesion and dynamics by year 2007, to have technical & marketing skills for horticultural crops available to the group by year 2007 and attain good management and manufacturing practices of agricultural produce by 2007.

The project objectives are to ensure the group attains its registration, commences social & income generating activities by the end of year one of the project, to strengthen the community bank and targeting an increase of 100 community members by the year 2007 and also to train agro processing technologies by December 2006.

Objectives that have been achieved include registration of the organization which was effected in September 2006, social and income generating activities have been initiated already and about 100 members both men and women have joined the group which forced it to be divided into Mshikamano A, Mshikamano B and CIPOA. The partially achieved objective is technical & marketing skills for horticultural crops which has reached 50% stage. While objectives that are yet to be attained include good management and manufacturing practices of agricultural produce. Agricultural skills development were behind schedule because of increased need of members to join the group which entailed increased training sessions on group formation skills, community development, community banking and constitutional amendments and trainings.

The study conclusions for this project were that women dominate in most farm production activities in which the sector faces diseases, low crop prices and lack of improved crop management and marketing technologies. However, the sector contributes about 50% of the household's income, with a possibility of increasing to 80% when the project is well established. Recommendations provided during the study include conducting research on marketing of value added products, integrated training on value addition technologies should continue to make the group informed of current consumer changes and needs. Networking at the regional/district/village level was seen to be of paramount importance for facilitating community economic development.

ACKNOWLEDGEMENT

Many academic and non-academic efforts have contributed towards successful completion of this work. My sincere gratitude is extended to all those who offered their assistance to facilitate the production of this dissertation. However, it will not be possible to mention everyone by name; they all owe my heartily gratitude.

For the few people who will be mentioned, I am particularly indebted to my supervisor Dr Sinda H. Sinda for his time, enthusiasm, patience, advice and endless constructive comments during the preparation of this dissertation. Above all, I sincerely appreciate his acceptance to supervise me.

Special thanks are extended to my sponsor, Permanent Secretary, President's Office, Public Service Management, Gender Department and my employer Permanent Secretary, Ministry of Agriculture Food Security and Cooperatives for their financial and material support with whose efforts to undertake this study was facilitated.

I wish to extend special appreciation to my lecturers and CED staff (CED 2005-2007), fellow CED post graduate students for their constructive help, encouragements, and criticisms in the course of preparing this work. I also wish to thank my field attachment organization management and members of CIPOA for accepting to work with me. Their tireless support and contributions made this work in its present guise.

I should also take this opportunity to wholeheartedly thank my beloved family members for their committed love, moral and material support. In particular, I would like to thank my husband Andrew Kihula, my children Isdory, Angela, Gabriel, Fortunatha, Joshua and Siwema for their serenity and support during the whole period of my study.

Finally, I thank my friends and relatives for their heartfelt encouragement and support; however, I remain solely responsible for the shortfalls that may be found in this dissertation.

I will lack morals if I do not give glory to **GOD** for **HIS** care and protection that enabled me to complete my studies and particularly this work.

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ABBREVIATIONS

CBO	Community Based Organization
CED	Community Economic Development
CIPOA	Community Initiatives for Income Poverty Alleviation
DAIPESA	DAI Private Enterprise Support Activities
DAWASCO	Dar es Salaam Water Supply Corporation
EPOPA	Export Promotion of Organic Products in Africa
FBO	Faith Based Organization
FWCW	Fourth World Conference on Women
GAP	Good Agricultural Practices
GMP	Good Manufacturing Practices
HIV/AIDS	Human-Immuno Deficiency Syndrome Virus
KIHATA	Kilimo Hai Tanzania
MFI	Micro Finance Institutions
MVIWATA	Muungano wa Vikundi vya Wakulima Tanzania
SACCOS	Savings and Credit Cooperative Society
TANESCO	Tanzania Electrical Supply Corporation
TARPII	Tanzania Agricultural Research Project phase II
TTCL	Tanzania Telecommunications Limited
VICOBA	Village Community Bank
WEO	Ward Executive Officer
WSSD	Water Sewerage and Sanitary Department

CHAPTER ONE

COMMUNITY NEEDS ASSESSMENT

This chapter explains the community needs assessment that was carried out at Mbezi Louis Village community in Kinondoni district. The main aim of the study was to find out the community strengths, challenges, weaknesses and opportunities and hence identify gaps for the Community Economic Development (CED) student to fill while pursuing her studies as well as helping the community to overcome some of the constraints through the help of a CED student advisory services.

1.1 Community profile

Mbezi Louis village community has a population of 3,785 people with 1,676 being women (Population Census, 2002). The average income of the community members in Mbezi Louis village is 500,000 Tanzania shillings per year. However, men control most of the resources and decision-making power. The community members depend on agriculture for their livelihood. The main cash crops at present are horticultural crops, citrus and cassava. The soil is sandy loam with two reliable rainfall patterns that are short rains (*vuli rains* occurring during October – November) and long rains (*masika rains*—occurring in March - June). There are four primary schools and a dispensary is about one kilometer while a hospital is about ten kilometers away from the village centre. There are three secondary schools around and the village obtains clean and safe water from DAWASCO that taps it from the upper Ruvu River. The roads are quite good and passable all the year. The cost of transport from Mbezi Louis to Dar es Salaam city is 300 Tanzanian shillings. Average farm size is less than 1.0 hectare per household. The most common way of acquiring land is through purchasing from traditional owners.

Information that is crucial to the village is passed through the village administration to the ten cell leaders who eventually communicate it to the families. Likewise the use of letters, meetings and public rallies are some of the communication means to send information to the community.

The severity of HIV/AIDS is intensified by heavy traffic and buses which do park at the village enroute to Northern, Central and Southern parts of the country as well as back to Dar es Salaam. Its disease spreading impacts and environmental pollution are increasing due to the mixture of people who are having different cultures, norms and habits. The social situation differs so much in such a way that no one can specify the type of community it is in terms of culture, customs, beliefs, habits and traditions. Their relations are in matters of economic, health, education and sometimes political, otherwise the families live the lives of urban settings.

1.2 Aims of Community Needs Assessment

There are a number of reasons which guided the researcher to conduct a need assessment study and they include:

- To learn more about what Mbezi Louis community needs are?
- To assess if the needs addressed by CIPOA are in line with the community needs.
- To make sure any actions taken by the researcher are in line with needs expressed by the community.
- To have a deep understanding of the community's strengths, opportunities, weakness and challenges.

Finally the results of a Community Needs Assessment provided valuable information about what services are needed in the community; how the community members of

Mbezi Louis viewed present services; what were their recommendations for improvement.

In brief, the Community Needs Assessment (CNA) in Mbezi Louis community aimed at identifying constraints and opportunities at the supply and utilization chain in respect to responsiveness and demand in order to choose/adapt an appropriate intervention.

1.3 Research Methods used in Community Needs Assessment

Community Needs Assessment was obtained through various information obtained by a variety of tools as outlined below:

Literature review

Different empirical literatures on value addition of agricultural crops projects were reviewed by the researcher to learn on theories and practices that can be applicable to CIPOA Community Based Organization project. Records review was also useful for determining value, interest, positions and public attitudes. The literature reviewed provided background information for the project.

Sources such as reports from institutions like Muungano wa Vikundi vya Wakulima Tanzania (MVIWATA), Kilimo Hai Tanzania (KIHATA) and Kinondoni Municipal Council were reviewed. Annual reports, monitoring and evaluation reports, records of workshops done were some of the reviews looked at. The researcher did the reviews after being introduced to the institutions by the village authorities. Results of the reviews provided an outlook of the gap which was needed to be filled by CIPOA project. The institutions have been providing crop production services only and crop post harvest services were not touched.

Field visits

Physical visits were done by the researcher to institutions that are in Mbezi community for understanding the community development activities performed by them. The researcher paid courtesy call to the village authorities before being informed about the existing institutions and their activities within the village. A random selection was done to obtain the visited institutions. This resulted in knowing the existence of institutions like village administrative office, schools, village dispensary, Child in the Sun, and religious organizations. However, random selection was done and the visited institutions included KIHATA, CIPOA, Village schools and Religious institutions. Likewise the researcher visited Kibaha District Office, Kinondoni Municipal Council, District Agricultural Development Office and District Community Development Office to ascertain issues pertaining to social community cohesion of Mbezi Louis community like agricultural extension services, cooperative services and the other technological packages provided to the village.

Discussions

Focus group discussion was done using the checklist prepared by the researcher before the interview. Group discussions were done to key informants, village leaders and Municipal officers so as to get information on existing social economic situation. The researcher also had discussions with Kinondoni District Community Development Officer, District Agricultural Livestock Officer and Division Agricultural Extension Officers at different occasions.

The reason for selecting these discussion groups and individuals was on purpose because the selected sample are knowledgeable on key community issues. The researcher selected

group participants in different sessions; district officers were met at different times with village key informants by use of a non probability sampling technique. This also applied to village leaders.

The non-probability sampling method was used in selecting Kinondoni Municipal; ward officials, and village government experts and institution representatives because these groups of respondents have special information to provide with regard to their expertise in the subject matter.

The discussions conducted with officials and leaders of the organization aimed at understanding the most pressing need in the community and the suggested solutions. The non-probability sample includes those acquired by accident or virtue of their positions.

Observations

This tool aimed at ascertaining certain information obtained from other tools such as discussions and interviews. Observations were done by the researcher and it was conducted along the same time as the other tools. The tool revealed the reality and clarity of the information and situation reported by participants. Observation method was also used for the purpose of getting direct information about behavior of individuals and groups and also it enabled the researcher to understand the need of the community through the use of a visual aid. The researchers observed various social economic aspects like health of the individuals, type of houses, type of crops grown and the like to depict wealth, crops in season and similar data.

Survey

The researcher also used a survey to some community members by using a checklist to individuals, face to face interviews and meetings with various community and organizations members.

Questionnaires consisting of pre-set questions were distributed to Kinondoni Municipal, ward and village officials who were literate and have high capability of reading, understanding and answering the questions on their own. Follow up to those given the questionnaire was tete à tete.

Interviews to group members was face to face conversation between the interviewer and interviewee. In this case, structured and semi structure interview guide was used to members of CIPOA and surrounding community.

However, a pilot survey was conducted to test the instruments before launching the proper survey. The pilot survey aimed at testing whether the instruments produce consistent and accurate responses. Pre-testing of questionnaire was done to avoid poor wording and long questions. Structured interviews ensured clarity of the questions because respondents had a chance to ask and get clarification of the questions.

This method increased the response rate of the survey

Probability sampling method was used in selecting the CBO members and beneficiaries of the CBO who are the surrounding communities in order to give equal chance to all respondents to participate in the survey.

The researcher did not include everyone in the survey, but a sample of the group. The total population was 27 women and 5 officials; however, 26 women and 4 officials were selected to participate in a survey.

Survey sampling is very important especially where it is not possible to use the whole population. This ensured a true representation of the population because everybody had a possibility of being chosen.

The reason for choosing this method were that sampling error was minimized while maximizing the sample's representativeness, pattern of important characteristics was drawn like age, sex etc, and also confidence with the representativeness of the sample was built. Another reason for using this tool was because although the study group was literate and they can read and write; time as a valuable resource was too scarce (little) for posting the questionnaires and waiting for the participants to fill in and post back, also experience shows that self filling of posted questionnaires may bring an output of less than 50%. Other resources were also meager (financially as well as humanwise). There were four people involved in the research study. Each survey form took between 50 minutes to 1 hour to be completed. Due to scarce resources also, the actual survey took about 3 days to be accomplished. However, questionnaire preparation (face and content validity) and pre- testing took about 2 days. In total the whole exercise of survey took about 10 days excluding data entry and report writing.

The response rate as the number of people who responded to a survey was 100% obtained through calculations by dividing the number of completed surveys by the number of distributed or surveys that could have been completed.

Due to the methods used to obtain the sample size for the survey, the response rate was high. However, the respondents were increased to cater for the few non-respondents and hence increase the survey's credibility.

The participants from the district and village organizations were also used to sample questionnaires and helped in interviews. In all cases the participatory methods were used to ensure maximum acquisition of data.

The researcher used both open ended and close-ended questions. A total of 39 questions were asked the questionnaire had four main sections: demographic data, crop production information, crop marketing information and constraints, relevance of value addition project to alleviate the poverty. Example of the key questions on constraints was: what are the major problems facing agricultural produce in your area? Rank these problems in order of importance by marking between one and seven, one meaning the most important and seven the least important.

Tools were selected in such a manner that the information was triangulated through the methods to get the most valid and reliable information.

1.4 Research questions/hypothesis to be tested

The researcher had several questions which needed to be answered, these comprised the following:

- What is the existing system of marketing the agricultural crops?
- What are the current activities that give income to members of the community and their families?
- Which organizations are involved in crop post harvest activities in the area?
- What extent do group members know about value addition of agricultural crops as a source of increased income?
- What types of value addition innovations are available for communities in the area?
- What measures have been taken to disseminate them?

- What are the existing markets for the products?
- Who are the potential buyers for the agricultural crops and products?
- What are the potentials and constraints in implementing crop value addition project?

1.5 Validity and Reliability

Internal validity refers to the approximate truth about inferences regarding cause-effect or causal relationships. Thus, internal validity is only relevant in studies that try to establish a causal relationship. However, in this particular survey construct validity was achieved through comparing results with past studies. The study questions can be used at any time with different people and also at different times provided they are involved in agro processing and marketing projects.

External validity refers to the approximate truth of propositions, inferences or conclusions. The researcher tried to overcome the limitation of external validity by applying random sampling technique and pre testing of the questionnaire. The sample was true representation of a population.

The questionnaire was pre tested twice before the actual survey and modification was done accordingly. There were no non respondents and the response rate was 100%

Pilot testing the questionnaire ensured the reliability for survey uses and the focus was on the clarity of the questions and the general format of the survey. Literature on the similar subject was reviewed and the results were correlated.

1.5.1 Adequacy of description and methods for establishing reliability

There were several methods that were used by the researcher to establish reliability, they include: **Alternate-form Reliability:** Use of differently worded items or responses sets to obtain the same information about a specific topic. In some cases the survey

questionnaire had two items in which wording were different but aimed at the same specific variable and the same vocabulary level (lecture notes). Example of such questions is: What is the traditional role of women in vegetable growing? On the other hand, there was a question about the labour profile in the households regarding vegetable growing. What is the traditional role of women in vegetable production?.

Test-Rest Reliability: Measures the stability of responses over time, typically in the same group of respondents. The survey was administered to a sample at two different and appropriate points in time. The responses for the questions were the same in two occasions.

1.5.2 Validity

Validity refers to the accuracy of the information or its freedom from error.

How established (content, face, criterion, construct)

Content validity: Formal expert's review of how good an item or series of items appears. The questionnaire was given to a agricultural officer who was an expert on crops production for verification of its ability to answer the research questions (lecture notes).

Face validity: Casual review of how good an item or group of items appears. Individuals assessed the questionnaire with no training in the subject under study. The questionnaire was given to a secretary for verifying the ability to answer the questions.

Criterion validity: This measures how well the item or scale predicts expected future observations. This was used to predict outcomes or events of significance that the item or scale might subsequently be used to predict.

Construct validity: This is a theoretical measure of how meaningful a survey instrument is. Usually it is established after years of experience by numerous investigators. This method is not easily quantifiable; however, there is a lot of literature which shows that this method have been used by various investigators for several years for this particular study.

Adequacy of validity for survey's uses

Adequacy of validity of survey uses was achieved through pilot testing of the questionnaire, which ensured that all topics were included. Consideration of respondent's confidentiality was taken care by giving a code to each individual respondent. Kinondoni district officials were informed on the need of performing this particular study. Different researchers can use the survey results.

Adequacy of description and methods for establishing validity

The survey validity was achieved through the use of different methods. **Pilot testing bolsters validity.** This helped the researcher to see that all topics were included.

For this particular survey, face validity was done by giving the questionnaire to 1 human resource personnel, 2 administrative officers, 1 ex- university fresh student and 1 community development officer.

Content validity: The questionnaire was given to two agriculturists who assessed it and made some suggestions, which were incorporated in the survey.

The advantages of using checklist were to help respondents remember something which they might have forgotten or overlooked. If for example they were asked to mention they could have mentioned just one activity.

1.5.2 Psychometrics characteristics

Scales

The researcher used the rating scale in which respondents were supposed to place the item being rated at some point along a continuum or in any one of an ordered series of categories. A numerical value was assigned to the point or category. Three types of ratings, which were used by the researcher, included nominal which is sometimes called categorical responses and refers to answers given by respondents about the groups, which they belong for example sex, and education level attended.

Ordinal ratings, which required the respondent to place answers in rank order such as problems encountering agriculture, while the interval rating dealt with intervals such as annual income (Arlene Fink, 1985)

Content

The content of the questions for the questionnaire was as follows: questions for nominal scale were 4, for ordinal scale were 8 and for interval scale were 4, ratings were 2 and open ended questions 11.

This survey was designed in such a way that each individual item counted. A 39 questions survey on constraints and opportunities of horticultural crops marketing systems was designed in itself to be used to analyze constraints and opportunities and therefore they were scored separately.

1.6 Analysis Techniques and Analysis

Analysis was done using qualitative and quantitative methods namely summaries and tabulations. The tables include information on institutional analysis in which the institutes

describe their participation, impact of participation and plans for future regarding agricultural marketing systems.

Survey data were also analyzed using SPSS (Statistical Packages for Social Scientist) and excel program. The analysis included descriptive statistics, which involved calculating for mean, frequencies, standard deviation and variance. SWOC analysis was used to determine the strength, weakness, opportunities and challenges of the project

In this survey the researcher reported on each fact individually.

Interventions had costs to other organizations or groups and they included commitments to accept the benefits of the change, for example, the village administration facilitated the community to accept the activities of the proposed project. The main cost to the beneficiaries was their willingness to work. The community will benefit by having an integrated food security which include improved nutritional and economic status. The local agencies in the community level accepted involvement in efforts staff training, field officers training, provide market failure guarantee, conduct market surveys, provide buyer contracts, assist in product development, facilitate participation in trade shows, provision of improved motivation for farming, increase production and concept for trade in community.

Even policy documents such as The Agricultural Sector Development Strategies (ASDS) and Agricultural Sector Marketing Programme (ASMP) concur with the results as it strategize to foresee the empowerment of farmers to enhance their bargaining positions in the market through provision and dissemination of technologies, information and monitoring the market performance.

1.7 Findings/Results

Literature reviews revealed demographics, income levels and type of employment and activities that the community members are engaged in. During discussions within the groups, the village leaders explained their activities and listed several institutions and

community groups that exist in their village. Among the listed community groups, the decision was made to visit the CIPOA women group which is actively involved in production of agricultural products at the village. Observations showed economic indicators such as wealth of community members in terms of type of houses, health and community services available within. However, before the initiation of any intervention, it was also importantly seen to study the constraints and opportunities of horticultural crops marketing systems to the local community, current contribution of the crops into household income, market situation and the project's acceptability by the community. This study was done so as to obtain specific needs pertaining to the researcher's area of specialization and hence enable her to help solve the problems identified better. Data obtained was ranked pair wisely to get the most important need for the community.

Overall results revealed that low prices and lack of reliable market for agricultural products is a great challenge for the farmers in Mbezi Louis. This is the result of many reinforcing factors including lack of awareness on the quality parameters, poor marketing information on the requirements of the domestic market, low volumes of the produce, lack of training on marketing strategies and lack of reliable storage facilities. The collected information also assisted the project staff, CBO leaders and the community members to develop strategies that ensured the attainment of increased food security and household income of Mbezi Louis community.

1.8 Graphical content

The selected study institutes and officers that conduct their activities at Mbezi Louis are involved in the promotion and dissemination of good agricultural practices. Despite their

involvement, Mbezi Louis community still indicated the need of further services on post production. as indicated during the study and summarized by the table below.

The CNA done to members of the CIPOA CBO was also involved in developing the problem statement.

Table 1: Institutional Analysis

Stakeholder	Description of participation	Evaluation	Impact of participation	Rate	Plan
1. KIHATA	<ul style="list-style-type: none"> - Promotion of organic products - Train organic producers. 	High	<ul style="list-style-type: none"> - they have registered more than 20,000 members 	+	- Mobilize KIHATA to be more concerned with the problem of the communities
2. Kinondoni District Community Development Officer	<ul style="list-style-type: none"> - Providing relevant information about the CBO - Sensitize the members on economic aspects of farming to uplift their living standard through farm activities. 	High	More than 20 CBO have been registered under her guide	+	-Involvement in the development of the project
3. CIPOA women community members	<ul style="list-style-type: none"> -Production of horticultural products - Formerly registered to carry activities legally 	High	<ul style="list-style-type: none"> - Have started producing vegetables and poultry products. - Have commenced community banking activities. 	+	Involve them in every step of project, starting with needs assessment to implementation stage.
4. District Agricultural Extension Officer	<ul style="list-style-type: none"> - Participated in delivering agricultural services so as to improve productivity, raise farm families' incomes and hence improve farmers' quality of lives. 	Medium	<ul style="list-style-type: none"> - More women and men have been motivated to produce horticultural vegetables 	+	Involve District Extension Officials in streamlining dissemination of packages for the community e.g need assessment to project implementation
5. Mbezi Louis village leaders	<ul style="list-style-type: none"> - Involved in mobilizing the community to produce horticultural crops 	High	<ul style="list-style-type: none"> - Increase in community members women and men who wants to learn about the intervention 	+	Involve them in every step of from need assessment to implementation of the project so that they understand what is going on in the group

CHAPTER TWO

PROBLEM IDENTIFICATION

Agricultural produce fetch low price and unreliable markets due to many and often mutually reinforcing factors including lack of awareness on the quality parameters, poor marketing information on the requirements of the domestic market, low volumes of the produce, lack of training on the market strategies and lack of reliable storage facilities.

Women are most disadvantaged because they have low literacy level and traditionally they are left behind in being sent to school. This phenomenon makes them lack access to market information and other improved technologies yet they comprise 75% of the agricultural labour force.

2.1 Problem Statement

Low income is of great concern to the rural community members of Kinondoni district and particularly Mbezi Louis village. This is caused by lack of efficient marketing system of agricultural crops and lack of skills/technologies in value addition. The situation has affected Mbezi Louis community because they are selling their agricultural produce at very low prices and do not normally secure reliable markets. The consequence is that a community lead an income poverty life all the year through and it needs to be changed in order to improve the livelihood of Mbezi Louis community. The purpose of CIPOA in implementing a project is to add value to agricultural produce, secure reliable markets due to quality products and thereby sell at a higher prices than the crops which have not been value added.

2.2 Target community

Community Initiatives for Income Poverty Alleviation (CIPOA) was formed and registered to carry out commercialized agriculture which will eventually lead the community improve its income levels. My project was about contributing to sustainable improved livelihood of Mbezi Louis community through provision of quality crop products and marketing skills. The community participation to the project include their willingness to support the project through community mobilization and sensitization by village administration as well as provision of conducive/ work environment to the group through peacekeeping and purchase of produced goods. The project members have provided information as well as sensitization on existence of project's activities. Besides, the community will be having safe food products like fruits and vegetables for their families throughout the year, hence improve nutritional status.

Community will be able to contribute to the development activities such as building healthy citizens through creation of awareness on health care of the sick and material help to them; will get help in caring for the orphans – through paying school fees, clothing and other basic services.

Customers/ neighbours coming from outside the community will buy products made by the organization thereby bringing new money into a community and increase community income. Circulating money within a community from one business to another increases community income. In a healthy local economy, money circulates and recirculates. The benefits produced by these funds within the community will make local people better off and the improvement of purchasing power will be exhibited.

Creation of employment on the fields and in selling petty businesses, and other individual projects made by organization members will reduce social hazards such as thieves, youth who smoke/ take illegal drugs, prostitutes and the like. All the above-mentioned will help in poverty reduction.

2.4 Stakeholders

Major players that have a stake in this include individuals whose role are to mobilize and sensitize the activities, their concerns are common understanding of project's objectives and they expect to gain knowledge and skills and share their experiences; others are NGOs, FBOs and CBOs whose roles are to carry out capacity building in value addition, provide training and training materials, provision and facilitation the availability of soft loans, provision of technical support, provision and facilitate availability of working tools, financial support especially during the training, and monitoring the implementation of the project activities. Their concerns include effectiveness and efficiency of the project implementation, tracking the progress of the project and pick the best practices, challenges and capacity building. They expect to network with other stakeholders, increase credibility and visibility as well as understanding the community. While the government agencies roles are to provide technical training and support training materials, facilitate the availability of soft loans and register the group. Also the government is expected to facilitate the linkage with other organizations and institutions, monitor and evaluate the implementation of the project activities. The government agencies concerns are to ensure and facilitate smooth running of the project activities, track the progress of the project and pick the best practices, challenges and lesson learned while expecting networking will be effected.

Table 2: Stakeholder Impact Analysis

Stakeholders	Potential benefits/costs	Project discussions	Opinion on project & goals	Opinion on Project Design
Religious organizations	+	yes	Will increase service area And improve economic and health status	Need some improvement so as to accommodate other stakeholders
Child in the Sun	+	yes	May show a good roadmap to the growing generation	Should be transparent to allow other people to critique and learn.
Village administration	+	yes	Collaboration to enhance sustainable projects management	It will create strong link between community and MCOBA
Ministry of Health	+	Yes	Start with small area and specialize on Home Based care	More collaboration should be insisted in matters of training health services packages
KIHATA	+	Discussed	Collaboration to enhance sustainable vegetable farming	Will improve as we go so as to have an implementable design. The projects will empower all the

Stakeholders	Potential benefits/costs	Project discussions	Opinion on project & goals	Opinion on Project Design
				community members.
Kinondoni Municipal administration	+	Discussed	Consent on working with the community provided and will help in registration	Join together to identify the projects common interest and plan together with the community
Kibaha District Council	+	No	-	-
Mbezi schools	+	Yes	Reachable if activities are strictly followed	Does not allow outsiders to participate, it should provide a room for more participants.
The community	+	yes	Wish for it to happen soon	Will assist on ground because we see the potentiality of empowering in it.

Table 3: The roles, concern and expectation of stakeholders

Individuals	<ul style="list-style-type: none"> - community mobilization and sensitization, - Monitoring the implementation of the project activities, 	<ul style="list-style-type: none"> - common understanding of the project objective, - Imparted with skills e.g. monitoring skills. 	<ul style="list-style-type: none"> - Gain knowledge and skills, - share experience
NGOs, CBOs, FBOs	<ul style="list-style-type: none"> - capacity building in management and leadership, - provide training and training materials - Provision and facilitation the availability of soft loans. - provision of Technical support, - provision and facilitate availability of working tools, - Financial support especially during the training. - community mobilization and sensitization, - Monitoring the implementation of the project activities, 	<ul style="list-style-type: none"> - ensure the effectiveness and efficiency of the project implementation, - Tracking the progress of the project and pick the best practices, challenges and lesson learned. - capacity building 	<ul style="list-style-type: none"> - networking with other stakeholders, - Increase credibility and visibility. - understanding the community
Government agencies	<ul style="list-style-type: none"> - provide training and training materials - Provision and facilitation the availability of soft loans. - Provision of Technical support and registration of the group. - facilitate the linkage with other organizations and institutions, - Monitoring and evaluation of the implementation of the project activities. 	<ul style="list-style-type: none"> - ensure and facilitate smooth running of the project activities, - Tracking the progress of the project and pick the best practices, challenges and lesson learned. 	<ul style="list-style-type: none"> - networking with other stakeholders,

2.5 Project Goals

The project's organization goals included having a legally registered organization by end 2006; good group cohesion and dynamics by year 2007; technical & marketing skills for horticultural crops available to the group by year 2007 and good management and manufacturing practices of agricultural produce in place by 2007. The goals are defined as follows:

The definition of goals

The project will achieve its goal because there is appropriate collaboration with other agencies and the community has participated in the project planning process and

monitoring. Also seriousness and commitment of members shown by mobilization of funds through the establishment of a community bank services. Organization partners are keen and want to see the project take place. Measures to register the organization started by consulting various organizations and individuals for advice and the implementation of this goal was completed in July 2006.

2.6 Project objectives

The main objectives of the project is to have an efficient marketing system in place by 2007 with a resultant increased horticultural crops production of Mbezi Louis village farms from an average of less than quarter hectare to 1.2 hectare by year 2007.

The projects specific objectives include:

- To ensure the group attains its registration, commence social & income generating activities by end of year one of the project.
- To strengthen the community group by targeting an increase of 100 community members by the year 2007.
- To train agro processing technologies by December 2006.
- To establish a small scale agro-processing industry by year 2007.
- To establish marketing system of value added products by 2007.

The prerequisite for attaining these objectives are morale to learn and facilitation;

All stakeholders perform assigned task; availability of funds; timely monitoring of the project activities and my commitment to help the organization as well as the community.

The organization comprises of skilled human resource and part of financial resources is provided by the members and has the urge to make it happen. The advisor is readily

available (CED student) and goes to the group once every week when the group meets. Part of financial resources has been realized on a self-help basis through the commencement of community banking. The student's employer – The Ministry of Agriculture, Food Security and Cooperatives assisted the student in the implementation research by providing some of material and financial resources to facilitate smooth training of value addition to agricultural produce.

2.7 Host Organization

Community Initiatives for Income Poverty Alleviation (CIPOA) Community-Based Organization is an organization that hosts the project. Its mission is to develop and promotes social and economic enterprises for poverty alleviation. While its vision is to have a sustainably high income and improved quality livelihood community by 2015.

The main activities that CIPOA does are to carry out capacity building in group mobilization and cohesion, provide training and training materials, provide and facilitate the availability of soft loans, provision of technical support, provide and facilitate availability of working tools, financial support especially during the training, and monitor the implementation.

My roles and responsibilities have been advisory services in which I identify critical issues for intervention that do not need to wait for external assistance and discuss with group members/ management on which areas to start immediately; determining information gaps by collecting more evidence (information) to concretize the contents of the proposed project activities and advise accordingly; assist in the registration of the organization by participating in the preparation of the constitution and ensure availability

of other documents relevant for registration; provide preliminary intervention measures such as training on relevant skills and knowledge related to value addition to agricultural crops. Such skills as principles and technologies of processing fruits and vegetables; monitor and evaluate activities and write a project report to CED as partial fulfillment of the assignment and attainment of the Masters degree.

My responsibilities are to ensure the group is trained on relevant skills and knowledge related to value addition of agricultural crops, participate in monitoring and evaluation and provide advisory services all aimed at reaching the goal of the project.

CHAPTER THREE

LITERATURE REVIEW

Low prices and lack of reliable market for agricultural products is a great challenge for the farmers in Tanzania. Knowledge Attitude and Practice study done in Coastal regions by Mwinjaka et al (2002), revealed that most farmers' produce are sold at a lower price which results in the increase of poverty due to low income obtained through sales of their produce.

TARP II Monitoring survey 2003 revealed that about 70% of all the interviewed farmers in the seven agro ecological zone in Tanzania mentioned that low prices and lack of reliable markets as one of the major factors limiting agriculture sector development in Tanzania.

It is estimated that about 65% of the agricultural producers for domestic products in Tanzania are affected by market forces which lead to low producer prices and unreliable markets thus reducing cash available to farmers to meet production costs (URT, 2003).

Generally low prices and unreliable markets is the result of many and often mutually reinforcing factors including lack of awareness on the quality parameters, poor marketing information on the requirements of the domestic market, low volumes of the produce, lack of training on marketing strategies, lack of reliable storage facilities.

Women are most disadvantaged because of low literacy level and traditionally they are left behind in being sent to school. This phenomenon makes them lack access to market information and other improved technologies (It should be borne in mind that they comprise of 75% of agricultural labour force). Studies prove that the importance of women as farmers has been recognized for some time though it has not been sufficiently

taken into account when developing and disseminating agricultural technologies (Challe, 2003).

Mbezi Louis community that is in Kinondoni rural district faces the same problem of income poverty due to low producer prices.

Low income is of great concern to the rural community members of Kinondoni district. Realizing the problem of low income, which is caused by lack of efficient marketing system of agricultural crops and lack of skills/technologies in value addition, Community Initiatives for Income Poverty Alleviation had to intervene into the matter and intend to reverse the situation by starting commercialized agriculture which will eventually lead the community to improve its income levels.

The literature review cited here under will among other things, explain about poverty, employment, participation, empowerment, foreign aid and income generating activities, all of which are the key issues that encounter Mshikamano Community Based Organization of Mbezi Louis, Kinondoni district. The literature is divided into three sub sections namely theoretical, empirical and policy reviews.

3.1 Theoretical Literature Review

3.1.1 Poverty

Stan Burkey (1999) defined poverty as lack of basic needs. Basic needs are the things that individual must have in order to survive as a human being. However, the group of development workers in Uganda (Stan Burkey, 1999), defined “*absolute poverty*” as the inability of an individual, a community or a national to satisfactorily meet its basic need. They defined “*relative poverty*” as the condition in which basic needs are met, but where there is an inability to meet perceived needs and desires.

Economists views poverty as income lowness but in broader sense poverty is identifies in terms of deprivation of capabilities. Deprivation of capabilities means non-availability of or exclusion from educational possibilities, health care knowledge, political freedom etc. (Amartya Sen, 1999).

Recently, the definition of poverty has been further broadened. New definitions incorporate problems of self-esteem, vulnerability to internal and external risks, and exclusion from the development process and lack of social capital (*URT – VPO 2004*). The new additions to the definition of poverty capture the qualitative aspect of social - economic well being.

Poverty is: Lack of voice where people need avenues to express their needs or obtain redress; lack of empowerment where people need the resources and authority to take charge of programs meant for their benefit and lack of good governance in which people are worse off when officials are corrupt, unresponsive to local demands, and unaccountable. Therefore, local empowerment is a form of poverty reduction in its own right and quite independent of its income effects.

3.1.2 Participation

Participation is defined as effort to increase control over recourses and regulative institutions in a given social situation, on the parts for group and movements of those hitherto excluded from such control (Pearse and Stiefel, 1979). Peoples' participation is a fundamental element in the community development in the recent past for many reasons. First, participation creates favorable condition that would enable the people to fully apply their energy, skills and creativity for their own benefit and for the benefit

of the countries. Second, participation ensures the effective decision – making process on matters affecting their welfare.

3.1.3 Empowerment

Empowerment is about changes, choice and power. (Suzy C. and Lisa K., March, 2002). It is a process of change by which individual or groups with little or no power gain the power and ability to make choices that affect their lives. The structure of power – who has it, its sources, and how it is exercised – directly affects the choices that people are able to make in their lives. Empowerment goes beyond participation. It implies enabling people to understand the reality of their environment, reflect on the factors shaping that environment, and take steps to effect changes to improve the situation (Stanley K. and Jaya K., 1993).

3.1.4 Economic development

According to Burkey (1999), economic development is a process by which people through their own individual and/ or joint efforts boosts production for direct consumption and have a surplus to sell for cash. Burkey argues that economic development is not a full solution to poverty. Some people and institutions adopted the Basic Needs Approach of which meeting basic human needs of people is considered as crucial elements for development.

3.1.5 Poverty at Global Level

Poverty has been a constant and growing threat to humanity. The majority, who go hungry, live in abject poverty (Mtatikolo 1995). In Africa, large proportions of people (the majority of whom are women) have very limited access to income, resources, education, health care and nutrition. In 1995 (March 6-12), the first World

Summit on Social Development (WSSD) was organized in Copenhagen, Denmark, to recognize the significance of social development and human well-being for all. The aim was to give this goal the highest priority now and into the twenty-first century".

3.1.6 Women and globalization

More than one billion people in the world today, the great majority of whom are women, live in unacceptable conditions of poverty; the majorities are in the developing countries. Globalization of the world's economy and the deepening interdependence among nations present challenges and opportunities for sustained economic growth and development, risks and uncertainties for the future of the world economy. The gender disparities in economic power-sharing are also important contributing factors to the poverty of women. Migration and consequent changes in family structures have placed additional burdens on women, especially those who provide for several dependants (FWCW Platform, 1995).

3.1.7 The summary of theoretical literature review on the subject

Holdcroft (1984) said that community development is a process which the people of a community organize themselves for planning and action. Such organizing process includes applying all concepts worth of the individuals such as responsible, participating members of society and, more concerned with human organization, community education, and social action. Thus, the movement tended to assume that village cultural and institutional change, aided by outsiders, could help to achieve significant economic and agricultural growth. It had also a social mobilization dimension, which is practically used by many Non Governmental Organizations and

in some respect by bottom up approaches of some project implementations in Ethiopia.

However, Steven and Jahara (1988) raised many questions as to the validity of the Cultural Change First Model and Community Development Movement models. Among the questions, they stressed whether that large task could have been succeeded by an urbanized, educated, government workers, with little detail knowledge of village resources, production activities and socio economic life. Therefore, they have recommended that outsiders are to aid villagers to better organize their resources and to help them change their beliefs, value systems, and social institutions that enable to initiate more rapid economic progress.

In general, as many writers tried to show it, the cultural change and community development movements are not prerequisite that constrains countries to register large increases in their agricultural performances nor to break the vicious circle of rural poverty. Similarly, in Ethiopia, it is not found to be compulsory prerequisite to develop the agricultural sector significantly. The sector is not impeded primarily by the cultural problems but by the technological base and its application.

The unions, associations, organizations, co-operatives, though mainly were for political purposes had served a lot to solve community problems. Additionally, they were organized to educate, agitate the society in order to disseminate new methods as well as to change beliefs and cultures that deemed backward or constraint to development.

The changes on the production and productivity of the agricultural sector that can be attributed to measures using cultural change model are similarly insignificant.

Some continuity of the like above-mentioned community based development efforts are observed in Tanzania. There are also emerging new groups organized by NGOs, voluntary groups and government agencies that are serving some role of these models. The remaining past organizations have been destroyed, mainly because of their political contents although some of them (some farmers' producers cooperatives) had good records in transforming the traditional farmers/farming systems.

All about the importance of the models to the Ethiopian case can be related to organizing community-based activities, overcoming of social and cultural impediments, drawing out latent potentials that are available among the society. However, full participation and voluntary involvement of the society is decisive for implementation as learnt from experiences. Partially but importantly, the bottom-up development strategy can be related to such community movements and involvements. Although it cannot be a sole means towards solving all the development problems, it is much helpful in complementing the development efforts of rehabilitating and initiating the development of the torn out, dismantled and stagnant economies in general that are of agricultural societies in particular. All resource mobilization actions including non-profit making and community-based activities can be represented by this approach as well.

3.2 Empirical Literature Review

3.2.1 Women and income generating activities

An assessment of the adoption of agricultural technologies done by TARP II SUA outlines the concept of sustainable livelihood approach as to be compatible with actor-oriented perspective on the use of agricultural technologies. The assumption underlying this approach is that at any particular time, people pursue various livelihood outcomes (e.g health, income) by drawing a range of assets (financial, human, social & physical capital) to pursue a variety of activities (Farrington et al, 1999).

In addition, these livelihood outcomes are the results of both external fluctuations and farmers' own actions (Ellis, 2000). Furthermore, the approach - change is viewed as taking place within a defined context including the farmers' resources and the external environment over which the farmer has little control and which keeps on changing.

According to Challe (2003), women in coastal regions are most disadvantaged because of low literacy level and traditionally they were left behind in being sent to school. This phenomenon makes them lack access to improved technologies and market information. (It should be borne in mind that they comprise of 75% of agricultural labor force). Studies proves that the importance of women as farmers has been recognized for some time though it has not been sufficiently taken into account when developing and disseminating agricultural technologies.

3.2.2 Community Banks Groups

According to a study done by Mkombe (2005), *upatu* – self help savings and credit groups are the most prevalent method of savings and credit by the communities of many studied villages, most of the members are women. *Upatu* involves between 10 – 20 members who know and trust each other and perform the service in a rotating association.

In the provision of this financial service, one can see an alternating asymmetry of dependence versus independence emerging. Thus, access to a commercial development might give one access to a certain financial services which in turn may increase savings for more investment and increased development of an enterprise.

3.2.3 Microfinance services and community poverty reduction

Findings from a study on Tanzania Micro Financing Institutions (MFIs) that emerged in late 80's reveals that providing credit makes the poor work hard to pay for the loan and after repayment, the borrowers graduates to another bigger amount and so on. MFIs do not reduce poverty sustainably, though they have managed to overcome the problem of collateral which have been putting the poor out of service. The beneficiaries' enterprises are found to be least economically successful and tend to leave the MFIs prematurely resulting into serious negative effects on their wellbeing (Farbman and Steel, 1992). This is because the MFIs concentrate on loan repayment and how the clients rise to another rather than clients' changes in economic status. Most MFIs are operating in cities and towns leaving the majority of Tanzanians unattended.

3.2.4 Gender and economic activities

Kasuga (1998) reveals that although women in Tanzania operate larger proportion of businesses, they are least economically empowered. The majority perform petty businesses like snack selling, food vending, new & second hand clothes selling which are run with small capital and in unreliable premises where returns are not promising.

Also, Kashuliza and Kydd (1996) suggest that the cultural climate in rural Tanzania placed women at a disadvantage regarding credit accessibility. While Schreider (1998) found that men monopolizes the better informal sector opportunities.

Mkwizu (1992) points out that Tanzanian women have a trait of saving more than men, hence greater level can be accrued if more funds are given to women but the opposite is true as male dominate opportunities causing social and legal disadvantages to women.

3.2.5 Village Community Banks (VICOBA)

These banks enable people to develop a culture of savings that most Tanzanians have no culture in it. The scheme allows one to save for about four months before obtaining a loan and during this term training is provided on banking – bookkeeping, collaboration, leadership skills, services and the like. After four months, a loan can be provided, the personal savings becomes insurance for the money taken and a little interest is paid on top of the principal loan to facilitate association's administrative work. Upon closure of the cycle (usually one year), the insurance is repaid to the member. Shares and profits are given to members as well. This enables members to generate own capital as well as raise income for sustainable economic activities.

3.2.6 Other cross cutting issues

Various institutions such as Muungano wa Vikundi vya Wakulima Tanzania (MVIWATA), EPOPA, Kilimo Hai Tanzania (KIHATA), DAIPESA etc have been involved in: staff training, field officers training, market failure guarantee, market surveys and buyer contacts, product development, participation in trade shows, improved motivation for farming, improve livelihood, increase production and concept for trade in commodities sustainable produced by smallholders.

3.2.7 Lessons learned from empirical review

The lessons learned from most of the empirical studies and especially Grameen bank of Bangladesh, Bangladesh Rural Advancement Committee (BRAC) and Rural Development Project of Bangladesh shows that most effective element of borrowing from the MFIs is its important impact on improved livelihood. Bangladesh women are reputed of relieving men's heavy workload of household up keeping due to women accessing the loans and performing economic activities that gives returns for the benefit of the families. According to these MFIs reports, Grameen bank records 94% of its members are women, BRAC have 88% women and RD have 70% women. This shows that women are active borrowers and they receive more than 80% of annual disbursement. The record shows that women's repayment rate is above 90%. The study further reveals that women borrowers doubled household consumption than that of men borrowers. The funds from women borrowers increased children welfare more than men.

The gap observed in the empirical literature is that none of the case study countries had organized marketing channels for rural crop products especially perishables. Although, the marketing system is not well organized but there is a lot of opportunities for farmers to sell their vegetables in big hotels, restaurants, super markets and urban markets provided they are organized in groups and trained in good agricultural practices technologies to have better quality and presentable vegetables which could fetch higher prices.

3.3 Policy review

Tanzania has taken several policy initiatives that will direct and indirect effect on the implementation of National Poverty Alleviation (NPA). These initiatives provide the context within in which NPA is operating. Some of these initiatives include

3.3.1 Tanzania Development Vision 2025

This is a national vision with social and economic objective to be attained by the year 2025. The vision has three principal objectives namely:- achieving high quality livelihood for its people, attain good governance through the rule of law and building a strong and resilient economy that can effectively withstand global competition.

3.3.2 Poverty Reduction Strategy

The Government published a *Poverty Reduction Strategy Paper* (PRSP) which aims to facilitate the mainstreaming of poverty and welfare monitoring system into the budget instruments, such as Medium Term Expenditure Framework (MTEF). These efforts intended to set aside more resources for fighting poverty.

3.3.3 The Gender policy

The gender policy of 2000 aims at mainstreaming gender issues in all aspects of policy planning, resource allocation and implementation. Special attention is directed towards ensuring that women have access to land, other productive resources, training and labour saving technologies. Nonetheless, it will be important for agricultural related programmes and strategies to formulate special programmes to enhance women's access to technology, training and credit.

3.3.4 The Agricultural Sector Development Programme (ASDP) strategic areas of intervention into the problem (subject matter) is that it will foresee the empowerment of farmers to enhance their bargaining positions in the market through provision and dissemination of technologies and information and monitoring the market performance. Its mission aims at having the sector substantially commercial, competitive, highly diversified, that ensures food security, improves rural livelihood, expands rural employment and acts as an effective basis for economic growth and inter-sectoral linkages, while utilizing natural resources in an overall sustainable manner.

The Agricultural Sector Development Strategy (ASDS) of 2001, builds on the Agricultural and Livestock, and Cooperative Development Policies. From 1998 to 2001, the Government carried out studies and consultations at national and grass-root levels to identify the strategic interventions needed to accelerate the sector's growth. ASDS is important because it targets improvements in farm incomes, upon which the majority of the rural population depends; this is the principal way to achieve rural poverty reduction; it emphasizes availability and access to food, and thus advances food

security; and it provides a comprehensive, sector-wide programme for agricultural development, which is key to national economic development.

The ASDS provides a coordinated response to current macroeconomic and structural reforms, which address poverty reduction and improved public sector performance. It provides an instrument for guiding public and private investment towards agreed sector objectives and priorities. It transfers responsibility for formulating, implementing and monitoring agricultural development activities to LGA and communities. Finally, it augments the reform agenda by promoting a participatory approach to the sector management.

The ASDS is critical to rural poverty reduction. Recent studies indicate that approximately 50 percent of Tanzanians can be defined as poor, with a per capita income of less than one US Dollar per day. Over 80 percent of the population lives in rural areas with agriculture as the mainstay of their livelihoods. This indicates that improvement in farm incomes of the majority of the rural population is a precondition for reduction of rural poverty in Tanzania.

The strategy recognizes that subsistence dominated farming must gradually be transformed into profitable agricultural production. Consequently, the primary objective is to create an environment that favors the growth of farm incomes, which reduces rural poverty and which attracts private investment. This can be done without jeopardizing traditional safety mechanisms contained in subsistence farming systems.

3.3.5 Environmental Management Policy, 2000 recognizes and promotes involvement in environmental management areas as natural resources managers in our society due to their women's knowledge, skills and experience.

The policy also is addressing the issue of poverty and development states that satisfaction of basic needs is an environmental concern of policy relevance. It further states that resource channeling shall be targeted to address poverty related environmental problems. Strategic attention shall be directed towards eradicating communicable diseases, guaranteeing food, shelter, safe water for all, sustainable energy supply as well as employment and income generation in rural and urban areas, particularly to combat poverty.

3.3.6 Agricultural Policy objectives is to ensure food security and eradication of poverty through the promotion of productive systems, technologies and practices that are environmentally sound (Agricultural Policy, 1997). The mission is to substantially commercial, competitive, highly diversified, that ensures food security, improves rural livelihood, expands rural employment and acts as an effective basis for economic growth and inter-sectoral linkages, while utilising natural resources in an overall sustainable manner.(www.tanzania.go.tz)

1.5.2 National Strategy for Growth and Reduction of Poverty (NSGRP) - MKUKUTA

Human capability, survival and well being are among the **National Strategy for Growth and Reduction of Poverty (NSGRP) - MKUKUTA** strategies where issues like social security, health insurance, vulnerable groups like orphans, PLWHIV/AIDS, elders and disabled are provided with, afforded with and accessed with quality food and

services like education, information, health, water, prevention and treatments and social protection programs.

1.5.3 National Microfinance Policy (NMP)

The NMP objective is to establish a basis for the evolution of an efficient and effective micro financial system that serves the low-income segment of the society, thereby contributing to economic growth and poverty reduction. The policy stipulates that access to financial services offers the possibility of managing scarce household and enterprise resources more efficiently, protection against risks and taking advantage of investment opportunities for economic returns. Its vision is of achieving widespread access to microfinance throughout the country, made possible by institutions operating on economic basis.

1.5.4 The Small and Medium Enterprise Policy of 2002 aims to promote income-generating activities and support diversification of private sector activities. In the context of the agricultural sector, this includes the development of commercial opportunities in marketing and processing agricultural produce. The policy acknowledges that there is currently an unfavorable legal and regulatory framework, undeveloped infrastructure and poor business development services. A series of measures are proposed in the strategy to resolve these problems, with particular attention given to rural industrialization, which would stimulate local marketing and processing, and realize value-added close to the source of production.

3.3.10 The Co-operative Development Policy of 1997 is intended to provide a framework for the restructured co-operatives to operate on the basis of independent,

voluntary and economically viable principles; and ensure co-operatives are member-controlled private organizations, which respect the principles of good management.

3.3.11 The Rural Development Strategy of 2001 focuses on stimulating economic growth and reducing poverty in the rural areas. The strategy is based on the assumption that economic growth is essential if rural households are to be less vulnerable to climatic and economic fluctuations. It also acknowledges that good governance and social justice are an integral part of creating a positive environment for the development of rural areas, and recognizes the interaction between rural communities and urban centers as a fundamental component of the strategy. There are four categories of strategic intervention: promoting widely shared growth, increasing opportunities and access to services, reducing risk and vulnerability, and good governance.

3.3.12 Tanzania Policy on Strengthening Marketing Information

The Agricultural Sector Development Programme strategic areas of intervention into the problem (subject matter) is that it will also foresee the empowerment of farmers to enhance their bargaining positions in the market through provision and dissemination of technologies, information and monitoring the market performance.

3.3.13A summary of policy review

Good policies and strategies are available if the implementers are to adhere to them for political support of varied projects regarding marketing of agricultural produce; however the major gap that affects many communities and Mbezi Louis inclusive is the networking and coordination of activities within the same locality for effective supply chain management. Efforts are fragmented and not transparent. Many people do not

know policy opportunities available to them for their development. Implementation of this particular project will fill this gap through awareness creation and mind shift of the community because they will be seeking information as an important prerequisite in due course of implementing the project.

CHAPTER FOUR

RESEARCH DESIGN AND METHODOLOGY

The chapter analyses a summary of research designs and methodologies that were used in community needs assessment, survey designing and sampling, monitoring and evaluation of CIPOA project. Due to the nature and type of the project, research type was purposive in sample selection. Involvement of key informants, extensive literature search, observations and other participatory methods took greater weight during the study. The descriptive type of the research survey provided the researcher with an opportunity to collect data on a wide range of behaviours and capture a great variety of interactions. A cross sectional design provided a snap shot of variables included in the development of a monitoring plan. Evaluation was done regularly by to ensure smooth and successful execution of the project.

4.1 Research designing and sampling

The term design in this context refers to the surveyor's way of arranging and controlling the environment in which the survey took place. The environment consisted of the individuals or objects that were surveyed. Whereas, sampling was the selection of a portion of the environment or population to be surveyed.

4.1.1 Methods used in Research design (Cross sectional and longitudinal)

This research design was both a cross sectional as well as longitudinal design. Cross sectional refers to a design that provides a portrait of things as they are at a single point in time. Longitudinal refers to those finding out about change. The evaluation was done twice to assess the extent to which the project has been successful in achieving its

objectives. This was a trend design, and since it was the same sample being surveyed then a panel design after three months was done as well.

4.1.2 Reliability and Validity of Instruments (consistent and accurate results)

To ensure consistence and accurate results, standard designed questionnaire, interview guide as well as checklist for focused group discussion was used to collect the data. This enabled the surveyor to control the results of responses.

Questionnaire consisting of pre-set questions were distributed to Kinondoni Municipal, ward and village officials who are literate and have high capability of reading, understanding and answering the questions on their own. Follow up to those given the questionnaire was done tete à tete.

Interview was designed to be a face to face conversation between the interviewer and interviewee. In this case, structured and semi structure interview guide were used to members of CIPOA and surrounding community.

However, a pilot survey was conducted to test the instruments before launching the proper survey. The pilot survey aimed at testing whether the instruments will produce consistent and accurate responses.

4.2 Methods used in Community Needs Assessment

Community Needs Assessment was obtained through literature search and from various institutions such as Muungano wa Vikundi vya Wakulima Tanzania (MVIWATA), EPOPA, Kilimo Hai Tanzania (KIHATA), DAIPESA, Kinondoni District Offices and village administrative office. Other research methods included group discussions, key informants discussions, observations, interviews, use of a checklist to individuals, and meetings with various community members and organizations.

Structured discussions were employed to gather information from the village leaders after introducing to them the purpose of my study.

All the participants were selected randomly. Questions used aimed at obtaining the basic information on the existing system of marketing the agricultural crops, current activities that give income to members of the community and their families, organizations that are involved in crop post harvest activities in the area, the extent of the group members knowledge about value addition of agricultural crops as a source of increased income, types of value addition innovations that are available for communities in the area, measures that have been taken to disseminate them, the existing markets for the products, the potential buyers for the agricultural crops and products and the potentials and constraints in implementing crop value addition project.

Data obtained was ranked to get the most important need for the community.

4.2.1 Survey Sampling

CIPOA Group members were the only ones that were included in the survey. Likewise, purposive respondents from the Kinondoni Municipal, village, ward and other surrounding institutions took part as well. It was anticipated to have a total of 32 respondents to represent 100%. The choice of the sample size was done after listing all the names of the participating people in excel spread sheet and 26 members from the group were taken depending on good attendance records while 6 out of eight officials were picked at random.

Potential biases (because of how the sample was chosen or assigned, sample size, missing data from some or all respondents on some or all survey questions)

Potential biases in sample size selection were not controlled by the randomization. All age groups and wealth status were represented in the sample size. There was no missing data because pre-testing of the questionnaire was done twice. However, in some cases respondents took long time to recall their income per year and also the harvests per year, because vegetables are harvested in a short periods and the members do not normally keep records of their harvests.

4.2.1.1 Sample identification

Method used to select the project CBO was through structured discussions with village leaders. Probability sampling method was used in selecting the CBO members in order to give equal chance to all respondents to participate in the survey. While, the non-probability sampling method was used in selecting Kinondoni Municipal, ward officials, village government experts and institution representatives because these groups of respondents have special information to provide with regard to their expertise in the subject matter.

The reason for choosing these methods are that sampling error will be minimized while maximizing the sample's representative ness, pattern of important characteristics was drawn like age, sex etc, and also confident with the representativeness of the sample.

4.2.1.2 Response Rate

The response rate as the number of people who respond to a survey was 100% obtained through calculations by dividing the number of completed surveys by the number of distributed or surveys that could have been completed.

4.2.1.3 Analysis

Survey data were analyzed using SPSS (Statistical Packages for Social Scientist) and Excel programs. The analysis includes descriptive statistics, which involves calculating for mean, average and frequencies.

4.3 Methods used for Monitoring

The reasons for monitoring were to understand if the project is on track as planned, that is an ongoing picture of the project so that we can make decisions either to continue or make some adjustments; to understand if human resources and other non-human resources are available as anticipated and are used efficiently during project implementation and to get information for future evaluation.

4.3.1 Indicators and data used in monitoring

The indicators used for monitoring include percent improvement in purchasing power, health status of the sick population and environment, percent increase in women's decision making capacity at household and community level, number of women assisted to improve the quality of their produce including technology upgrading and market information literacy and also percentage of community development programmes reflecting poverty alleviation policies and strategies in Tanzania. Also the number of visits to registration institution and number of days for constitution writing.

4.4 Methods used during Evaluation of a Project

The evaluation is done so as to establish whether the objectives have been met and for adjustment /changes where necessary during the life span of the project.

Methods used in summative and formative evaluation include reviewing community records, field surveys, observations, interviews and focus group discussions.

Review of Records

The review done here involved looking at the CBO's attendance records, accounting records and reports, quarterly and annual reports.

4.4.2 Analysis

The data analysis was done using qualitative and quantitative methods. The techniques were selected according to the type of data to be analyzed. For the quantitative data descriptive statistical methods such as tallying, frequency distribution and percentages were used. Data was analyzed using a computer despite the small sample but questionnaires had quite a number of responses to need complex analysis, in this regard coding was done. Tallying was applied through summarizing and analyzing the responses towards a specific research question such volume of crops processed, number of employment created, income earned from the income generating activities such as improved agricultural technologies like poultry keeping, vegetable gardening, drying technologies of agricultural products, proper packaging and food crops storage.

The data focused mainly on respondents' reaction towards the achievement of the project. Specifically the data looked into reasons that justify the achievement of the project objectives as well as number of people who have benefited from the project.

CHAPTER FIVE

IMPLEMENTATION

The project implementation was expected to accomplish several measures such as operating formally as a registered institution, increasing the number of members from its original 27 to 100 by end of year 2007; and the training on agro processing of fruits and vegetables in order to add value to agricultural crops by an aim of improving the marketing of the agricultural products.

5.1 Products and outputs

The expected products were a registered certificate for the CBO, and agro processed products. During the period a certificate with a number *00NGO/1625* was obtained.

Members were trained in agro processing technologies to horticultural crops and value added vegetables and fruits are now obtained for marketing. Group members who initially were 27 have increased to 90 and have been sub divided into three groups to facilitate group cohesion.

5.2 Project Planning

The main objective of the project was to have an efficient marketing system in place in order to increase income status and employment opportunities by year 2007.

The project's specific objectives include to ensure the group attains its registration, commence social & income generating activities by end of year one of the project; to strengthen the community group by targeting an increase of 100 community members by the year 2007; to train agro processing technologies by December 2006; to establish a

small scale agro-processing industry by year 2007 and to establish marketing system of value added products by 2007.

5.2.1 Implementation plan

The implementation plan was to facilitate writing of CIPOA constitution a task that was to take 21 days to accomplish during March 2006; community leaders, the facilitator and some women group members were assigned this responsibility. The resources for this task included stationeries, venue refreshments and fare to and from relevant offices that could fulfill this assignment. Organization and facilitation of training on agro processing technologies is another task that needed training manuals/materials, venue, agricultural raw materials, tools and equipment. It was planned to train for six months during March to September 2006. This responsibility was assigned to the facilitator, women group and other outside resource persons. Monitoring and evaluation required the writing of training reports, survey reports, and minutes of project management committee as major resources. It was planned to monitor weekly while evaluation was to be a continuous process done once in every two months commencing June 2006 with a final one to be done by June 2007. The facilitator, project management committee and a CED student were assigned this task.

The indicators were percent purchasing power which would have been verified by quantitative measures available from public sources or records of CIPOA projects assuming that key actors are willing and have time to participate as well as the income generating activities improves incomes. The percent increase in number of women assisted to improve quality of their lives through technology upgrading and markets

information literacy are indicators to be verified by means of annual community reports, field survey, observations, progress report, evaluation report, interviews and focus group discussion assuming there is a greater understanding and participation by all members and availability of a political will. Availability of registration certificate is verified by having a document of registered certificate and a constitution assuming that key actors will participate and act willingly.

5.2.2 Inputs

A list of inputs needed to accomplish the above mentioned objectives include trainings/seminars, capacity building, follow up and monitoring meetings and facilitating the registration of a CBO; these are verified by training log book to ascertain number of trainings, attendance register, records of facilitators agreements assuming that resources and financial obligations are made available.

5.2.3 Staffing pattern

The project was to operate through CIPOA where the existing members were used to run the project while being supervised by the facilitator and a CED student. The roles of members were to comply and implement all resolutions that were made by the group. Such resolutions as attending training sessions, and participating in practicals. Members are the actual implementers of the project.

The facilitator's role was to foresee that training modules are arranged and implemented by ascertaining the availability of necessary inputs (tools and equipment) for the project implementation are in place. CED student was assigned a role of advisor to the group and also a trainer in value addition modules as outlined in appendix 3 & 4.

5.3 Budget and material resources

The cost of implementation is approximated at **Shillings 4,550,000/=** as outlined in table 4 of the budget below. Inputs needed for fulfilling the objectives include stationeries, venue refreshments, training manual/materials, agricultural raw materials, processing tools, equipment and cash for facilitating transport and transportation activities.

Table 4: Budget for January 2006 – December 2006

Activity	Resources required	Budget
To facilitate writing of CIPOA constitution	Stationeries, venue, refreshments	300,000/=
To systematize CIPOA on registration procedures	Transport costs, fees and allowances	500,000/=
To organize and facilitate training on agro processing technologies.	Training manual/materials, venue, agricultural raw materials, tools and equipment	2,500,000/=
To conduct monitoring and evaluation	Training reports, progress reports, survey reports, register , minutes of the project management committee.	1,250,000./=
	TOTAL	4,550,000/=

5.4 Project Implementation

Objectives that have been achieved include registration of the organization which was effected in September 2006.

Group cohesion of social and income generating activities have been initiated already and 90 members both men and women have joined the group which forced it to be divided into Mshikamano A, Mshikamano B and CIPOA for management easiness. The partially

achieved objective is technical & marketing skills for horticultural crops which has reached 70% stage. Two trainings on value addition of horticultural crops has been conducted, a solar drier has been purchased and commissioned. While objectives that are yet to be attained include good management and manufacturing practices of agricultural produce. Agricultural skills development and marketing were behind schedule because of increased need of members to join the group which entailed increased training sessions on group formation skills, community development, community banking and constitutional amendments. However, banking activities for groups A and B have enabled members to acquire credit up to 500,000/= while Group C started loaning process in June 2007.

A summary of evaluation is outlined in table 18.

5.5 Project Implementation Gantt Chart

Table5 : Project Implementation Gantt Chart

Activity	Duration
To facilitate writing of CIPOA constitution	21 days March 2006
To systematize CIPOA on registration procedures	9 days in March 2006
To organize and facilitate training on agro processing technologies, leadership and management skills	6 months April – September 2006
To conduct monitoring and evaluation	32 days divided after every 2 months - February, April, June, August, October, and December.

5.6 Project reports and outputs

This report presents the findings of the survey done in May and June 2006. The survey aimed at identifying opportunities and constraints of horticultural crops marketing systems in Kinondoni district: a case study of Mbezi Louis village following needs assessment that was earlier done in the same village. It was revealed that most of the rural households in Tanzania grow vegetables at their vicinity. However different literature cites the problem of market access (Kirsten, 2005 and Vermeulen, 2006) as major limiting factor followed by low price of crop commodities (Mwinjaka, 2002). Development of semi-intensive enterprises, particularly value added crop products, can be a useful way of helping to meet the nutritional, income, employment and gender needs of the rural population (Kusina, 1999).

Understanding the importance of vegetable growing contribution to household's income, the study reveals that women in Mbezi Louis village engage themselves in vegetable and fruit processing micro-enterprise. The study also provided the potentials of value addition to agricultural crops, major constraints and opportunities, current contribution of village vegetable production, marketing situation, and the relevance of agro processing in reducing income poverty.

5.6.1 Demographic Characteristics

The description of socio-economic characteristic is important because they influence decision making of the household to participate in economic development activities. Decisions such as choice of enterprise, income generation, and marketing are influenced

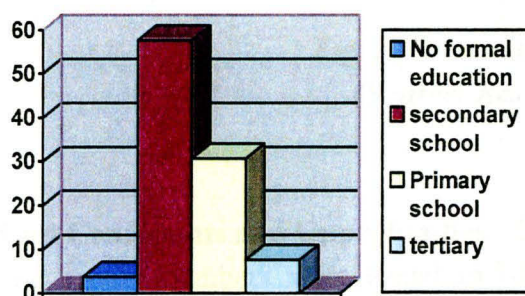
by socio economic characteristic of the household. The average household size was 6 people.

5.6.2 Education

The education of the beneficiary among other things influences to a great extent the adoption of innovations. According to the adoption theory, the higher level of respondent education the higher the adoption rate (Ashimogo et al, 1996). From the survey it was learnt that 3.8 (1) respondent has never attended school, 30.8% (8) attended primary school education, respondents who attended secondary education were 57.7% (15) and those who attended tertiary education were 7.7% (2) . This implies that written material will be effective in training the respondent on value addition of crops technologies.

Table 6: Education level of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
No formal education	1	3.8	3.8	3.8
secondary school	15	57.7	57.7	61.5
Primary school	8	30.8	30.8	92.3
tertiary	2	7.7	7.7	100.0
Total	26	100.0	100.0	



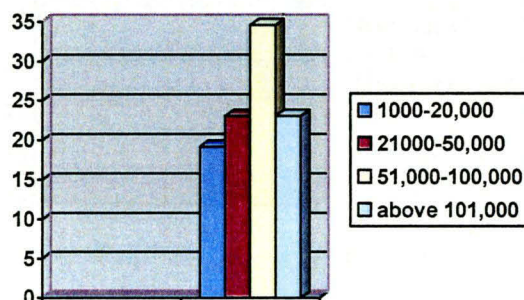
*Figure. 1: Level of education reached by the respondents
(Source: Research Survey, 2006)*

5.6.3 Income

From the survey it was analyzed that 42.3% of the respondents were earning below 50,000/= per month while 34.6% between 50,000/= and 100,000/= while those getting over 100,000/= per month were 23.1%. This implies that members can be able to invest some of their income into a project.

Table 7: income category per month

T. shillings	Frequency	Percent	Valid Percent	Cumulative Percent
1000-20,000	5	19.2	19.2	19.2
21000-50,000	6	23.1	23.1	42.3
51,000-100,000	9	34.6	34.6	76.9
above 101,000	6	23.1	23.1	100.0
Total	26	100.0	100.0	



*Fig. 2: Percentage Income range levels
(Source: Research Survey, 2006)*

5.6.4 Constraints and Opportunities of crop production

The group members were asked to indicate what they considered to be the major problems in crop production. About 58% thought that low crops prices was their main problem while 23% mentioned lack of proper markets for agricultural produce, 19% of

the respondents thought that diseases were the major problem. Source of improved seed were identified by 4% of respondents (Fig 3). However, there were some minor problems, which were mentioned by farmers like lack of proper agricultural practices and thieves. During the discussion it was observed that thieving is contributed by unemployed youths who pass by the farms at night. On the aspect of the disease, most members said they are using local pesticides like wood ash but most of the time it does not work.

Table 8: Production constraints in community

Constraint	Frequency	Percent	Valid Percent	Cumulative Percent
diseases	5	19.2	19.2	19.2
source of inputs	1	3.8	3.8	23.1
lack of market	6	23.1	23.1	46.2
low prices	14	53.8	53.8	100.0
Total	26	100.0	100.0	

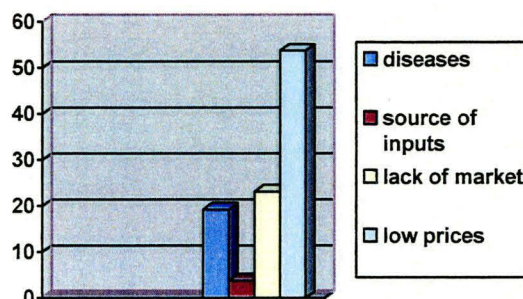


Fig. 3: Problems facing agricultural production

(Source: Research Survey, 2006)

However, needs and opportunities were raised as shown in the table below.

Table 9: Crop production constraints, needs and opportunities in Mbezi Louis Village

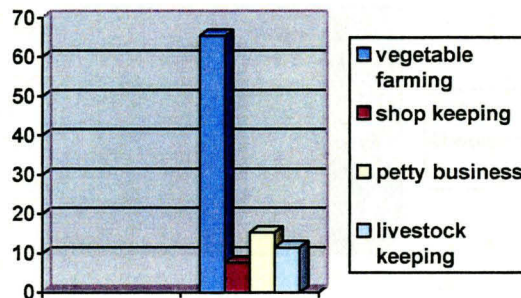
<u>Constraint</u>	<u>Need</u>	<u>Opportunity</u>
Low crops prices	Training and sensitization of the importance of good quality products	Use of improved quality seed
Low crops prices	Increased access to information about fresh market prices.	Raise awareness of potential of rural vegetables that are not polluted by unclean water to increase household food security and household economies Increase value by processing
Crop diseases	Training on the use of resistant varieties	Use local and improved methods like integrated pest management (IPM)
	Introduction of skills on IPM	Use of the available institutions dealing with organic farming around the area
Lack of knowledge	Training farmers on good general agricultural practices (GAP) and GMP	Empower members on usefulness of group work to attain quality, quantity and services.

5.6.5 Proportion of contribution of household Income sources

Respondents were asked to mention household income sources. The results showed that vegetable/fruit growing contributes about 65 % of the total household income at CIPOA group members. Livestock keeping contributes about 12% and shop keeping 8% while petty businesses like chapatti, rice cake and vegetable stalls contributed to 15% (Fig 3). This result shows the potential of vegetable production to the household's income. If women are trained in value addition of these crops then more income can accrue from it.

Table 10: Sources of income

Source	Frequency	Percent	Valid Percent	Cumulative Percent
vegetable farming	17	65.4	65.4	65.4
shop keeping	2	7.7	7.7	73.1
petty business	4	15.4	15.4	88.5
livestock keeping	3	11.5	11.5	100.0
Total	26	100.0	100.0	



*Fig 4 : Proportion of contribution of income sources
(Source: Research Survey, 2006)*

5. 6.6 Ownership patterns

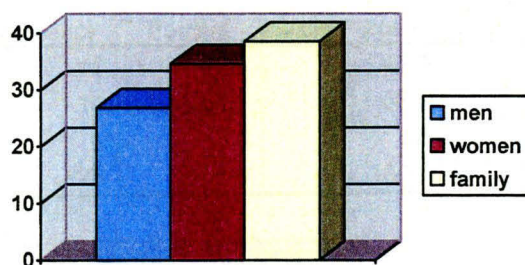
92% of respondents own the land of up to five acres of land. 35% of the interviewed women were involved in decision-making concerning crop production and selling, while 27% has to consult their husbands and 38% wait for the family to decide before selling farm produce.

Table 11: Respondents area for farming

Area owned	Frequency	Percent	Valid Percent	Cumulative Percent
0-2 hectares	12	46.2	46.2	46.2
2.01 - 5 hectares	12	46.2	46.2	92.3
above 5 hectares	2	7.7	7.7	100.0
Total	26	100.0	100.0	

Table 12: Decision making in resource use

Decision maker	Frequency	Percent	Valid Percent	Cumulative Percent
men	7	26.9	26.9	26.9
women	9	34.6	34.6	61.5
family	10	38.5	38.5	100.0
Total	26	100.0	100.0	



*Fig.5: Ownership and decision making
(Source: Research Survey, 2006)*

5.6.7 Traditional role of women in vegetable production

Women are the ones who perform most of the activities in crop production. Women dominated in seed selection, watering and selling vegetables. In most households men are the ones who are responsible in farm preparation. Women dominated activities that were done on a daily basis because, more frequently, men were involved with other activities outside their homes. Boys, girls are also participating in taking care of the farms in the household. They assume a helping role on activities dominated by both men and women.

5.6.8 Potential markets for crops in Mbezi Louis village

Most farmers sell their crops to intermediaries (54%), while others sell to village stalls (42%) as outlined in Figure 5 below. Very few (4%) mentioned transporting their produce to the city markets occasionally.

Table13: Markets for produce

Markets	Frequency	Percent	Valid Percent	Cumulative Percent
local market	11	42.3	42.3	42.3
middlemen	14	53.8	53.8	96.2
other	1	3.8	3.8	100.0
Total	26	100.0	100.0	

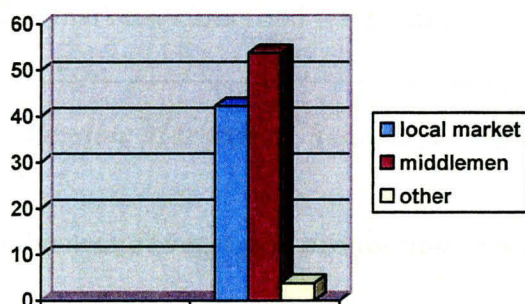


Figure 6: Market outlets for horticultural crops
(Source: Research Survey, 2006)

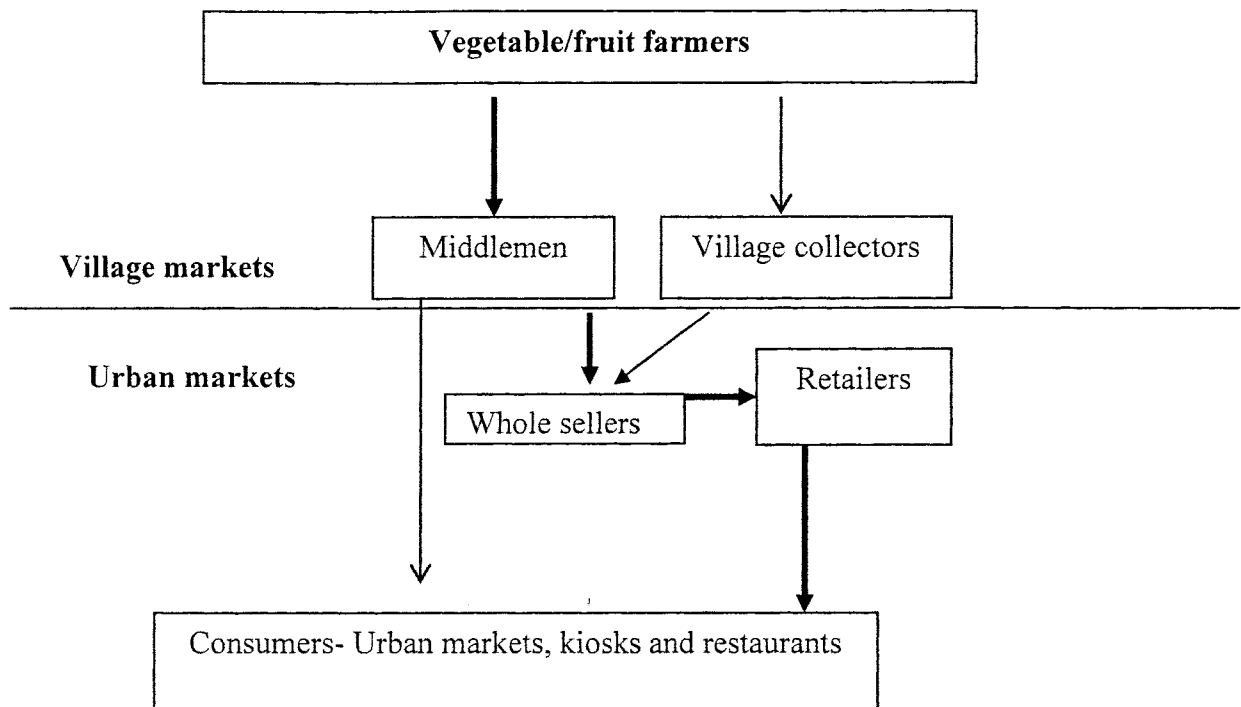


Figure 7: Possible Marketing Channels for vegetables

5.6.9 Relevancy and effectiveness of vegetable production to alleviating poverty

Reasons for growing vegetables

Majority of the interviewed farmers as well as leaders revealed that the purpose of growing vegetables is to get income 65.3% (17), food and nutrition security 23% (6) and hobby 11.7% (3). All respondents said that vegetables can help to change their lives into better one. The use of improved technologies like inputs such as fertilizers into vegetables gardens will increase vegetable productions hence increase in income. On the other hand vegetables are used as food for their nutrition and food security.

Table 14 : Reasons for growing vegetables

Reason	%
income	65.3
Food/nutrition security	23
Hobby	11.7
Total	100

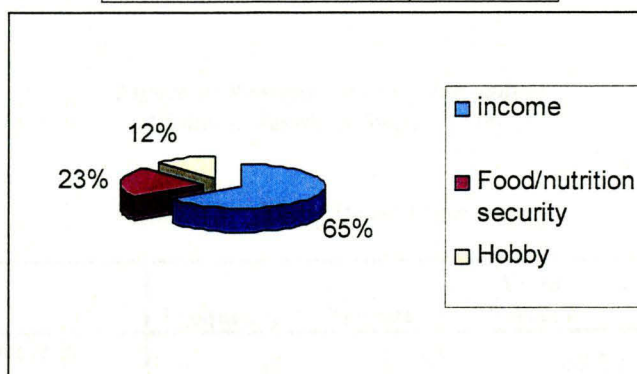


Figure 8: Reasons for growing fruits and vegetables
(Source: Research Survey, 2006)

5.6.10 Opportunities in crop value addition

Regarding opportunities for the market of agricultural produce, respondents cited value addition to contribute to increase in price and attraction of more customers. However, they had no knowledge in doing it but also thought it may increase cost of production the thing that is expensive for them because they do not have capital to invest in it.

Table 15: Reasons for not value adding

Reason	Frequency	Percent	Valid Percent	Cumulative Percent
increased cost	3	11.5	11.5	11.5
no capital	4	15.4	15.4	26.9
no knowledge	19	73.1	73.1	100.0
Total	26	100.0	100.0	

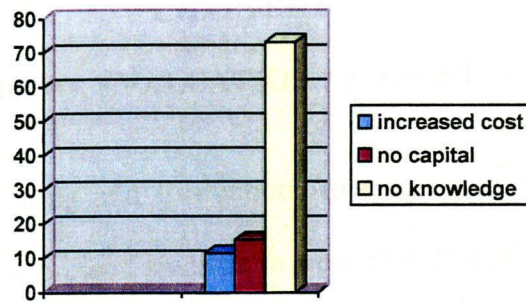


Figure 9: Reasons for not value adding
(Source: Research Survey, 2006)

Table 16: Benefits of Processing

Processing benefit	Frequency	Percent	Valid Percent	Cumulative Percent
increase in price	18	69.2	69.2	69.2
attract more customers	8	30.8	30.8	100.0
Total	26	100.0	100.0	

(Source: Research Survey, 2006)

5.6.11 Institutional analysis

Responses and observations gathered from members as well as official informants revealed that none of the service providers carry out post harvest activities at Mbezi Louis. However, few had knowledge on the existence of organizations such as SIDO that provide knowledge at a cost.

CHAPTER SIX

MONITORING, EVALUATION AND SUSTAINABILITY

The Participatory Monitoring and Evaluation Approach was observed to be the most feasible for this particular project, since there were diverse problems at all levels, which had to be properly analyzed in an interactive manner. This entails the involvement of the all stakeholders, but especially the community for which the project is intended. It involves setting of verifiable and measurable indicators at all stages of project implementation.

6.1 Monitoring

The reasons for monitoring were to understand if the project is on track as planned, that is an ongoing picture of the project so that we can make decisions either to continue or make some adjustments; to understand if human resources and other non-human resources are available as anticipated and are used efficiently during project implementation and to get information for future evaluation.

6.1.1 Methods used to conduct monitoring exercise

Review of Records

Monitoring information was gathered through various records in order verify number of people trained in agro processing packages, entrepreneurship and good agricultural practices, also attendance records. Records used were obtained by reviewing the literature and they include weekly attendance reports, weekly accounts records. Reviews were also done to monitor community banking service delivery and agro processing commodity

records. Weekly and monthly reports were read before the weekly and monthly meetings to CIPOA group members as an internal monitoring mechanism by an aim of reporting the progress to members and copies sent to the Ward authority.

Record review was useful for determining the understanding of trainees, content and usefulness of the material offered during training and trainee's ability to understand the contents. Attendance register helps monitoring team to monitor number of participant's attending each training session, while Quarterly reports assist all stakeholders and donors to understand what decision to be made in order to achieve the desired goal.

Meetings

In attending to the meetings that are conducted by the group on a weekly basis provided observative information on the ongoing trend of the group members in terms of attending numbers, reactions and views towards the ongoing project.

Observation

The technical advisor applied participatory observation by attending group activities to see how actively all members participated and observe decision making process, for example participation of group members in training and practice. Observation method was used for the purpose of getting direct information about behavior of individual and groups. Also it enabled the researcher to understand the strength and weakness of the training offered.

6.1.1.1 Reasons for choosing focus group meetings, observation and record review

The researcher and monitoring team used different tools in monitoring project activities. For triangulation purpose it was important to use more than one tool which ensures reliability of the information collected. Direct observation facilitated the monitoring team

to understand how the activities such as trainings were conducted. Record review and quarterly reports assisted in reviewing the project regularly, to compare approved work plans with actual performance, and to take corrective action as required. Focus group discussion facilitated the monitoring team to have a clear picture of the group perception on how the activities were implemented.

6. 1. 2 Questions used during monitoring

- Which technology was applied that wasn't done before and how?
- What are the difficulties that you encounter in applying the acquired knowledge?
- Which resources have you acquired that you did not have before?
- How are the resources being allocated in the life span of the project?
- Where do you sell your agro products?
- Is there any need for retraining?

6.1.3 Findings/Results and Analysis

It was however not possible for all advisers to be present together at the weekly monitoring sessions due to various setbacks, among them their eligible tight schedules besides this project's activity. To curb this problem, advisers had to agree to monitor progress on a scheduled basis such that at least one advisor must be present in every meeting. This has helped to keep pace with the planned program of activities.

Absenteeism, non payment of banking collections and other group dues was a minor setback that occurred during the process but was curbed by ensuring a disciplinary action for the repeaters and smooth communication for non used members. Also group-guarantee-procedure ensured that group members comply and all the laid down procedures were followed.

Rescheduling was done on the work plan regarding time to conduct agro processing training and deployment of resources because there were many people who wanted to be enrolled and had to be provided with prior organization management and dynamics course before engaging in technology development.

Financial monitoring was done by every member since the activities were transparent and participatory. Authorization of expenditures was jointly approved by the members during weekly meetings.

The eligible project monitoring implementers comprised of members of CIPOA, members of households, Kinondoni Municipal officials, village and ward officials and institutions around the project area.

Prior to project initiation, monitoring was agreed to be continuously done on a weekly basis through visits by the advisors who are a CED student, Community advisor and ward community development officer.

Table 17: Planning Table of implementation for one year: January 2006 – December 2006

Activity	Resources required	Time of delivery	Responsible	Budget
To facilitate writing of CIPOA constitution	Stationeries, venue, refreshments	2 days 17-19 th January 2006	Community leaders, some women members and a facilitator	300,000/=
To systematize CIPOA on registration procedures	Transport costs, fees and allowances	5 days in February 2006	CIPOA Management team and CED student	500,000/=
To organize and facilitate training on agro processing technologies.	Training manual/materials, venue, agricultural raw materials, tools and equipment	6 months March – September 2006	Trainers, Facilitator and women group	2,500,000/=
To conduct monitoring and evaluation	Training reports, progress reports, survey reports, register, minutes of the project management committee.	1 day after every 2 months - Feb 28, April 30, June 30, August 31, Oct 31, Dec 30	Facilitator, projects management committee, facilitator, CED student.	1,250,000/=

6.3 Evaluation

6.3.1 Performance Indicators

Evaluation indicators identified include a registered certificate, number and quality of trainings conducted, number of practicals done by the group, quantity of produce made, type of processing equipment purchased, amount of funds accrued through sales and amount of money deposited in the bank. Also the percent improvement in purchasing power, number of women assisted to improve their quality of life through technology upgrading and market information. The impact indicator includes a percent influx of people wishing to join the organization to get knowledge for income generation and uplifting their income level.

6.3.2 Tools/Instruments

Sources of information was through Participatory monitoring, Existing farmers/group records and Community financial accounts. Resources included both human and material.

Period of evaluation was scheduled at the middle and end of the project and the evaluation was to take one week. The information was gathered by Technical adviser, CBO leaders and Development partners while the evaluation report was prepared and sent to all stakeholders; however the report was presented in community meeting.

6.3.3 Questions

Evaluation questions asked include what is the production trend and have the volume of sells increased. Evaluators were CBO members, Technical advisor, Development partners and Agricultural experts. They looked at Volume of production, Income and Number of markets indicators

6.3.4 Findings

Formative evaluation was done periodically - one day after every 2 months : June 30th, August 31st, Oct 31st, Dec 30th, March 30th and final evaluation will be done in June 30. The team that conducts the evaluation includes a district facilitation team, community development facilitator, project management committee, and a CED student.

Evaluation was done using tools such as literature reviews (progress and annual community reports, accounts reports), observations, progress report, periodic evaluation report, focus group discussions and interviews. Qualitative measures available from public sources or records of CIPOA projects, document of certificate of registration and the constitution are also tools that were used during evaluation.

6.3.5 Appropriate analysis of data (conventional statistics and other scholarly methods)

The evaluation of the project will be undertaken in a span of two years, whereby a team of experts from the district were deployed to the CBO to look critically on the performance of the CBO in various facets of its development initiatives. During that time a new programme will be drawn in accordance to the levels attained and problems encountered during the current phase of implementation. The evaluation process will be whole- inclusive and as participatory as possible.

Table 18: Summary Evaluation Table

S/N	Logical of intervention	Objective Verifiable Indicators	Means of Verification	Important Assumption
1	<p><u>Project goal</u></p> <p>To Contribute to an improved and sustainable standard of living of the Mbezi Louis community through addition of value to agricultural crops and increase in income.</p>	<ul style="list-style-type: none"> • % improvement in purchasing power. 	<ul style="list-style-type: none"> • Qualitative measures available from public sources or records of CIPOA projects. 	<ul style="list-style-type: none"> • Key actors willing and have time to participate • Income generating activities improves incomes
2	<p><u>Project Objective</u></p> <p>1. To increase two income generating activities by December 2006 in order to raise income status, increase employment opportunities and improve health.</p> <p>2. To contribute to the national efforts to alleviate poverty by 50% (2007) through establishment of sustainable community based initiatives</p> <p>3.To organize the attainment of CIPOA registration by end of year 2006.</p>	<ul style="list-style-type: none"> • % Increase in women's decision making capacity at the community level. • Number of women assisted to improve the quality of their lives through technology upgrading and markets information literacy. • % of community development programs reflect the PRSP and Tanzania development Vision 2025 priorities <p>Availability of a certificate</p>	<ul style="list-style-type: none"> • Annual community report • Field survey and Observations • Progress report • Evaluation report • Interviews • Focus group discussion <p>Document of Certificate registration and constitution</p>	<ul style="list-style-type: none"> • Availability of a political will, greater understanding and participation by all members. Key actors willing to participate and act.

3	<u>Output/Results</u> <ul style="list-style-type: none"> • Project activities available in community development plans. • CIPOA members are socially and economically empowered to have viable and manageable economic development activities. • Improved access to food technology skills and adequate credit opportunities. • CIPOA registration done 	<ul style="list-style-type: none"> • 100 women attending the trainings • % increase in number of women members in community banking activities and loans to 100 women. • 100 women are organized into social and economic groups. • 1 women community economic group obtained formal registration. 	<ul style="list-style-type: none"> • Attendance register • Report on the activities • Bank account statement • Financial reports • Progress report • Evaluation report • Interviews • Focus group discussion 	<ul style="list-style-type: none"> • Active participation and total commitment by community members
4	<u>Activities</u> <ul style="list-style-type: none"> • Trainings/seminars • Registration of CBO • Capacity building • Follow up and monitoring meetings 	<u>Input /Resources</u> <ul style="list-style-type: none"> • Program and training manuals • Training materials • Budget for project investments • Project facilitator/CED student • Office space and equipments 	<ul style="list-style-type: none"> • Training log book – numbers of training • Attendance register • Records of facilitators agreements 	<ul style="list-style-type: none"> • Resources, both human and financial made available on time

6.4 Sustainability

The project was formed by members initiatives and there was no outside financial resource in implementation of its activities. It is envisaged that with the set systems, the CBO will be able to sustain its projects in the manner that will facilitate the attainment of its goals and objectives. The CBO members keep on joining as days pass which is an indicator of strong cohesion. The CBO receives strong support by the community, bylaws and it falls in line with the government policies and strategies that entail the Tanzanians to curtail poverty through working together and utilize resources sustainably. Human capacity building will ensure continued, effective and efficient performance of the set targets. Financial capacity will play a sustainable role in acquisition of more funds from financial institutions when needed for CBO activity growth. It is anticipated that the CBO will capitalize on its renewed collaborative support with the government as well as ward authorities to properly manage its projects, but also to use appropriately the technologies provided for the progressive growth. It is also anticipated that the members of the CBO will engage themselves into larger scale income generation projects (for example increased production supply of value added products) so as to enable them sell more and afford the creation of more subprojects for individual as well as those of small groups. Services provided by my organization will continue as long as it is needed and well utilized by the community members because it is in line with Agriculture Sector Development Strategy (ASDS).

CHAPTER SEVEN

CONCLUSIONS AND RECOMMENDATIONS

This chapter concludes the work of a project that was done during September 2005 to August 2007 i.e. for the duration of the study. The conclusions are the result of activities done during community needs assessment which gave rise to the problem identification. It was through the identified problems that the work on a project Opportunities and Constraints of Agricultural Marketing Systems at Mbezi Louis Village was effected. The summary of conclusions implications of the project, as well, some recommendations and areas for further research are suggested.

7.2 Conclusions

7.2.1 Lessons

The lessons I got from these studies makes me think that the project I was doing to the community would sustainably reach CIPOA goals because training in agro processing skills would give everlasting knowledge on value addition, an activity would provide the women with income generation and thus empower them economically as well as human wise. I could fill the gap left by some organizations like MFIs because these provide funds only while I gave the knowledge on the use of the funds and no one had ever given the technologies as a priority in poverty alleviation to the said community. Registration of CIPOA would make the organization be in line with the country's laws and regulations. I concur with some writers that an outsider can help change the community so long as she/he works closely with it, is committed, willing to learn from them and can accept change accordingly. The Ethiopian models are worth adapting in an area of provision of technologies to change the community. Elements of empowerment and knowledge are

crucial in the development process of the community if we are aiming at sustainable poverty reduction.

The poor needs savings that can enable them to invest in income generating activities and capital accumulation techniques to accumulate own capital and make it grow.

There is an indication of availability of a fair demand of crop products from the community and outside and this motivates CIPOA members to grow vegetables. However, the markets are not consistent, and buyers include traders from the village, Kibaha town and city markets. During the discussion, it was learned that the demand of vegetables was higher during the dry season and lower at the rainy season.

7.2.2 Conclusions

From this survey several important conclusions can be reached:

- Diseases, low crop prices and lack of technology were identified as major constraints of horticultural crops production in Mbezi Louis village.
- Vegetable & fruits production contribute about 70% of the household's income, with a possibility of increasing its contribution to 80% with improved technologies.
- Women dominate in most activities of crop production.
- Value addition (agro processing) micro-enterprise is an effective and viable project to alleviate income poverty for women in Mbezi Louis village.
- All respondents never received any training on value addition to horticultural crops.

7.2.3 Comparing this survey and surveys done elsewhere

There is a big difference in this survey results comparing to other surveys done by Aichi Kitalyi (1998), Mbilinyi (2005) and Gedi (2,004), problems facing farmers in rural areas regarding marketing of their crops are more or less the same. However in these particular studies, apart from looking on constraints and opportunities each research had interest on specific issues that were deficient of the holistic nature of solving the whole food chain for the farmers. Analyzing this study, the researcher was looking on constraints but there was something else like quantifying the contribution of horticultural crops to the household income as well as relevance of the interventions to the villagers. The researcher recognize the importance of utilizing the food supply chain technologies to the economy of farm families and the need to provide the said training in a participatory manner for achieving competitive and sustainable markets.

7.2.4 Implications (meaning) of the results

This survey was done with an assumption that understanding current opportunities and constraints within the existing farming system will facilitate development of proper strategy for the initiation of value addition project which was proposed by women in Mbezi Louis village. The study forms a basis of measuring the success in the future. Training programs have been formulated keeping in mind that majority of women are literate. Problem of low price is very significant; sensitizing farmers to grow good quality crops will reduce the crises. This study showed that the project is relevant and effective in alleviating poverty as seen on the results provided by the interviewees. It is wise to proceed with the project.

For the first time, the researcher managed to link the CBO with the Ward and district authorities, both of which nobody saw the importance of working together in the past. Through this established link, the CBO will be able to access assistance from various departments in the District, including community development, agricultural extension and social oriented work. Most of the services provided at the District level were unknown to the CBO management. The municipal authorities were impressed by the CBO upon the need to collaborate with its peers both within and outside the district, so as to learn and emulate the positive aspects, especially those related to income generation and management.

7.3 Recommendations

- (i) The district authorities should commence a schedule of visiting various CBOs in the district so as to ensure timely support and consultations.
- (ii) Authorities should from time to time (at least on a Quarterly basis) organize forums with various CBOs in the District to facilitate exchange and dialogue among them on issues of common interest.
- (iii) Research on marketing of processed products is important.
- (iv) More training on value addition technologies will enhance the production of horticultural crops and hence increase income.
- (v) Development of village based processed products can be a useful way of helping to meet the nutritional, income, employment and gender needs of the rural population.
- (vi) Training farmers on good agricultural practices will improve quality as well as maintain the supply.
- (vii) Research on promotion of the best supply chain of horticultural produce is important.

(viii) Networking at the district/village level is of paramount importance for facilitating community development.

7.4 Areas of Further Research

1. This study was done in only small sample. Some more studies regarding the same subject with more samples and across the country might provide a detailed picture of the status of this subject and hence more contribution.
2. The need for research on promotion of the best supply chain of fresh and processed horticultural produce is important.
3. Another study is needed to concentrate on impact of service providers/change agents of agricultural products for farmers' development. This study will establish how effective they are, the integration between themselves and to their clients and their impact to the people they are working for. Information obtained can be used to advice government and other institutions on the best way of service provision for effective development.

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