

**SUSTAINABILITY OF DONOR-FUNDED COMMUNITY PROJECTS UNDER  
DADPs IN TANZANIA: A CASE OF SELECTED LOCAL CHICKEN  
IMPROVEMENT SUB-PROJECTS IN MOROGORO MUNICIPALITY**

**BY**

**ROSEMARY SELASINI SHAO**

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF AGRICULTURAL  
EDUCATION AND EXTENSION OF SOKOINE UNIVERSITY OF  
AGRICULTURE. MOROGORO, TANZANIA.**

## **ABSTRACT**

Like many other developing countries the public sector in Tanzania has also implemented innumerable donor-funded projects particularly during the last decade. However, every time a project concludes the concern on its effective implementation, corruption, mismanagement and sustainability are raised in the media. Thus, this study was conducted to assess sustainability of selected local chicken improvement (LCI) community sub-projects under District Agricultural Development Plans (DADPs) in Morogoro Municipality of the Morogoro region, Tanzania. Specific objectives were to: identify factors affecting sustainability of LCI community sub-projects initiative process; assess the extent of stakeholders' participation in different stages of selected LCI community sub-projects and determine factors related to sustainability of selected LCI community sub-projects. Data were collected from 144 respondents, including 120 household heads, 4 extension agents and 20 key informants using questionnaires, researcher's diary and checklist. Quantitative data were analysed by using Statistical Package for Social Sciences (SPSS) computer programme and qualitative data were analysed using "content analysis" technique. The study identified different factors affecting sustainability of LCI community sub-projects initiative process. It was concluded that sustainability requires continued analysis of flexibility to adopt new approaches which requires long-term commitment on part of stakeholders. It was therefore recommended that every community should be empowered to undertake its project activities with minimum outside assistance to meet its needs. The study also suggested undertaking case studies on factors affecting sustainability of LCI community sub-projects under DADPs in other parts of the country, in order to develop and enhance understanding of sustainability of community donor-funded project experiences, potentials and opportunities.

## DECLARATION

I, ROSEMARY SELASINI SHAO, do hereby declare to the Senate of Sokoine University of Agriculture that this dissertation is my original work and that it has neither been submitted nor being concurrently submitted for degree award in any other institution.

---

RoseMary Selasini Shao

( MSc AEE Candidate)

---

Date

The above declaration is confirmed

---

Prof. R. M.Wambura

(Supervisor)

---

Date

## **COPYRIGHT**

No part of this dissertation may be reproduced, stored in any retrieval system, or transmitted in any form or by any means without prior written permission of the author or Sokoine University of Agriculture in that behalf.

## **ACKNOWLEDGEMENTS**

This study would not have been possible without the financial assistance of the Belgium Technical Cooperation (BTC). I am grateful for the support, without which it would not have been possible for me to undertake the study. I am deeply indebted to my supervisor, Prof R. M. Wambura for his guidance and untiring assistance without which, this work would have been difficult to accomplish. Thanks are also extended to the academic staff and my fellow students in the Department of Agricultural Education and Extension for their encouragement and moral support.

Special thanks are due to Morogoro Municipal Council Director, Municipal Agricultural and Livestock Development Officer, Ward Executive Officers of Bigwa, Kihonda, Sultani Area and Kingolwira, extension agents of Bigwa, Kihonda, Sultani Area and Kingolwira wards for their cooperation during my data collection exercise for this study. Since it is difficult to mention all, I also extend my sincere gratitude to all individuals whose assistance in one way or another helped me to accomplish this study.

I am also indebted to my family, particularly my husband Thomas John, our beloved son John and Erick and our daughter Calister for their prayers, love, patience, understanding and encouragement during the entire period of this study. May God bless them all.

## **DEDICATION**

This work is dedicated to my beloved father Roman Selasini Shao and my mother Catherine Melchior Tarimo who made a lot of effort in laying down the foundation for my education.

## TABLE OF CONTENTS

<b>ABSTRACT.....</b>	<b>ii</b>
<b>DECLARATION.....</b>	<b>iii</b>
<b>COPYRIGHT.....</b>	<b>iv</b>
<b>ACKNOWLEDGEMENTS.....</b>	<b>v</b>
<b>DEDICATION.....</b>	<b>vi</b>
<b>TABLE OF CONTENTS.....</b>	<b>vii</b>
<b>LIST OF TABLES.....</b>	<b>xii</b>
<b>LIST OF FIGURES.....</b>	<b>xiii</b>
<b>LIST OF APPENDICES.....</b>	<b>xiv</b>
<b>LIST OF ABBREVIATIONS.....</b>	<b>xv</b>
 <b>CHAPTER ONE.....</b>	 <b>1</b>
<b>1.0 INTRODUCTION.....</b>	<b>1</b>
1.1 Background Information.....	
1.2 Problem Statement and Justification.....	
1.3 Objectives.....	
1.3.1 General objective.....	
1.3.2 Specific objectives.....	
1.4 Research Questions.....	
1.5 Operational Definition of Terms.....	
1.5.1 Rural/agricultural development.....	
1.5.2 Community.....	
1.5.3 Community development.....	

1.5.4	Participation.....	
1.5.5	Community project.....	
1.5.6	Community members.....	
1.5.7	Extension agent.....	
1.5.8	Sustainability.....	
1.5.9	Urban agriculture.....	
1.5.10	Poverty alleviation/reduction.....	
1.5.11	Key variables used.....	
<b>CHAPTER TWO.....</b>		<b>12</b>
<b>2.0 LITERATURE REVIEW.....</b>		<b>12</b>
2.1	Farming System and Urban Expansion.....	
2.2	Community Development.....	
2.3	Participation.....	
2.4	Donor-Funded Community Development Projects.....	
2.5	Sustainability.....	
2.6	Poverty and Poverty Alleviation.....	
2.7	Conceptual Framework.....	
<b>CHAPTER THREE.....</b>		<b>21</b>
<b>3.0 METHODOLOGY.....</b>		<b>21</b>
3.1	Study Area.....	
3.2	The Research Design.....	
3.3	Sampling Procedures.....	
3.4	Sample Size.....	



3.5	Data Collection Instruments.....	
3.6	Data Collection Procedures.....	
3.7	Data Processing and Analysis.....	
3.7.1	Data processing.....	
3.7.2	Data analysis.....	
3.8	Limitations of the Study.....	
<b>CHAPTER FOUR.....</b>		<b>26</b>
<b>4.0 RESULTS AND DISCUSSION.....</b>		<b>26</b>
4.1	Household Heads (HHs) Respondents' Characteristics.....	
4.1.1	HHs respondents' personal characteristics.....	
4.1.2	HHs respondents' situational characteristics.....	
4.2	Community Members HHs Respondents' Opinions on Factors Affecting Sustainability of Their LCI Sub-Projects Initiative Process.....	
4.2.1	Local sustainability assessment conducted.....	
4.2.2	Stakeholders concurrence on launching a sustainable sub-projects.....	
4.2.3	Local sustainability champion designated.....	
4.2.4	Sub-project vision created.....	
4.2.5	Roadmap for reaching the vision created.....	
4.2.6	Sustainability indicators developed.....	
4.2.7	Sustainability incorporated into local policy.....	
4.2.8	Sources of help identified.....	
4.2.9	Sub-project carried out.....	
4.2.10	Sub-project progress checked.....	

4.3	Extent of Stakeholders Participation in Different Stages of Selected LCI	
	Sub-Projects.....	
4.3.1	Commitment of national agency to sub-project goals.....	
4.3.2	Availability of national policy statement which defines responsibilities of the government, community and private sector for providing supplies.....	
4.3.3	Community project committees' competence in managing sub-projects activities.....	
4.3.4	Women involvement in sub-projects committees.....	
4.3.5	Community involvement in all aspects of sub-projects cycle.....	
4.3.6	Participation of project committees in management and financial decisions.....	
4.3.7	Management of sub-projects within institutional structure.....	
4.4	Community members HHs Respondents' on Factors Related to Sustainability of LCI Sub-Projects.....	
4.4.1	Users satisfied with services provided and content to see no changes.....	
4.4.2	Trained professionals available to maintain and repair the facilities .....	
4.4.3	Supplies available and system of their distribution.....	
4.4.4	Evidence of positive behaviours related to hygiene.....	
4.4.5	Communities receive information through the media and extension agent.....	

4.4.6	Communities have adequate communication channels with government agencies and private sector to express community needs.....	
4.4.7	Sub-projects roles clearly defined and understood by all responsible parties.....	
4.4.8	The responsible parties have resources to cover recurrent sub-projects costs.....	
4.4.9	The ownership of sub-projects facilities clearly defined.....	
4.4.10	Evidence of flexibility in adapting to problems related to sustainability during course of implementation.....	
4.5	Summary of the Discussion.....	
<b>CHAPTER FIVE.....</b>		<b>18</b>
<b>5.0 CONCLUSIONS AND RECOMMENDATIONS.....</b>		<b>18</b>
5.1	Conclusions.....	
5.2	Recommendations.....	
5.3	Suggestions for Further Research.....	
<b>REFERENCES.....</b>		<b>20</b>
<b>APPENDICES.....</b>		<b>28</b>

## LIST OF TABLES

Table 1:	Distribution of respondents involved in the study.....
Table 2:	Percentage distribution of respondents' by personal characteristics.....
Table 3:	Percentage distribution of respondents' by major source of income.....
Table 4:	Percentage distribution of respondents' by employment status.....
Table 5:	Distribution of respondents' opinions on type of crop grown by average crop yields in 2009/2010 season.....
Table 6:	Percentage distribution of respondents' by type of livestock ownership.....
Table 7:	Percentage distribution of respondents' by type of off-farm activities engaged with.....
Table 8:	Distribution of respondents' opinions estimated in Tshs by type of activity.....
Table 9:	Percentage distribution of respondents' opinions on involvement in LCI community sub-projects.....
Table 10:	Percentage distribution of community members respondents' opinions on LCI community sub-projects initiatives.....
Table 11:	Percentage distribution of community members respondents' opinions by the extent of stakeholders participation in different stages of selected LCI sub-projects.....
Table 12:	Percentage distribution of community members respondents' on factors related to sustainability of selected LCI sub-projects.....

## LIST OF FIGURES

- Figure 1: Morogoro region map showing Morogoro Municipality and the study wards.....
- Figure 2: The conceptual framework.....
- Figure 3: Respondent from Kingolwira ward feeding local chicken in her home .....
- Figure 4: Respondent from Kihonda ward feeding some of her local chicken during implementing the project.....
- Figure 5: Community members' opinions on factors affecting sustainability of LCI community project initiative process.....

## **LIST OF APPENDICES**

Appendix 1:	The operational definitions of different key variables as used in the study.....
Appendix 2:	Questionnaire for community members HHs.....
Appendix 3:	Checklist for key informants and extension agents.....

## **LIST OF ABBREVIATIONS**

ACTS	African Centre for Technology Studies
ASDP	Agricultural Sector Development Programme
ASDS	Agricultural Sector Development Strategy
BRAC	Bangladesh Rural Advancement Committee
BTC	Belgium Technical Cooperation
CD	Community Development
CIDA	Canadian International Development Agency
CUP	Cambridge University Press
DADPs	District Agricultural Development Plans
DCP	District Contact Person
DGIP	Division of Global and Interregional Programmes
DUP	Dar-es-Salaam University Press
EU	European Union
FAD	Fiscal Affairs Department
FAO	Food and Agricultural Organisation
FHHs	Female Headed Households
Fig	Figure
GoT	Government of Tanzania
HHs	Household Heads
IDRC	International Development Research Center
IDS	Institute of Development Studies
IFAD	Intergrated Funds for Agricultural Development
ILO	International Labour Organisation
LCI	Local Chicken Improvement project

MARD	Master of Arts in Rural Development
MHHs	Male Headed Households
MDGs	Millenium Development Goals
MKUKUTA	Mkakati wa Kukuza Uchumi na Kuondoa Umaskini Tanzania
MMC	Morogoro Municipal Council
MMD	Morogoro Municipal Director
MMPR	Morogoro Municipal Planning Report
MRPR	Morogoro Regional Planning Report
NGOs	Non-Governmental Organisations
NSGRP	National Strategy for Growth and Reduction of Poverty
PhD	Doctor of Philosophy
PRS	Poverty Reduction Strategy
RDS	Rural Development Strategy
SNAL	Sokoine National Agricultural Library
SPPSS	Statistical Package for Social Sciences
SUA	Sokoine University of Agriculture
Tsh	Tanzanian shillings
UA	Urban Agriculture
UDSM	University of Dar-es-Salaam
UNDP	United Nations Development Programme
URT	United Republic of Tanzania
USA	United States of America
WALEO	Ward Agricultural and Livestock Extension Officer
WB	World Bank



## **CHAPTER ONE**

### **1.0 INTRODUCTION**

This is a study of sustainability of donor-funded community sub-projects under DADPs in Morogoro Municipality of the Morogoro region, Tanzania. The government of Tanzania accords high priority to improving standards of living of the people by introducing different community development projects in different districts and regions. Evidence shows that sustainability of these projects is very poor. The purpose of this study was therefore to assess factors affecting sustainability of selected Local Chicken Improvement (LCI) sub-projects under DADPs in Morogoro Municipality and to draw implications on possible ways that would be used to make them sustainable.

### **1.1 Background Information**

Developing countries launch many projects aimed at enhancing development and accelerating economic growth. As part of this effort, they receive external assistance from bilateral and multilateral sources to create infrastructure and broaden the delivery of public services. Many projects, however, have not been adequately sustained because of various factors, and thus investment in them has led to fewer positive results (Brautigam, 2000; Knock and Rahman, 2004; Achary *et al.*, 2006). Homedes (2001) adds that international donors have played a significant role in assisting ministries of public sector to implement sectorial systems and reform strategies in developing countries. With increased involvement of donor agencies in public sector reform efforts, two concerns have gained paramount importance and attention: effectiveness and sustainability.

Dempster (1998) notes that in its simplest terms sustainability is the ability of an activity or system to persist. The heightened attention of international development assistance organisations to sustainability is in part, an offshoot of the increased focus on outcome based funding in development assistance work. Dempster emphasises that outcomes must be evident and must be long enough to have an impact. The lack of sustainable impact is widely seen as a key threat to continued flow of international development assistance. Picard and Garrity (1997) observed that improving agricultural productivity is essential to the sustainable development goal of reducing both poverty and stress on environment. There is thus an urgent need to invest in agriculture in developing countries in order to increase food supply and subsistence. Such investments need to foster the establishment of agricultural systems and sustainable management practices that contribute to mitigation of climate change, promote ecological balance, reduce poverty and hunger thereby facilitating achievements of millennium development goals (MDGs).

According to URT (2001), in 2001 the government of Tanzania (GoT) produced the Rural Development Strategy (RDS) and the Agricultural Sector Development Strategy (ASDS). Both strategies served as input to the National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA) and envisage that the rural (predominantly agricultural) sector of the economy should become an engine of growth which in turn should lead to a substantial reduction in poverty. While the RDS covers the entire rural sector, including agriculture, non-farm economic activities, social services, and economic and social infrastructure, the ASDS covers crop and livestock production and related agribusiness activities in more detail. The major objective of the ASDS was to achieve an agricultural growth rate of 5 %, and then to increase agricultural growth to 10

% by 2010. This goal was to be achieved through the private sector leading the transformation from subsistence to commercial agriculture. Despite the functional and geographical overlap between RDS and ASDS, two separate implementation frameworks have been maintained, raising concerns over problems of duplication and co-ordination of efforts at the local level.

It has been observed (URT, 2007) that in 2006/2007 the Tanzanian Government launched the first national wide Agricultural Sector Development Programme (ASDP) after a deep and broad based consultative process between different stakeholders. Before launching the ASDP, development initiatives in agricultural sector were predominantly characterised by fragmented projects. The ASDP is an instrument for achieving the Poverty Reduction Strategy (PRS). ASDP spells out priority areas for investment in the context of the PRS. The broad objective of ASDP is to increase productivity, profitability, and farm incomes by: (i) improving farmers' use of and access to agricultural knowledge, technologies, marketing systems and infrastructure and (ii) promoting agricultural private investment. Through the ASDP, the agricultural sector has designed and strengthened a system involving districts and wards through participatory approaches in the design of District Agricultural Development Plans (DADPs). The DADPs act as a focal point for identifying priority areas for poverty reduction in the rural and urban areas (URT, 2006).

URT (2009) noted that in 2009 about 75 % of the DADPs funded projects under the ASDP had been planned and implemented by the local government authorities in Tanzania. The (LCI) project is one of the projects which are being delivered in various districts within the context of Tanzanian's DADPs. The purpose is to improve

contribution of local chicken to household's cash income and nutrition by raising the status of this activity from subsistence to a viable economic enterprise. Implementation of activities involve close collaboration between District Council through District Contact Person (DCP) and Ward Agricultural and Livestock Extension Officers (WALEO). In addition, local partners have been brought on board for sustainability of service provision. Massawe (2009) noted that the process of engaging area based local partners to work with District Councils and the local communities has established the basis for stakeholder ownership of the LCI project and the sustainability.

Morogoro region (where data for this study were collected) is one of the 29 administrative regions in Tanzania (Fig. 1). The region has an area of 72 939 km<sup>2</sup>. Administratively it is divided into 6 districts of Mvomero, Morogoro, Ulanga, Kilombero, Kilosa and Morogoro Municipality. It comprises of 543 villages which are grouped into 141 wards with a population of 1 759 809 people at growth rate of 2.6 % (MRPR, 2003). Due to its fertile soils, favourable rainfall and wide range of altitudes a considerable number of crops are grown in the region. Sisal is the major cash crop while oil seeds, sugarcane, coffee and cotton are grown on limited scale by smallholder farmers. Major food crops grown by smallholder farmers are maize, paddy, sorghum, cassava and pulses as well as vegetables and fruits. However, the region is not one of the major livestock producing regions in the country. Only limited numbers of farmers keep poultry, cattle, sheep, goats and pigs.

Morogoro municipality community members are among livestock farmers who are involved in implementation of LCI project which is one of the DADPs funded projects under the ASDP and need to sustain the sub-project activities in order to alleviate their

poverty. DADPs are developed in participatory manner taking into considerations development priorities of the Municipality. The Municipality (Fig. 1) covers about 260 km<sup>2</sup> comprising population of about 227 921 people of which males are 113 082 and females 114 839 at growth rate of 4.7 % (MMPR, 2003). The sustainability of LCI sub-projects and their policy implications remain to be clarified by this study. With this in mind, the problem outline for the study is set in perspective.

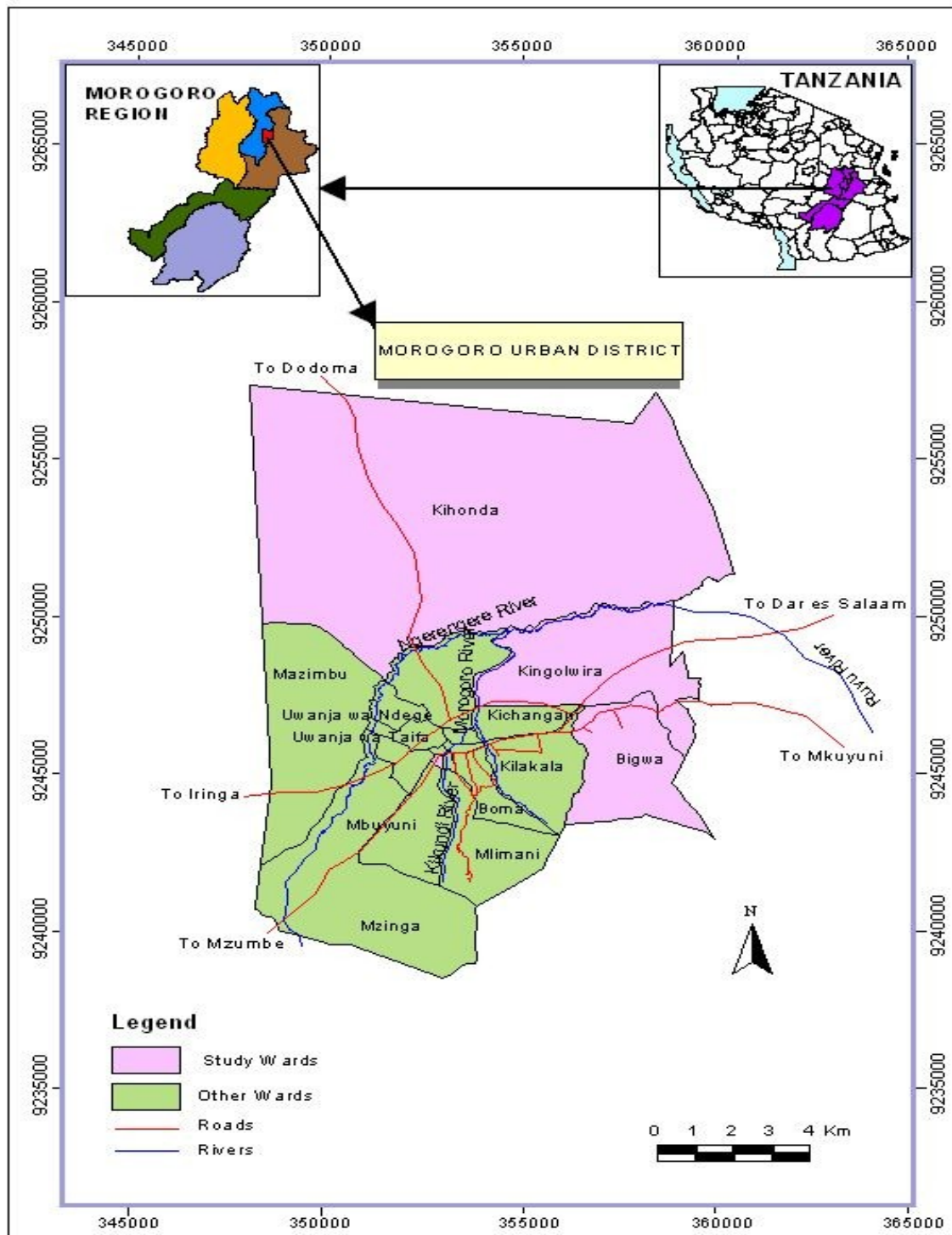


Figure 1: Morogoro region map showing Morogoro Municipality and the study wards

## **1.2 Problem Statement and Justification for the study**

Like many other developing countries, the public sector in Tanzania has also implemented innumerable donor-funded projects, particularly during the last decade. However, every time a project concludes the concerns on its effective implementation, corruption, mismanagement and sustainability are raised in the media. This is repeated by the same story for the next project without drawing lessons from the previous exercise (Koponen, 2001). Despite the efforts made by developing DADPs in participatory manner through the process of engaging district councils and local communities, the achievements of set targets has been challenged by low absorption rates and low completion rates which could affect sustainability of the sub-projects. The purpose of this study was therefore to assess sustainability of LCI sub-projects under DADPs. In order to take action to improve sustainable community efforts, it was worthwhile to assess the sustainability of LCI sub-projects funded by DADPs under the ASDP using the case of Morogoro municipality.

## **1.3 Objectives**

### **1.3.1 General objective**

To assess sustainability of selected local chicken improvement community sub-projects under DADPs in Morogoro Municipality.

### **1.3.2 Specific objectives**

- i. To identify factors affecting sustainability of local chicken improvement community sub-projects initiative process.
- ii. To assess the extent of stakeholders participation in different stages of selected local chicken improvement community sub-projects.

- iii. To determine factors related to sustainability of selected local chicken improvement community sub-projects.

#### **1.4 Research Questions**

- i. What factors affect sustainability of LCI community sub-projects?
- ii. What is the extent of stakeholders participation in LCI community sub-projects identified in (1) above?
- iii. What potential factors are related to sustainability of selected LCI community sub-projects?

#### **1.5 Operational Definition of Terms**

The terms that will be used frequently in the text are defined here to provide a common basis of conveying meaning. These include: rural/agricultural development; community; community development; participation; community projects; community members; extension agent; sustainability; urban agriculture; poverty alleviation/reduction and key variables used in the study.

##### **1.5.1 Rural/agricultural development**

Rural development is a process integrated in economic and social objectives, which must seek to transform rural society and provide better and more secure livelihood for rural people. According to Jones (1986), usually this implies the development of agriculture as a means to an end. In this study, “rural/agricultural development” will be used interchangeably to mean the perception of rural communities of possible often new ways and means of developing their economies.



### **1.5.2 Community**

Community is defined as people of the same origin, living in the same area or people with similar occupations, people who are joined by some or all of these elements. Moreover, community can also be defined as a social group of any size whose members reside in a specific locality, share government, and often have a common cultural and historical heritage (URT, 2003). In this study, community means all the people who were involved in the LCI sub-projects in the study area.

### **1.5.3 Community development**

Community development (CD) is a structured intervention that gives communities greater control over the conditions that affect their lives. It is about the active involvement of people in the issues which affect their lives. It is also seen as a process based on the sharing of power, skills, knowledge and experience (URT, 2004)). In this study, community development is about empowering groups of people by providing these groups with the skills they need about local chicken production which will enable them to increase production hence improve their standards of living.

### **1.5.4 Participation**

Participation is defined as a process through which stakeholders influence and share control over development initiatives, decisions and resources which affect them (UNDP, 1998). In this study, participation is considered as the way different groups of community members HHs respondents are engaged in decision-making and planning process in the LCI community sub-projects implemented in the study area.

### **1.5.5 Community project**

According to Pierson (2007), a community project is a term applied to any community-based project. This covers a wide variety of different areas within a community or a group of networking entities. In this study, community project mean LCI sub-projects funded by DADPs, initiated by particular community members and implemented for the purpose of improving their standards of living.

### **1.5.6 Community members**

According to URT (2003), community members refer to the people living in one particular area or people who are considered as a unit because of their common interests, background or nationality. In this study, community members refer to those people who were involved directly in LCI community sub-projects activities implemented in their wards.

### **1.5.7 Extension agent**

Extension agent is an individual who is fully employed and engaged in extension work in rural communities (Swanson and Claar, 1984). The term as used here, applies to the staff employed by Morogoro Municipal Council (MMC) responsible for extension work in the wards where the study was done.

### **1.5.8 Sustainability**

Sustainability refers to an outcome that exists for a prolonged period of time. As adopted by FAO (2002b) and Lovell (1992), the term sustainability with regard to development programmes is the ability of the local community to meet the programme costs in order for the programme to continue and it will be able to be maintained after external

interventions or donor funding has been withdrawn. In this study, sustainability means the ability of the project members to maintain its operations, services and benefits after foreign support has ended.

#### **1.5.9 Urban agriculture**

Urban agriculture (UA) is the production of crops and livestock goods within cities and towns (Maxwell, 2003). In this study, UA means agricultural and livestock activities conducted by the HHs respondents within the Morogoro Municipal area.

#### **1.5.10 Poverty alleviation/reduction**

Poverty alleviation/reduction describes strategies to eradicate poverty. It is any process which seeks to reduce the level of poverty in a community, or amongst a group of people or countries. Some of the popular methods used are education, economic development, and income redistribution (Barder, 2009). In this study, poverty alleviation refers to increased income and decreasing inability to attain the basic needs, a condition that is attained by the community members HHs respondents through implementing LCI sub-projects initiated by community members themselves in their study wards.

#### **1.5.11 Key variables used**

The operational definitions of different key variables (background, independent and dependent variables) as used in the study are given in Appendix 1. Literature review is presented in the next Chapter.

## **CHAPTER TWO**

### **2.0 LITERATURE REVIEW**

This Chapter reviewed literature from findings of other studies in order to provide a theoretical framework which guided the development of the study model on which the analysis of data for the present study is based. It focuses on farming system and urban expansion; community development; participation; donor-funded community development projects; sustainability; poverty and poverty alleviation; and conceptual framework for analysis of the study data.

### **2.1 Farming System and Urban Expansion**

Bah *et al.*, (2003) observe that for much of Africa's rural population, farming is still the primary activity. Changes in the scale and nature of rural-urban linkages and their relevance to the livelihoods of different groups are thus largely related to transformations in the agricultural sector. Farming is affected by access to natural resources, especially land and water, financial capital and information on market prices and fluctuations. Access is also mediated by combination of factors, ranging from national policies (for example, land tenure systems and agricultural policies), village-level characteristics (such as population density and natural resource features), differences between households (for example wealthier and vulnerable, migrant and indigenous) and within households (on the basis of gender and generation status).

East African countries have registered rapid rate of urbanisation (6-8 %) during the last four decades. This has occurred against declining economic growth and weakening, ineffective agricultural policies, crippled domestic food-distribution systems, constrained

public spending and subsidies, wage cuts, soaring inflation and rising unemployment, reducing purchasing power and strict urban land use regulations or enforcement (Lang, 1999). Globally, about 200 million urban dwellers are now urban farmers, providing food and income to about 700 million people (DGIP/UNDP, 1993). The growth of urban agriculture has taken place in the face of socio-economic prejudices in form of planning standards and regulations that exclude agriculture from urban land use systems. UA has flourished as a household-level initiative to cope with economic hardships encountered as a result of raising cost of living. The urban poor thus face enormous challenges. In order to cope with economic austerity, urban dwellers, with some government encouragement, are turning to income-generating activities in the informal sector. One such activity is urban agriculture whereby urban dwellers produce food, earn extra income and use available land and labour resources (Mlozi, 1995).

The importance of UA in Tanzania can best be illustrated by high-lighting some of the major conclusions from various studies as follows: (i) UA is an integral part of the urban economy (Mvena *et al.*, 1991); (ii) Urban dwellers are compelled to undertake UA because of the adverse economic circumstances (Benedict, 1999); (iii) UA is one source of supply in urban food systems and only one of several food security options for households, similarly it is one of several tools for making productive use of urban open spaces, treating and/or recovering urban solid and liquid wastes, saving or generating income and employment, and managing fresh water resources more effectively (Smit *et al.*, 1996).

## **2.2 Community Development**

URT (2003) noted that in order to achieve community development people must be enabled to develop their capacity to identify their problems and plan ways of solving them. In addition, people must be helped to develop their capacity and enhance their desire to participate in decision-making related to greater social and economic development. Government, donors, non-governmental organisations (NGOs) and other related organisations and institutions are most responsible in supporting communities to achieve the envisioned capacity. According to Korten (1980), community development is firmly based in the needs and concerns of the community and their experiences. It is about promoting positive change in favour of those who benefit least from economic development. Gilchrist and Rouf (2006) concluded that community development recognises that disadvantage is caused by a number of social, economic, cultural and political factors, and therefore any response must address a number of different issues in an integrated and coordinated way and must involve those who are experiencing the disadvantage.

Although community development is a product of many elements, including changes in thinking, cultural beliefs, and traditions, the following indicators can generally be used to show the levels of development and welfare in communities: an increase in social services such as good housing, health, education, nutrition, clean environment, and sufficient clean and safe water; an increase in income that enables families in a community to meet their needs and set aside savings could be another indicator for community development and a decrease in infant and maternal mortality, a demand for modern technology, sustainable use of the environment and the reduction and eventual eradication of poverty in the community and the nation in general are also relevant indicators (URT, 2003).

### **2.3 Participation**

Participation is the process by which stakeholders' influence and share control over priority setting, policy making, resource allocations and or programme implementation (World Bank, 2007). It is the act of tackling part or sharing in the activities of a group. Participation can be seen as a process of empowerment of the deprived and the excluded. This view is based on the recognition of differences in political and economic power among social group and classes (McGee and Norton, 2001). It is now widely acknowledged that sustainable social and economic development, including success of various development initiatives requires not merely financial and physical investment but also effective participation of the people in ownership and control of resources, in evaluation of possible solutions to their problems and obstacles to development and setting up development strategies and priorities (Mongula, 2005).

Participation is a process whereby local people have been empowered to make their own decision. According to Howlett and Nagu (2001), the term participation has been used in some countries to justify the extension of control of the state as well as to build local capacities and self-reliance, to justify external decisions as well as to develop power and decision-making away from external agencies. Marille (2000) explained that participation can take place in different stages of the project cycle and at different levels of society. This can range along a continuum from contribution of inputs to predetermined projects/programmes, information sharing, consultation, decision-making and partnership to empowerment. Participation is both a means and an end: as a means, it is a process in which people cooperate and collaborate in development

projects/programmes. Where as an end, participation entails a process through which people and communities are empowered with skills, knowledge and experience that consequently lead to greater self-reliance.

## **2.4 Donor-Funded Community Development Projects**

There are significant opportunities to contribute to strengthening community development in developing countries (Usui, 1994). Sodma (1998) noted that there is an emerging consensus that community development provides a framework for development policy capable of addressing rising poverty and vulnerability. There are important constraints to the capacity of national governments to extend community development; switching expenditure is a protracted process, and the constraints on revenue-raising are strong. According to Collier and Dollar (2002) international organisations have an important role to play in short-term, sectoral and infrastructure project lending, and the ineffectiveness of conditionality in structural adjustment and budget support, restrict the options for supporting community development. Strengthening community development in developing countries may require sustained financial support and engagement with civil society, around integrated policy interventions. Nevertheless, a range of options exists. In the context of human development programmes, provision of start-up funds and know-how has led to the establishment of ambitious community development programmes. At the other end of the range, one-off contributions to fiscal stabilisation plans can provide room for recycling counter-cyclical fiscal policy.

## **2.5 Sustainability**



Sustainability is related to quality of life in community. Whether the economic, social and environmental systems that make up the community are providing a wealthy, productive meaningful life for community residents, present and future (Hak *et al.*, 2007). According to FAO (2000a), the term sustainability with regard to development projects is the ability of the local community to meet the cost of the project. It means that benefits flowing from the development project to continue and it will be able to be maintained after external intervention of donor funding has been withdrawn. A development programme is sustainable when it is able to deliver an appropriate level of benefits for an extended period of time after major financial, managerial and technical assistance from an external donor is terminated (ILO, 1990).

Mvella (2000) notes that an indicator is a means by which the outcome of the project can be understood and in one form or another, measured or explained. Some of the indicators of sustainability include economic soundness of the beneficiaries and active involvement of local authorities or organisational members and gender sensitive project cycle management and compatibility of the interventions with social-cultural environment of the primary stakeholders (ILO, 1990). Sustainability of rural development projects has several aspects. This includes organisational capacity, environmental soundness, institutional development and economic viability.

Factors affecting sustainability include (FAO, 2000b): a conducive policy environment; clear and realistic goal; project design corresponding to management and technical capacity of recipients; economic soundness and sustainability; affordable in terms of original costs and operations and maintenance; active involvement of local authorities and target groups including women; choice of technologies appropriate to the economic and social conditions of the recipient; realistic timeframes; adequate maintenance and

support system; compatibility with domestic socio-cultural environment and environmental sustainability. FAO (1986) also noted that project failure has been commonly attributed to political, economic, and social constraints that impinge upon the project from outside, for example, bureaucratic inertia and confusion, lack of official commitment, political instability, constantly changing policies, chronic shortage of funds and poor infrastructure. Within the project framework, the technical, organisational, operational and institutional factors have been affecting sustainability of development projects.

## **2.6 Poverty and Poverty Alleviation**

According to Chambers (1985) poverty is characterised by low per capita income which makes the capacity to meet basic needs low. Poverty is also seen as lack of education, skills or tools to acquire income and assets as well as lack of access to power to modify the situation (Van Lierop *et al.*, 1991). Poverty can further be conceptualised as a standard of living whereby one lives below a minimum acceptable level (Mtatifikolo, 1994; Semboja, 1994). There are two approaches towards poverty alleviation that has received attention of those concerned with poverty issues (Mtatifikolo, 1994). One is poverty alleviation through growth and the second is through redistribution. In the growth approach, it has been assumed that government should concentrate on growth policies and results of growth will trickle down to the poor through primary and secondary incomes hence alleviate poverty. In the redistribution approach, poverty will be reduced through special programmes and donor projects.

As for the effectiveness of the two approaches, Mtatifikolo (1994) argues that growth and its trickle down effect make the redistributive strategy to be more practical for

poverty alleviation. Disbursing of income/resources to the poor and raising the required resources from the non-poor seem to be less costly and efficient in poverty alleviation. Caution has, however, to be taken in targeting the poor to avoid corruption and manipulation of funds. In Tanzania, both approaches of poverty alleviation have been used. Chambers (1983) argued that poverty in any country can be a subject of indifferences or shame, something to shut out, something polluting and something in psychological sense to be repressed. Similarly, Likwelile (2003) commented that Tanzania has been struggling since independence to eradicate poverty. It has defined poverty in Tanzanian context, and found out reasons for poverty and suggestions for the way out.

## **2.7 Conceptual Framework for Analysis of the Study Data**

The literature from the present Chapter has been reviewed from a wide perspective of sustainability of donor-funded community projects. The reflections drawn from the review provides the basis for assessing sustainability of donor-funded community projects under DADPs in Tanzania. In the context of the present study the purpose of which was to assess sustainability of selected LCI community sub-projects under DADPs in Morogoro Municipality, the conceptual framework shown in Fig. 2 was developed. This conceptual framework was for analysing a large volume of data and was oriented towards establishing findings which fulfil the objectives of the study. It allows drawing implications on the extent to which sustainability of donor-funded community development projects could improve people's livelihoods in Tanzania. The operational definitions of key variables used are given in Appendix 1. The research methodology is presented in the next Chapter.

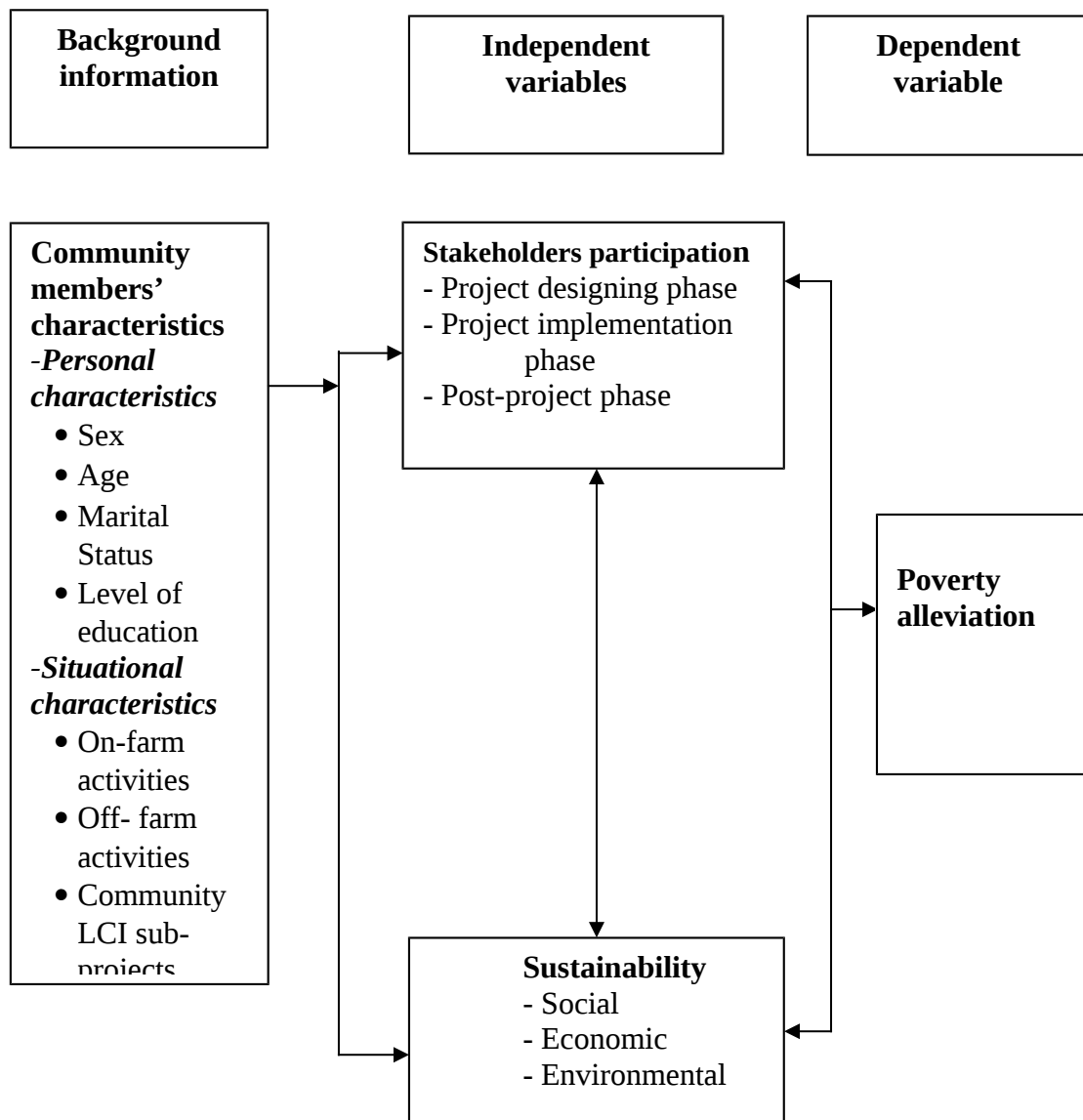


Figure 2: The conceptual framework

## **CHAPTER THREE**

### **3.0 METHODOLOGY**

This study sought to assess sustainability of local chicken improvement sub-projects in Morogoro municipality. This Chapter discusses the research methodology adopted under eight parts: (a) study area; (b) study design; (c) sampling procedures; (d) sample size; (e) data collection instruments; (f) data collection procedures; (g) data processing and analysis and (h) limitations of the study.

#### **3.1 Study Area**

The study was conducted in Morogoro Municipality of the Morogoro region. The study covered 4 wards, namely: Kihonda, Kingolwira, Sultani Area and Bigwa. The study area was purposively selected to represent other areas in Tanzania where LCI sub-projects under DADPs funding have been implemented.

#### **3.2 The Research Design**

This study employed a cross-sectional survey research design. According to Babbie (1990), the design allows data collection at a single point in time and it is most appropriate for sample descriptive interpretations as well as determination of relationships between and among variables. Also this study design was considered to be favourable because of time limit and resources available for data collection (Casley and Kumar, 1988).

#### **3.3 Sampling Procedures**

A multi-stage sampling technique was adopted. It mainly involved purposive selection of the study area and respondents based on evidence of existence of LCI sub-projects under DADPs. The technique was done under two main stages.

**Stage 1:** First stage involved purposive selection of wards based on evidence of community involvement in LCI sub-projects under DADPs. There were 29 wards during the time of data collection in Morogoro Municipality. Thus, four wards were purposively identified, namely: Bigwa; Kihonda; Kingolwira and Sultani Area. Finally the same sampling procedure was used to select one LCI sub-projects from each ward based on specified criteria.

**Stage 2:** The second sampling procedure involved sampling study respondents. A sample of 120 community members household heads (HHs) including 32 males household heads (MHHs) and 88 female household heads (FHHs) was selected from four selected wards (30 from each ward). Purposive and stratified sampling techniques were used to get names of male and female community member's HHs respondents from corrected register of 166 community members HHs (58 MHHs and 108 FHHs) involved in LCI sub-projects in the four selected wards. Each of the selected wards had more than 30 HHs in the corrected register and one extension agent who was involved in the study. In addition, 20 key informants were also selected using snowball technique. Thus, a sample of 144 respondents was identified and involved in the study.

### **3.4 Sample Size**

A total number of 144 respondents comprising of community members HHs, extension agents and key informants was selected and involved in the study. A summary distribution of respondents involved in the study is given in Table 1.

### **3.5 Data Collection Instruments**

Data collection instruments used for the study were: questionnaires, researcher's diary and checklist, as follows:

**Table 1: Distribution of respondents (n=144) involved in the study**

Type of respondent	Number		Total
	Male	Female	
Community members HHs	32	88	120
Extension agents	2	2	4
Key informants	12	8	20
Total	46	98	144

(a) Questionnaire: One type of questionnaire was used to collect primary data from community members HHs respondents, namely: community member's HHs questionnaire (Appendix 2). All the questionnaires were completed by means of personal interviews conducted by the author.

(b) Researcher's diary: This type of instrument was used to collect secondary data from relevant documentary sources including official reports, internet, websites, Sokoine University National Agricultural Library (SNAL), Municipal and ward files as well as data through researcher's observations of LCI sub-projects activities.

(c) Checklist: This was used to collect primary data from extension agents and other key informants (Appendix 3) to supplement information gathered through researcher's diary and questionnaires.

### **3.6 Data Collection Procedures**

Data collection exercise was carried out from October to December, 2010. The permit for data collection was obtained from the Morogoro Municipal Council Director (MMD) after getting an introductory letter from the Director of Research and Postgraduate Studies, at Sokoine University of Agriculture (SUA). The study employed qualitative and quantitative techniques for data collection. Before primary data collection, a

reconnaissance survey was conducted by the researcher to familiarise with the study area as well as to acquire general information on DADPs project. Structured and unstructured questionnaires were designed to allow acquisition of both qualitative and quantitative information from selected community members' respondents. The questionnaire consisted of open and close-ended questions. In the open-ended questions, respondents were supposed to give their own views while in close-ended questions they were supposed to choose among the given alternatives. Community member's HHs questionnaire was translated in Kiswahili to permit gaining of both qualitative and quantitative data which were pre-tested before being subjected to the field for actual data collection in order to ensure their reliability and validity. The first draft of the HHs questionnaire was pre-tested in 16 HHs respondents, not included in the study sample. In addition, necessary changes were made on the basis of the pre-testing results before the final administration to the study respondents.

Of the 120 questionnaires aimed for community members' HHs, all were properly completed constituting a return rate of 100 %. Interviews were conducted in private HHs environment using Swahili language and each lasted for at least 30-40 minutes. Direct researchers observations were made to verify some of the information given by the respondents during the household survey. In addition, primary data were collected from 4 extension agents and other 20 key informants through directed discussions. The researcher also collected secondary data through review of documentary information from SUA library, websites, and official reports from district and ward files using researcher's diary. Observations made on community members LCI sub-projects activities were also recorded.



### **3.7 Data Processing and Analysis**

#### **3.7.1 Data processing**

Data from completed household heads questionnaires were coded for computer analysis. Data from researcher's diary and checklists were summarised manually. In summarising the data great care was taken to ensure that it accurately reflected the original meanings of the statements made.

#### **3.7.2 Data analysis**

Data from community members' HHs questionnaires coded for computer analysis were analysed using statistical package for Social Science programme (SPSS). The method of analysis involved univariate and bivariate analysis. It used techniques of frequency counts, means and percentages. Furthermore, data processed from researcher's diary and checklists were also examined. Qualitative data were analysed using "content analysis" technique which mainly involved transcription of recorded note books and then clustering information into sub-themes. Quantitative data were processed and analysed to produce frequencies to facilitate assessment of factors affecting sustainability of LCI community sub-projects in the study wards.

### **3.8 Limitations of the Study**

(i) Some respondents demand for payment in order to provide information delayed data collection process. To solve this problem, the author explained the purpose of the study and most of them were able to understand and convince others to cooperate.

(ii) Many respondents were involved in off-farm activities, particularly small-scale business, others were employed either in private or public sectors. Since the interview was conducted in working hours when the respondents were not at their homes, the interview had to be rescheduled either early in the morning or late hours in the evening after working hours, as a result data collection time had to be prolonged.

## **CHAPTER FOUR**

### **4.0 RESULTS AND DISCUSSION**

This Chapter presents the major results and discussion arising from the data analysis related to sustainability of LCI community sub-projects under DADPs in Morogoro Municipality. These were discussed under four main sections: The first section dealt with community members respondents characteristics. The second section focuses on factors affecting sustainability of LCI sub-projects initiative process. The third section discusses the extent of stakeholders' participation in LCI sub-projects. Finally, the fourth section determines factors related to sustainability of LCI sub-projects. The findings from these sections were examined from the perspective of their implications for sustainability of LCI community sub-projects in the study area.

#### **4.1 Household Heads (HHs)/Respondents' Characteristics**

HHs characteristics covered personal and situational characteristics in LCI sub-projects which were expected to reduce their poverty. This part is therefore organised into two main categories. The first category involved personal characteristics. These were: sex; age; marital status and level of education. The second category deals with situational characteristics, which included on-farm activities; off-farm activities; income from on-farm and off-farm activities and involvement in LCI sub-projects.

##### **4.1.1 Respondents' personal characteristics**

The personal characteristics of HHs have important social and economic connotations to participation in LCI sub-projects. HHs composition usually influences the decision on involvement in LCI sub-projects. Among the more important household heads personal

characteristics dealt with in this study are: (a) sex, (b) age, (c) marital status and (d) level of education, as given in Table 2.

**Table 2: Percentage distribution of respondents' (n=120) by personal characteristics**

<b>Respondents personal characteristics</b>	<b>Number</b>	<b>Percent</b>
<b>Sex</b>		
Male	32	26.3
Female	88	73.7
<b>Age (yrs)</b>		
20-34	53	44.2
35-44	33	27.5
45-60	34	28.7
<b>Marital status</b>		
Single	8	6.7
Married	104	86.7
Widow/widower	8	6.7
<b>Level of education</b>		
Adult literacy	7	18.8
Primary	83	69.2
Post-primary	30	25.0

#### **(a) Sex**

It was assumed that the sex of HHs being either male or female could influence the sustainability of LCI sub-projects within a household. Data given in Table 2 revealed that of the 120 HHs, 32 were male household heads (MHHs) and 88 female household heads (FHHs). This suggests that sex of HHs was an important factor in involvement in LCI sub-projects in the study area.

#### **(b) Age**

Age of the HHs respondents was between 20 to 60 years, as given in Table 2. The majority (71.7 %) were below 45 years of age. The findings generally suggest that different age groups of respondents were involved in LCI sub-projects in the study area.

However, the findings also suggest that involvement of respondents aged 45 years and above was a rich source of information on sustainability of LCI sub-projects in the study area.

#### **(c) Marital status**

Married couples are likely to be more productive than single persons due to labour supply in the project activities and access to productive resources in project investment. The findings given in Table 2 show that the majority (86.7 %) of the respondents were married. This implies that marital status did not significantly influence the study results.

#### **(d) Level of education**

Education not only endows one with the power to read and hence informed, but it also allows one to communicate. The respondents were therefore asked to indicate their level of education. The distribution of respondents' level of education is shown in Table 2. The data show that all the respondents had attained formal level of adult education and above. That is, 18.8 % had obtained adult literacy, 25 % had reached the level of secondary education and 69.2 % had obtained primary education. This implies that formal education was not an important criteria in involvement in LCI sub-projects.

#### **4.1.2 Respondents' situational characteristics**

The situational characteristics examined were in 5 categories. The first category involved major source of income and employment status. The second category involved factors related to on-farm activities. These include: crop production and livestock keeping. The third category involved off-farm activities engaged in by respondents. The fourth category dealt with income generated from on-farm and off-farm activities.

Finally the fifth category was concerned with respondents' involvement in LCI sub-projects.

### **(a) Major source of income and employment status**

#### **(i) Major source of income**

Data in Table 3 generally show that the sources of income for both MHHs and FHHs respondents were almost similar. This implies that all respondents engaged in similar activities to earn their income. Specifically, data in Table 3 show that 53.1 % and 55.7 % of MHHs and FHHs, respectively, depended on farming (crops and livestock) as their major source of income. This suggests that urban agriculture (crops and livestock keeping) was an important activity in the study area.

**Table 3: Percentage distribution of respondents' (n=120) by major source of income**

Sources	Respondents			
	MHHs (n=32)		FHHs (n=88)	
	Number	Percent	Number	Percent
Farming	17	53.1	49	55.7
Non-farming activities	15	46.9	39	44.3

#### **(ii) Employment status**

The study revealed that respondents were employed in public and private sectors, as shown in Table 4. Generally, study findings show that the average employment status was 12.5 % for MHHs and 11.4 % for FHHs. Data in Table 4 suggest that there was only a slight variation in public and private sector employment status among MHHs and FHHs respondents in the study area. This implies that both MHHs and FHHs earned their living through self employment, including keeping of local chicken.

**Table 4: Percentage distribution of respondents' (n=120) by employment status**

Employment status	Respondents			
	MHHs (n=32)		FHHs (n=88)	
	Number	Percent	Number	Percent
Private sector	4	12.5	8	9.1
Public sector	4	12.5	12	13.6
Average	4	12.5	10	11.4

**(b) On-farm activities****(i) Area cultivated**

It was expected that the land owned by urban households would influence their involvement in agricultural and livestock production activities. The respondents were therefore asked to indicate the size (acreage) of land they owned within and outside their wards. The findings revealed that the respondents used small hired plots for agricultural and livestock related activities, ranging from 1.5 to 5 acres. This suggests that there is limited area of land for agricultural activities and the local chickens that are kept within their homesteads were the most ideal economic enterprise.

**(ii) Crop production**

The respondents' were asked to give major types of crops grown and average crop yields in kilograms per acre (kg/acre) in 2009/2010 season. The major crops grown in the study area and their opinions are given in Table 5. In general, data in Table 5 reveal that MHHs and FHHs produced on average yield of 2030 and 2320 kg/acre, respectively. The findings in Table 5 indicate that MHHs and FHHs average crop yields differed only slightly. This implies both MHHs and FHHs were concerned with crop production which could be used for food and generate income for fulfilling family basic needs, medical services and sending children to school all of which require the use of money.

**Table 5: Distribution of respondents' (n=120) opinions on type of crop grown by average crop yields in 2009/2010 season**

Type of crops	Respondents	
	MHHs	FHHs
	(n=32) Average yields	(n=88) Average yields
<b>Cash crops</b>		
Simsim	950	1 000
Sunflower	2 000	2 500
<b>Food crops</b>		
Maize	2 300	2 700
Paddy	1 800	1.800
Cassava	3 100	3 600
Average	2 030	2 320

### (iii) Livestock ownership

The numbers of livestock owned by households were expected to indicate the economic base of households. The respondents were therefore asked if they owned livestock and the findings are summarised in Table 6. Data in Table 6 show that the major type of livestock owned by MHHs and FHHs in the study area was local chicken.

**Table 6: Percentage distribution of respondents' (n=120) by type of livestock ownership**

Type of livestock owned	Respondents			
	MHHs (n=32)		FHHs (n=88)	
	Number	Percent	Number	Percent
<b>Cattle</b>				
0	27	84.4	65	73.9
1-5	4	12.5	20	22.7
6-10	1	3.1	3	3.4
<b>Goats</b>				
0	19	59.4	48	54.5
1-5	10	31.3	24	15.0
6-10	1	3.1	16	12.5
>10	2	6.2	0	0
<b>Pigs</b>				
0	30	93.8	80	90.9
1-5	0	0	7	8.0
6-10	2	6.2	1	1.1
>10				
<b>Chicken</b>				
0	0	0	0	0
5-10	1	3.1	6	6.8
11-20	25	78.0	32	36.4
>21	6	18.8	50	56.8

It was noted that the respondents had adopted modern husbandry practices which involved mainly vaccinations, supplementary feeding and treatment of diseases. The keeping of local chicken in the study area was based on two reasons: economic and provision of food. This implies that local chicken keeping was an important economic activity in the study area. Respondents owned different numbers of local chicken in the study area, as shown in Fig. 3. Fig. 3 also shows one of the respondents feeding her local chicken from Kingolwira ward.



Figure 3: Respondent from Kingolwira ward feeding local chicken in her home

#### **(d) Off-farm activities**

Off-farm activities are those activities besides farming in which people are engaged in order to supplement for their income generation. They are very important sources of income for urban people as they help in getting money for buying other items such as clothes and food as among the basic human needs. Therefore, the respondents were asked to indicate the extent to which they were engaged in off-farm activities as shown in Table 7. Generally data in Table 7 indicate that 31.9 % of MHHs and 21.4 % of



FHHs, respectively, were involved in off-farm activities. Variation in scores implies that MHHs engaged more in off-farm activities than FHHs. The study suggests that FHHs should be encouraged and provided with credits to enable them to engage in off-farm activities in order to increase their income. The particular off-farm activities engaged with by respondents as shown in Table 7 indicate that the major off-farm activity carried out mainly by respondents was small business, which was carried out by 65.6 % MHHs and 44.3 % FHHs respondents. The data also indicate that only a small proportion of MHHs and FHHs were generally engaged in off-farm activities. It would be expected that higher proportion of people in urban areas are engaged in off-farm activities, but the findings shown in Table 7 suggest that off-farm activities was not an important economic activity for most community members in the study area. However, the findings imply that there was a potential for off-farm employment for urban residents in the study area.

#### **(e) Income generated from on-farm and off-farm activities**

The respondents were asked to estimate the amount of cash obtained by the household from on-farm activities (crops and livestock) and off-farm activities in one year, as given in Table 8. The findings show that average annual income obtained from on-farm and

**Table 7: Percentage distribution of respondents' (n=120) by type of off-farm activities engaged with**

Type of off-farm activity	Respondents			
	MHHs (n=32)		FHHs (n=88)	
	Number	Percent	Number	Percent
Small business	21	65.6	39	44.3
Casual labour	13	40.6	11	12.5
Charcoal and firewood selling	2	6.3	19	21.6
Livestock selling and crops middleman	7	21.9	5	5.7
Employment	8	25.0	20	22.7
Average	13.6	31.9	18.8	21.4

off-farm activities was Tsh 1 025 391.50 for MHHs and Tsh 1 323 103.75 for FHHs. Data in Table 8 further show that both MHHs and FHHs obtained more average annual income from off-farm activities compared to what was obtained from on-farm activities. This implies that off-farm activities were generated more compared to what was obtained from on-farm activities in the study area.

**Table 8: Distribution of respondents' (n=120) opinions estimated in Tshs by type of activity**

Type of activity	Respondents	
	MHHs	FHHs
	Tshs	Tshs
•Off-farm activities	1 914 269 85	2 550 130 15
•On-farm activities		
- Crops	735 409.09	902 180.20
- Livestock	426 495.58	517 000.90
Average	1 025 391.50	1 323 103.75

#### **(f) Involvement of respondents' in LCI sub-projects**

Community members HHs respondents were asked to explain on how they were involved in LCI sub-projects which have been implemented in their wards. Percentage distribution of respondents' opinions on their involvement in LCI sub-projects in their wards is shown in Table 9. It was noted that LCI project was introduced in 19 wards of Morogoro municipality in 2005 by ASDP, including: Bigwa, Kihonda, Kingolwira and Sultani Area wards. The project was implemented for two years from 2005-2007, funded by the GoT with financial assistance from the World Bank (WB), International Fund for Agricultural Development (IFAD), the European Union (EU) and its other major development partners; and implemented by DADPs at district and ward levels. The main objective of the LCI project was to increase production and consumption of local chicken at household level. Specific objectives of the project were to: (i) improve the contribution of local chicken to household cash income and (ii) increase the size of flocks per household by introducing vaccination against newcastle disease.

**Table 9: Percentage distribution of respondents' (n=120) opinions on involvement in LCI community sub-projects**

Statement	Respondents Opinions			
	Bigwa (n=30)	Kihonda (n=30)	Kingolwira (n=30)	S/Area (n=30)
	Percent	Percent	Percent	Percent
• Implemented more than two years without donor support	100.0	100.0	100.0	100.0
• Cover at least 50% of the ward population	76.0	70.0	69.0	85.0
• HHs respondent involvement	180.0	100.0	100.0	100.0
• Have at least 75% of the facilities in operational order	80.0	100.0	75.9	90.0
Average	89.0	92.5	86.2	93.8

It was noted that during the course of implementation, distribution of superior cockerels to 120 local chicken keepers was also done in addition to respondents involved in the study. The main purpose of distributing these cockerels to local chicken producers was to upgrade the existing genotype of local breeds through cross breeding. One of the respondents in Kihonda ward feeding her local chicken during LCI sub-project implementation is shown in Fig. 4. It was also noted from key informant respondents that during the course of implementation, a total of 20 training sessions were done. Also meetings with 48 representatives from 18 farmer groups were conducted and existing 72 chicken houses were renovated. Data in Table 9 generally show that the majority (86.2 % and above) of HHs respondents from all the four study wards agreed with the criteria that lead to sustainability of their LCI sub-projects. More specifically, all the respondents from all the study wards stated that the LCI sub-projects had been implemented for more than two years without donor support and they were all involved. The findings further indicate that 69.0 % and above of the study respondents from the



Figure 4: Respondent from Kihonda ward feeding some of her local chicken during implementing the project

study wards stated that the sub-projects benefits covered at least 50 % of the population in .their wards and 75.9 % and above said that at least 75 % of their sub-projects facilities were in operational order. This implies that the requirements needed for a sustainable community project were at different levels with respect to the study wards.

#### **4.2 Community Members Opinions on Factors Affecting Sustainability of Their LCI Sub-Projects Initiative Process**

In project identification and description phase, the real problems and issues that need to be addressed must be identified. In this stage the community may have a lot of information and may have a good idea of what they need to do. Accurate, reliable and sufficient information is necessary in order to plan effectively and efficiently. Therefore, in the identification and description of LCI sub-projects, opinions of the community members respondents on factors affecting sustainability of their sub-projects initiative process in the study area are discussed under ten parts as shown in Table 10. The findings in Table 10 show that all the four study wards scored 58.0 % and above during

the process of their sub-projects initiative. This implies the extent to which the community was involved to design, implement and sustain their LCI sub-projects activities.

**Table 10: Percentage distribution of community members respondents' (n=120) opinions on LCI community sub-projects initiatives**

Statement	Ward name			
	Bigwa (n=30)	Kihonda (n=30)	Kingolwira (n=30)	S/Area (n=30)
	Percent	Percent	Percent	Percent
• Local sustainability assessment conducted	50.0	43.3	44.7	46.7
• Stakeholders concurrence on launching a sustainable sub-projects	56.7	86.7	50.0	96.7
• Local sustainability champion designated	66.7	50.0	66.7	83.3
• Sub-projects vision created	93.3	100.0	96.7	96.7
• Roadmap for reaching vision developed	30.0	53.3	86.7	86.7
• Sustainability indicators developed	80.0	53.3	90.0	55.0
• Sustainability incorporated into local policy	36.7	16.7	70.0	60.0
• Sources of help identified	50.0	83.3	63.3	43.3
• Sub-projects carried out	83.3	66.0	40.0	90.0
• Sub-projects progress checked	33.3	53.3	16.7	46.7
Average	58.0	60.6	62.5	70.5

#### 4.2.1 Local sustainability assessment conducted

The findings in Table 10 show that 50.0 % of respondents from Bigwa ward accepted that local sustainability assessment of their sub-project was conducted compared to 43.3 % to 46.7 % of respondents from the remaining wards. These findings generally show that respondents' opinions were almost similar in the study wards. This implies that not

all community members were aware of assessment of local sustainability of LCI sub-projects, which could negatively affect future progress of their sub-projects.

#### **4.2.2 Stakeholders concurrence on launching a sustainable sub-projects**

Data in Table 10 show that 50.0 % and above of the respondents agreed that all stakeholders reached consensus during the process of launching the sub-projects. It was noted that, all community respondents, councilors from each ward, ward executive officers and extension agents were involved. This implies that a good number of respondents were aware of the need for each community to interact with stakeholders to meet its needs.

#### **4.2.3 Local sustainability champion designated**

It was noted that during the project implementation phase, the LCI sub-projects members in each ward were required to select one member who would be answerable for all project matters rather than the project committee. Moreover, the key informant respondents revealed that each extension worker, administrative street chairperson and ward executive officers in each ward were responsible to make sure that the right person was selected. Data in Table 10 show that 50.0 % and above of the respondents from all the study wards stated that local sustainability champion was designated in their wards. The difference in scores among wards suggest the extent to which local person was approved by the local elected leaders and the community.

#### **4.2.4 Sub-project vision created**

The vision for any project should be specific, idealistic and achievable. Data in Table 10 show that in all four wards majority (93.3 % and above) of the respondents stated that

the vision for their project was created and all project members were responsible for the exercise. This implies that communities were given the opportunity to compare their actual situation and expected situation, which helped them to specify objectives.

#### **4.2.5 Roadmap for reaching the vision created**

Roadmap is a high level plan of the project to reach its vision. During implementing LCI sub-projects, it was expected that all stakeholders would identify what steps to be taken by respondents in order to achieve the LCI project vision. Data in Table 10 show that in the three study wards, namely: Sultani Area, Kingolwira and Kihonda 53.3 % and above of respondents stated that roadmap for reaching the project vision was developed while only 30.0 % of respondents from Bigwa ward were aware. This implies that most of respondents from Bigwa ward were not aware on what steps were required in order to develop the roadmap for reaching the project vision, which could negatively affect their LCI sub-projects sustainability.

#### **4.2.6 Sustainability indicators developed**

Indicators are one of the crucial aspects of a project design. They provide a simple and reliable means to detect problems, measure achievements, or help to assess the performance of the project against the stated objectives. Data in Table 10 show that in all four study wards where the LCI sub-projects were implemented, the majority (53.3 % and above) of the respondents were aware of developing sustainability indicators for their projects. This implies that development of sustainability indicators allowed the communities to identify problem areas and agree how to solve such problems.

#### **4.2.7 Sustainability incorporated into local policy**

Data in Table 10 show that 70.0 % of respondents from Kingolwira and 60.0 % from Sultani Area wards were aware that sustainability was incorporated into local policy, while only 16.7 % from Kihonda and 36.7 % from Bigwa wards stated that sustainability was incorporated into their local policy. This implies that most respondents in the two wards were not aware that sustainability of their LCI sub-projects was incorporated into local policies to determine limitations of LCI sub-projects success.

#### **4.2.8 Sources of help identified**

During planning any project, it is important to find out an external agency to assist in funding the project. Data in Table 10 show that respondents awareness on identification of such external agency ranged from 43.3 % in Sultani Area to 83.3 % in Kihonda wards. This implies that a substantial number of respondents in the study area were not aware that sources of help were identified for their LCI sub-projects, which reflect the extent to which they were involved in the LCI sub-projects initiative process.

#### **4.2.9 Sub-project carried out**

It was noted that LCI sub-projects were carried out after meetings and discussions with all community members in each ward. Data in Table 10 show that 66.0 % and above of respondents from Bigwa, Kihonda and Sultani Area wards were satisfied with the way the project was carried out compared to 40.0 % from Kingolwira ward. This implies that there was varied understanding between the sub-projects implementers and the community members in the study wards.



#### **4.2.10 Sub-project progress checked**

Continuous monitoring in any project needs to take place in order to check whether the project is on the right track, is meeting its objectives and is using resources as planned. Data in Table 10 show that few respondents (16.7 % to 53.3 %) from all the study wards were aware that the project progress was checked periodically. This suggests that there was poor understanding of monitoring and evaluation exercise by majority of respondents. This implies that there is a need to create community awareness on monitoring and evaluation of their projects and develop proper project indicators which help to assess their project in a specified period.

In general, on the basis of respondents' opinions on factors affecting their LCI sub-projects as shown in Fig. 5, this section can be concluded that the primary goal of sustainable LCI sub-projects in the study area was to enable the community members to increase production and consumption of local chicken at household level. This would enable them to meet the family basic needs and to improve their family nutritional status. This implies that a sustainable community project needs to be developed by the people who make up the community.

### **4.3 Extent of Stakeholders Participation in Different Stages of Selected LCI Sub-Projects**

The study found that stakeholders participated in selected LCI sub-projects in three phases, which include designing phase, implementation phase and post-project phase. In design phase of LCI sub-projects, there were clear explanations of project goals and objectives. In this phase the key stakeholders are at national, donors and community levels. The following stage was implementation phase. This was the period in which the sub-projects were actually conducted and the planned activities were carried out. During

this time, the key stakeholders are district agency, the donor, the private sector, the project management staff and community. Last stage was the post-project phase. This is a period during which sustainability is measured. The key stakeholders are the national agency, the district agency, the private sector and the community. It was noted that post-project assessment was carried out after a project is completed to allow local institutions to be self-sufficient, when evaluation of project sustainability is critical.

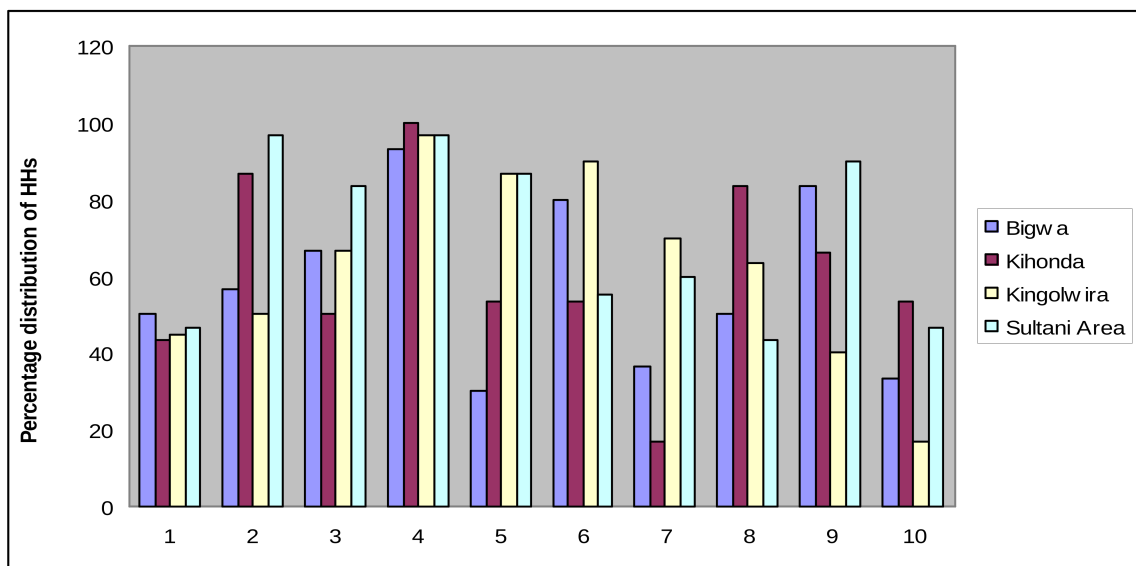


Figure 5: Community members' opinions on factors affecting sustainability of LCI community project initiative process

Key:

- 1 Local sustainability assessment conducted
- 2 Stakeholders concurrence on launching a sustainable project obtained
- 3 Local sustainability champion designated
- 4 Project vision created
- 5 Roadmap for reaching vision developed
- 6 Sustainability indicators developed
- 7 Sustainability incorporated into local policy
- 8 Source of help identified
- 9 Project carried out
- 10 Project progress checked

Respondents opinions on statements related to stakeholders participation in different phases of project cycle are given in Table 11. Data in Table 11 generally show that LCI

sub-projects conducted in Bigwa (59.0 %), Kingolwira (54.3 %) and Kihonda (52.8 %) wards indicated satisfactory levels of stakeholders' participation in different stages of LCI sub-projects compared with Sultani Area which had only 43.7 %. This implies that project benefits were on-going at slow but in acceptable level and therefore LCI sub-projects were regarded as being successful in achieving sustainability. The findings in Table 11 are further discussed in the following parts.

**Table 11: Percentage distribution of community members respondents' (n=120) opinions by the extent of stakeholders participation in different stages of selected LCI sub-projects**

Statements	Ward name			
	Bigwa (n=30)	Kihonda (n=30)	Kingolwira (n=30)	S/Area (n=30)
	Percent	Percent	Percent	Percent
• Commitment of national agency to sub-projects goals	43.3	63.3	73.3	13.3
• Availability of national policy statement which defines responsibilities of the government, community and private sector for providing supplies	50.0	33.3	23.3	6.3
• Community project committees competence in managing sub-projects activities	70.0	63.3	66.7	70.0
• Women involvement in sub-projects committees	96.7	90.0	100.0	100.0
• Community involvement in all aspects of sub-projects cycle	73.3	53.3	73.3	80.0
• Participation of project committees in management and financial decisions	6.7	26.7	20.0	33.3
• Management of sub-projects within institutional structure	73.3	40.0	23.3	3.3
Average	59.0	52.8	54.3	43.7

#### 4.3.1 Commitment of national agency to sub-project goals

Data in Table 11 show that 63.3 % of respondents from Kihonda and 73.3 % from Kingolwira wards were aware of the commitments of the national agency to project goals compared to 43.0 % and 13.3 % from Bigwa and Sultani Area wards. This implies that most community respondents from Bigwa and Sultani Area wards were not aware of commitment of the national agency to their LCI sub-projects goals. However, it was noted from the key informant respondents that government policy making has been focused on the transformation of the Tanzanian societies to achieve a better life for all citizens. Moreover, it was clearly explained by the extension agent respondents that the ASDP emphasises the decentralised approach which starts with problems diagnosis at a village level then compiled at the ward level and then into the DADPs. It was further noted from key informant respondents that a guiding policy for agricultural development was the Agricultural Development Strategy (ASDS). This strategy was geared towards addressing agricultural development constraints and agricultural sector contribution to the economic growth and poverty reduction. This implies that there is still a need for creation of community awareness on commitment of the national agency to their sub-projects goals and sustainability.

#### **4.3.2 Availability of national policy statement which defines responsibilities of the government, community and private sector for providing supplies**

Data in Table 11 show that it was only Bigwa ward in which 50.0 % of their community respondents were aware that there was a national policy statement which defines responsibilities of the government, community and private sector for providing supplies while few (6.3 % to 33.3 %) of respondents from the remaining wards stated that they were aware. However, it was clarified by key informant respondents that there were no clear policy statements outlining the roles of the government, community and private

sector arrangement for providing supplies for LCI sub-projects. This implies that there is a need to refine the national policy statements which defines responsibilities of the government, community and private sector for providing supplies for project sustainability.

#### **4.3.3 Community project committees' competence in managing sub-projects activities**

Data in Table 11 show that majority (66.3 % and above) of the respondents from all study wards stated that their LCI sub-projects had community management committees which were competent in managing the project activities. This implies that the ward committees were capable of managing the LCI sub-projects activities.

#### **4.3.4 Women involvement in sub-projects committees**

It is assumed that the socio-economic development of Tanzania is dependent on the full utilisation of its human resources (both women and men). Moreover, in order to have sustainable development in community projects different category of beneficiaries must be involved. Data in Table 11 show that 90.0 % and above of all respondents in the study wards stated that more women were involved in sub-projects committees. This might have been due to the nature of the project and perceptions of many communities that local chicken keeping is the work of women and children. This implies that LCI sub-projects were intended to empower women to generate income and improve their standards of living.

#### **4.3.5 Community involvement in all aspects of sub-projects cycle**

Data in Table 11 show that 53.3 % and above of all the respondents from the study wards accepted that community members were involved in all aspects of sub-projects cycle.

Involvement of respondents promotes commitment. This implies that involvement of community members would enhance sustainability of LCI sub-projects.

#### **4.3.6 Participation of project committees in management and financial decisions**

Data in Table 11 show that only 6.7 % to 33.3 % of the respondents from all the study wards were aware of participation of sub-projects committees in management and financial decisions. This implies that the sub-projects committees were not given enough powers on management and financial issues. Thus, suggesting that participation of sub-projects committees in management and financial decisions was not clear to sub-projects members, which could affect their LCI sub-projects sustainability in the post-project phase.

#### **4.3.7 Management of sub-projects within institutional structure**

Data in Table 11 show that it is only in Bigwa ward where the majority (73.3 %) of respondents were aware that their sub-project was managed within the existing institutional structures to facilitate continuation of their sub-projects activities in the post-project phase. This implies most respondents in Kihonda, Kingolwira and Sultani Area wards were not aware that the LCI sub-projects were managed within the existing institutional structures, which could affect their LCI sub-projects sustainability.

In general, the study suggests that stakeholders participation can be expected to improve the chances of aid being effective because it involves a wide range of interested parties, the prospects for appropriate project design and commitments in achieving objectives is likely to be maximised. Also stakeholders participation improve the chances of a project being sustainable because people are more likely to be committed to participate in project activities after end of external aid. This suggests that every community should be

empowered to undertake its project activities with minimum outside assistance to meet its needs.

#### **4.4 Community members Respondents' on Factors Related to Sustainability of LCI Sub-Projects**

Judging whether a project and its benefits are sustainable is important as a means of determining project success. However, understanding what factors influence sustainability is even more important for designing better projects in the future. Therefore, in order to achieve an overall picture of community performance to sustainable LCI sub-projects respondents' opinions were sought on statements focusing on various factors related to sustainability of their sub-projects, as summarised in Table 12. Data in Table 12 generally indicate the extent to which respondents were aware of different factors related to sustainability of their LCI sub-projects ranging from 54.3 % to 63.6 % in all study wards. This implies that it is important for community itself to be involved in their sub-projects. The summarised data given in Table 12 are further discussed below.

##### **4.4.1 Users satisfied with services provided and content to see no changes**

Data in Table 12 show that majority (60.0 % to 76.7 %) of respondents from all the study wards expressed their satisfaction with services provided. This implies that the services provided which included: advice, trainings about local chicken management practices and treatment of various chicken diseases were good and useful to them. The key informant respondents also revealed that ward extension officers tried to provide good services as required. They tried to visit the respondents several times to provide support for on-going sub-projects activities, to assist in solving community problems and to provide information on new developments related to livestock and agricultural sector.

**Table 12: Percentage distribution of community members respondents' (n=120) on factors related to sustainability of selected LCI sub-projects**

Statement	Ward name			
	Bigwa (n=30)	Kihonda (n=30)	Kingolwira (n=30)	S/Area (n=30)
	Percent	Percent	Percent	Percent
• Users satisfied with services provided and content to see no changes	63.3	60.0	73.3	76.7
• Trained professionals available to maintain and repair the facilities	3.3	23.3	20.0	40.0
• Supplies available and system of their distribution	66.7	56.7	66.7	73.3
• Evidence of positive behaviours related to hygiene	73.3	93.3	76.7	56.7
• Communities receive information through the media or extension agent	100.0	86.7	86.0	90.0
• Communities have adequate communication channels with government agencies and private sector to express community needs	33.3	6.7	53.3	13.3
• Sub-projects roles clearly defined and understood by all responsible parties	70.0	56.7	73.3	60.0
• The responsible parties have resources to cover recurrent sub-projects costs	60.0	36.3	53.3	30.0
• The ownership of sub-projects facilities clearly defined	86.7	70.0	3.3	50.0
• Evidence of flexibility in adapting to problems related to sustainability during course of implementation	76.7	53.3	20.0	70.0
Average	63.6	54.3	58.6	56.0

This implies that communication between HHs respondents and ward extension agents were effective.

#### **4.4.2 Trained professionals available to maintain and repair the facilities**

Data in Table 12 show that few (3.3 % to 40.0 %) of respondents from all study wards accepted that there were trained professionals available to maintain and repair their LCI sub-projects facilities. This implies that most community members were not sufficiently



trained to perform minor maintenance and repairs themselves to sustain their LCI sub-projects.

#### **4.4.3 Supplies available and system of their distribution**

Data in Table 12 show that 56.7 % to 73.3 % of respondents from the study wards acknowledged that supplies were available and system of their distribution was good. This implies that there were no difficulties for respondents to get chicken supplies. It was noted that most of supplies were obtained from the private veterinary shops which were involved in supplying chicken drugs, feeds, minerals, vitamins and protein supplements.

#### **4.4.4 Evidence of positive behaviours related to hygiene**

Data in Table 12 show that 56.7 % to 93.3 % of the respondents from the study wards agreed that there were evidences of positive behaviours related to hygiene in their area. This implies that respondents followed the proper local chicken keeping management practices. Furthermore, it was noted that in many areas there were evidence of behavioral changes. Chicken houses were clean and chicken manure was properly disposed. This implies that training on local chicken management practices was clearly provided and understood by communities involved in the LCI sub-projects.

#### **4.4.5 Communities receive information through the media and extension agent**

According to data in Table 12, 86.0 % and above of all respondents from the study wards confirmed that they received information about the LCI project and other agricultural practices through media or extension agents. This implies that the media and extension agents were very important in disseminating the LCI project information.

#### **4.4.6 Communities have adequate communication channels with government agencies and private sector to express community needs**

Data in Table 12 show respondents responses related to having adequate communication with government agencies and private sector to express community needs ranging from 6.7 % in Kihonda ward to 53.3 % in Kingolwira ward. This implies that there was a weak communication between government agencies, private sector and communities. However, it was noted that communities use formal administrative channels through appointed or elected leaders from ward to district levels to express their community needs.

#### **4.4.7 Sub-projects roles clearly defined and understood by all responsible parties**

Data in Table 12 show that majority (56.7 % to 73.3 %) of respondents confirmed that the sub-project roles were clearly defined and understood by all responsible parties. This implies that all responsible parties participated in LCI sub-projects based on their defined roles, which could lead to project sustainability.

#### **4.4.8 The responsible parties have resources to cover recurrent sub-projects costs**

The findings in Table 12 show that respondents stating that responsible parties have resources to cover recurrent sub-projects costs ranged from 30.0 % in Sultani Area to 60.0 % in Bigwa wards. This implies that majority of respondents from Kihonda and Sultani Area wards were unable to cover the recurrent sub-projects costs. However, the key informant respondents explained that costs were based on the actual cost of buying vaccines, different ingredients for making chicken feeds and rehabilitation of chicken houses. This implies that recurrent sub-projects costs were required to improve the ownership and sustainability of LCI sub-projects.

#### **4.4.9 The ownership of sub-projects facilities clearly defined**

According to the findings in Table 12, 50.0 % and above of all respondents from the study wards felt that the ownership of their sub-projects facilities was clearly defined. Considering that sustainability is a willingness of people to look after what they have worked for, these findings imply that community ownership increased chances of LCI sub-projects sustainability.

#### **4.4.10 Evidence of flexibility in adapting to problems related to sustainability during course of implementation**

Data in Table 12 show that 53.3 % to 76.7 % of respondents from Bigwa, Kihonda and Sultani Area wards accepted that there was evidence of flexibility in adapting to problems related to sustainability during course of implementation compared to 20.0 % of respondents from Kingolwira ward. This implies that majority of respondents from Kingolwira ward were not aware if flexible work plans were developed which would negatively affect their LCI sub-projects sustainability.

In general, on the basis of respondents and key informants, this section can be concluded that sustainability requires continued analysis of flexibility to adopt new approaches which requires long-term commitment on part of all stakeholders. Thus, the critical factor in promoting sustainability is characterising and harnessing the power of local leadership and community investment by building on existing assets as an essential component of any plan to enhance success and build sustainable environmental, economic and social future.

#### **4.5 Summary of the Discussion**

The overall objective of this study was to assess sustainability of selected local chicken improvement (LCI) project under DADPs in Morogoro Municipality of the Morogoro region, Tanzania. The study found different factors affecting sustainability of LCI sub-projects in the study area, namely: local sustainability assessment conducted; stakeholder concurrence on launching sustainable sub-projects obtained; local sustainability champion designated; project vision created; roadmap for reaching the vision developed; sustainability indicators developed; sustainability incorporated into local policy; sources of help identified; sub-projects carried out; and sub-projects progress checked. The extent of stakeholders participation in different stages of selected LCI sub-projects was found to be based on: commitment of national agency to sub-projects goals; availability of national policy statement which defines responsibilities of the government, community and private sector for providing supplies; sub-project committees competence in managing sub-projects activities; women involvement in sub-projects committees; community involvement in all aspects of sub-project cycle; participation of sub-project committees in management and financial decision and management of sub-projects within institutional structure.

In addition, factors related to sustainability of community LCI sub-projects included: users satisfied with service provided and content to see no changes; trained professionals available to maintain and repair the facilities; availability of supplies and system of their distribution; evidence of positive behaviours related to hygiene; communities receive information through media or extension agents; communities have adequate communication channels with government agencies and private sector to express community needs; sub-projects roles clearly defined and understood by all responsible parties; responsible parties have resources to cover all recurrent costs; the ownership of

project facilities clearly defined; and evidence of flexibility in adapting to problems related to sustainability during course of sub-projects implementation. The following Chapter gives conclusions and recommendations based on major results of the study.

## **CHAPTER FIVE**

### **5.0 CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Conclusions**

- i. The primary goal of sustainable LCI sub-projects in the study area was to enable community members to increase production and consumption of local chicken at household level, in order to meet their family basic needs and improve their nutritional status.
- ii. Stakeholders participation in community sub-projects is expected to improve the prospects of appropriate sub-projects design and commitments in achieving objectives are likely to be maximised.
- iii. Sustainability requires continued analysis of flexibility to adopt new approaches which requires long-term commitment on the part of all stakeholders.

#### **5.2 Recommendations**

- i. Sustainable community sub-projects need to be developed by people who make up the community.
- ii. Every community should be empowered to undertake its sub-project activities with minimum outside assistance to meet its needs.
- iii. The critical factor in promoting sustainability is characterising and harnessing the power of local leadership and community investment by building on existing assets as an essential component of any plan to enhance success and build sustainable economic, social and environmental future.

### **5.3 Suggestions for Further Research**

This study has not exhausted all aspects concerning sustainability of donor-funded community projects. It is clear that a lot more needs to be done. Two suggestions are therefore made concerning specific areas that should further be studied.

- i. To undertake a case study on interaction among stakeholders in the study area. The purpose of this case study would be to elicit more reliable clues that would contribute to evidence-based policy for sustainability of LCI sub-projects.
- ii. To undertake case studies on factors affecting sustainability of community LCI sub-projects under DADPs in other parts of the country in order to enable generalisation of the observations. The major purpose of the case studies would be to develop and enhance understanding of sustainability of community donor-funded project experiences, potentials and opportunities.

## REFERENCES

- Achary, A., de Lima, A. and Moore, M. (2006). Proliferation and fragmentation: Transaction costs and the value of aid. *The Journal of Development Studies* 42(1): 1-21.
- Babbie, E. R. (1990). *Survey Research Methods (2<sup>nd</sup> Edition)*. Wardsowoth Publishing Company, Belmont, California. 395pp.
- Bah, M., Cisse, S., Diyamett, B., Lerise, F., Okali, D., Okpara, E., Olawoye, J. and Tacoli, C. (2003). Changing rural-urban linkages in Mali, Nigeria and Tanzania. *Environment and Urbanization* 15:13-23.
- Barder, O. (2009). *What is Poverty Reduction*. Working Paper No.170. Center for Global Development. Washington, DC, USA. 22pp.
- Benedict, S. (1999). The role of urban farming in poverty alleviation: The case of Morogoro Municipality. [<http://www.openaccess.leidenuniversity.nl>] site visited on 1/4/2011.
- Brautigam, D. (2000). *Aid Dependence and Governance*. Almqvist and Wiksell International, Stockholm. 153pp.



- Casley, D. J. and Kumar, K. (1988). *The Collection Analysis and Use of Monitoring and Evaluation of Data*. The International Bank for Reconstruction and Development, Washington DC. 174pp.
- Chambers, R. (1983). *Rural Development: Putting the Last First*. Longman, New York. 145pp.
- Chambers, R. (1985). Shortcut methods for gathering social information for rural development projects. In: *Putting People First: Sociological Variables in Rural Development*. (Edited by Cernea, M. M.). Oxford University Press, New York. pp.391-415.
- Collier, P. and Dollar, D. (2002). Aid allocation and poverty reduction. *European Economic Review* 46: 1475-1500.
- Dempster, B.M. (1998). A self organizing systems perspective for planning sustainability. [<http://essexver.uwaterloo.ca/jjkay/glads/bdempster/index.htm>] site visited on 15/3/2011.
- DGIP/UNDP (1993). *Urban Agriculture: Neglected Resource for Food, Jobs and Sustainable Cities*. UNDP, New York. 119pp.
- FAO (1986). *Guidelines for Designing Development Projects to Benefit the Rural Poor*. FAO, Rome. 119pp.

- FAO (2000a). *Environment in Decentralized Development: Economic and Industrial Issues*. Information Division, FAO, Rome. 211pp.
- FAO (2000b). *Law and Sustainable Development Since Rio: Legal Trends in Agriculture and Natural Resources Management*, Information Division. FAO, Rome. 237pp.
- Gilchrist, A. and Rouf, T. (2006). *Community Development and Networking (2<sup>nd</sup> Edition)*. Community Development Foundation, London. 234pp.
- Hak, T. B. and Dahl, A. L. (2007). *Sustainability Indicators*. Island Press, London. 448pp.
- Homedes, N. (2001). Managing externally financed projects: The intergrated primary health care in Bolivia. *Health Policy Plan 2001* 16:386-94.
- Howllet, D. J. B. and Nagu, J. (2001). *Agricultural Project Planning in Tanzania*. University of Bradford, United Kingdom. 278pp.
- ILO (1990). *The Socio-Economic Impact of Technical Cooperation Projects Concerning Rural Development*. International Labour Office, Geneva. 53pp.
- Jones, G. E. (Ed.) (1986). *Investing in Rural Extension: Strategies and Goals*. Elsevier Applied Science Publishers, London. 267pp.

- Knock, S. and Rahman, A. (2004). Donor Fragmentation and Bureaucratic Quality in Aid Recipients. *Policy Research Working Paper* 3186, World Bank, Washington, DC. 117pp.
- Koponen, J. (2001). *Finish Aid to Tanzania Still Afloat*. FAD, IDS University Working Papers of Helsinki No.2. 103pp.
- Korten, D. C. (1980). Community organisation and rural development: Learning process approach. *Public Administration Review* 40: 480-510.
- Lang, T. (1999). Food Policy for the 21<sup>st</sup> Century: Can It Be Both Radical and Reasonable? In: *For Hunger Proof Cities: Sustainable Urban Food Systems*. (Edited by Koc, M., MacRae, R., Mougeot, L.J.A. and Welsh, J.), IDRC, Ottawa. pp.216-224.
- Likwelile, S. B. (2003). Poverty Eradication in Tanzania: Path Taken, Lessons Learnt and Future Challenges. In: *Preceedings of the 6<sup>th</sup> UDSM Convocation*. (Edited by Mtinangi, B., Othman, Y.S., Qorro, A.S.M. and Ulimwengu, T.J.), May 2003, Dar-es-Salaam, Tanzania. pp.128-139.
- Lovell, C. H. (1992). *Breaking the Cycle of Poverty: The BRAC Strategy*. Kumarian Press Inc., U.S.A. 205pp.

Marille, K. (2000). Monitoring and evaluation and evaluating stakeholders participation in agriculture and rural development. [<http://www.fao.org/Ppdirect/PPre0074.htm>] site visited on 7/1/2011.

Massawe, F. (2009). *Tanzania Agricultural Scale-Up Programme: Local Chicken Production for Local Markets Mid-term Report*. Oxfarm, Tanzania. 85pp

Maxwell, D. (2003). *Urban Agriculture in Africa: The Case of Kampala*. ACTS Press, Nairobi, Kenya. 129pp.

McGee, R. and Norton, A. (2001). Participation in poverty reduction strategies. [<http://books.google.com>] site visited on 28/5/2010.

Mlozi, M. R. S. (1995). Information and the problems of urban agriculture in Tanzania: Interventions and realisations. Dissertation for award of PhD Degree at Vancouver University, Columbia. 205pp.

MMPR (2003). *Morogoro Municipal Council Planning Report*. Morogoro, Tanzania. 59pp.

Mongula, B. (2005). Special issue on participatory development. *Tanzania Journal of Development Studies* 6(1):5-9.

MRPR (2003). *Morogoro Region Planning Report*. Morogoro, Tanzania. 87pp.

- Mtatifikolo, F. P. (1994). Implications of Public Policies on Poverty and Poverty Alleviation: The Case of Tanzania. In: *Poverty Alleviations in Tanzania: Recent Research Issues*. (Edited by Bagwachwa, M.S.D.), DUP, Dar es Salaam, Tanzania. pp. 147-250.
- Mvella, D. N. (2000). Impact of stakeholders participation and the sustainability of donor-funded rural development projects. Dissertation for Award of MARD Degree at Sokoine University of Agriculture, Morogoro, Tanzania, 120pp.
- Mvena, Z. S. K., I. J. Lupanga and M. R. S. Mlozi. (1991). *Urban Agriculture in Tanzania: A Study of Six Towns Report*. Sokoine University of Agriculture, Morogoro, Tanzania. 94pp.
- Picard, L. and Garrity, M. (1997). Institutional Development Revisited. In: *Policy Reform for Sustainable Development in Africa*. (Edited by Picard, L. and Garrity, M.), pp. 151-168.
- Pierson, J. (2007). *Going Local: Working in Communities and Neighbourhoods*. Routledge, London. 47pp.
- Sodma, A. (1998). Redistribution and the marginal cost of public funds. *Journal of Public Economics* 70: 365-382.

- Semboja, J. (1994). Poverty Assessment in Tanzania: Theoretical Conceptual and Methodology Issues. In: *Poverty alleviation in Tanzania Recent Research Issues*. (Edited by Bagwacha M.S.D), DUP, Dar-es-Salaam. pp.59-72.
- Smit, J., A. Ratta and J. Nasr. (1996). *Urban Agriculture: Food, Jobs, and Sustainable Cities*. UNDP, New York. 315pp.
- Swanson, B. E and Claar, J. B. (1984). *Agricultural Extension: A Reference Manual*. FAO, Rome. 262pp.
- UNDP (1998). Empowering people: A guide to participation. [<http://www.Undp.org/cso/resource/toolkits/empowering/ch6.html>] site visited on 8/7/2010.
- URT (2001). *Agricultural Sector Development Strategy*. Government Printers, Dar-es-Salaam, Tanzania. 19pp.
- URT (2003). *Rural Development Strategy*. Government Printers, Dar-es-Salaam, Tanzania. 124pp.
- URT (2004). *National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA)*. Government Printers, Dar-es-Salaam, Tanzania. 115pp.
- URT (2006). *Agricultural Sector Development Program (ASDP) Support Through Basket Funding*. Government Printers, Dar-es-Salaam. 15pp.

- URT (2007). Agricultural sector development programme. [<http://www.fao.org/righttofood/inaction/countrylist/Tanzania>] site visited on 20/4/2011.
- URT (2009). Accelerating pro-poor growth in the context of *Kilimo Kwanza*. [<http://www.google.co.tz>] site visited on 6/8/2011.
- Usui, C. (1994). Welfare State Development in a World System Context: Event History Analysis of First Social Insurance Legislation Among 60 Countries, 1886-1960. In: *The comparative Political Economy of the Welfare State* (Edited by T. Jonaski and Hicks, A.M.), CUP, Cambridge. pp.254-277.
- Van Lierop, P., A, Miguel. and Gavrii, X. (1999). *Poverty Alleviation Study: Tanzania Report submitted to CIDA*. Dar-es-Salaam, Tanzania. 64pp.
- World Bank (2007). The World Bank participation source book. [[www.worldbank.org/sourcebook](http://www.worldbank.org/sourcebook)] site visited on 18/7/2010.

## APPENDICES

### Appendix 1: The operational definitions of different key variables as used in the study

Variable	Operational definition
• Age	Number of years of the study respondents
• Education	Respondents highest level of formal education
• Sex	Biological determination of being male or female
• Community participation	Is the active involvement of members of a defined community in at least some aspects of project design and implementation
• Extension services	Transfer of agriculture technology from experts to farmer
• Marital status	Married or not
• Sustainability	Ability of the project members to maintain its operations, services and benefits after foreign support have ended
• Community project	Activity initiated by particular community members and implemented for purposes of improving their livelihoods
• Poverty alleviation	Make poverty less severe
• On-farm activities	Crop and Livestock production
• Off-farm activities	Other activities besides farming in which people are engaged in order to supplement their income generation

### Appendix 2: Questionnaire for community members HHs

Confidential:

**Questionnaire:** Personal Interviews

Respondents: Community members

**Study Topic:** Sustainability of Donor Funded Community Projects under DADPs in Tanzania: A Case of Local chicken Improvement Project in Morogoro Municipality



Region ..... District ..... Division .....

Ward .....

Name of selected DADPs project: Local Chicken Improvement Project

Respondent number ..... Date .....2010.....

**Criteria of selecting projects:**

- If the project continue 2years after donor support
- Evidence of achievement of all project objectives
- Implemented by local institutions at Local Authority level
- Benefits at least 50% of the population
- At least 75% of project facilities available and operational

**1.0 Community members Household Characteristics**

**1.1 Personal characteristics**

1.1.1 Age.....years

1.1.2 Sex.....(Male/Female)

1.1.3 Marital status.....Single/Married/ Widowed/ Divorced

1.1.4 Level of education (v) final level obtained

Education	Final level obtained
None	
Adult Literacy	
Primary	
Post- primary	
Others ( specify)	

**1.2 Situational characteristics**

1.2.1 What is the major source of income for your family? (Tick one)

1 Salary/ wages

2 Non farm activities

3 Farming

4 Others (specify)

1.2.2 If salary/ wages, where are you employed?

1 Public sector

## 2 Private sectors

1.2.3 If your major source of income is farming (crops) what is the total cultivated area?

Indicate area cultivated.....Acres

1.2.4 Mention three major crops do you grow in your plots

1....., 2.....

3.....

1.2.5 Do you have any livestock (Yes/ No)

If yes on question 1.2.5 above what type of livestock do you have?

Type of livestock	Number

1.2.6 Do you engage in any off-farm activities? (Yes/No)

If yes in question 1.2.6 above indicate the type of off- farm activity you engage with

Type of off-farm activity	Yes	No
Small business		
Casual labourer		
Charcoal and firewood selling		
Livestock selling and crops Middle man		
Others (specify)		

1.2.7 Please estimate your total income in Tshs per annum from the following activities

S/N	Activity	Tshs/ annum
1	Sales of field crops	
2	Labour	
3	Sales of livestock and livestock products	
4	Income from other sources	

1.2.8 Are you involved in Local Chicken Improvement DADPs Project which has been implemented in this ward since 2006 If YES for how many years has the project been implemented by community without donor support?.....

1.2.9 Does DADPs project mentioned in question 1.2.8 above cover at least 50% of the ward population? YES / NO. And does it have at least 75% of the facilities in operational order?

## 2.0 Project identification and description

Statement	YES	NO
• Local sustainability assessment conducted		
• Stakeholders concurrence obtained		
• Local sustainability champion designed		
• A vision created		
• Roadmap for reaching the vision developed		
• Sustainability indicators developed		
• Sustainability incorporated into local policy		
• Sources of help identified		
• The project carried out		
• Progress checked		

### Stakeholders participation

Statement	YES	NO
<ul style="list-style-type: none"> <li>Do national agency actions manifest a long term commitment to the project goals</li> </ul>		
<ul style="list-style-type: none"> <li>Is there a national policy statement that clearly defines the respective responsibilities of the government, the community, and the private sector arrangement for providing supplies</li> </ul>		
<ul style="list-style-type: none"> <li>Are community project committees or key individuals confident of managing the project facilities and related activities</li> </ul>		
<ul style="list-style-type: none"> <li>Are more women serving on project committees and participating in activities than before the began</li> </ul>		
<ul style="list-style-type: none"> <li>Were communities given a voice and vote in all aspects of the project cycle</li> </ul>		
<ul style="list-style-type: none"> <li>Do project committees participate in project management and financial decision</li> </ul>		
<ul style="list-style-type: none"> <li>Was the project managed within the existing institutional structure to facilitate continuation of activities after it ended as opposed to creating a special project organisation?</li> </ul>		

#### 4.0 Link between social, economic and environmental aspects

• <b>Statement</b>	<b>YES</b>	<b>NO</b>
• Are users satisfied with service provided and content to see no changes		
• Are trained professionals available to maintain and repair the facilities		
• Are supplies available and system of their distribution?		
• Is there evidence of positive behaviours related to hygiene?		
• Do the communities receive information about the project through the media or extension agent		
• Do communities have adequate communication channels with government agencies and private sector to express community needs		
• Are project rules clearly defined and understood by all responsible parties		
• Do the responsible parties have resources to cover recurrent project costs		
• Is the ownership of project facilities clearly defined		
• Was there evidence of flexibility in adapting to problems related to sustainability during the course of implementation?		

**THANK YOU FOR YOUR COOPERATION**

### Appendix 3: Checklist for key informants and extension agents

Confidential

Checklist: Directed discussions

Study topic: Sustainability of donor-funded community projects under DADPs in Tanzania: A Case of Local Chicken Improvement Project in Morogoro Municipality.

HQ....., Region.....,  
District....., Ward.....

Name of community project: Local chicken Improvement Project  
Respondent number.....Date ....., 2010

#### 1.0 Project identification and description

Statement	YES	NO
• Local sustainability assessment conducted		
• Stakeholders concurrence obtained		
• Local sustainability champion designed		
• A vision created		
• Roadmap for reaching the vision developed		
• Sustainability indicators developed		
• Sustainability incorporated into local policy		
• Sources of help identified		
• The project carried out		
• Progress checked		

## 2.0 Stakeholder's participation

Statement	YES	NO
<ul style="list-style-type: none"> <li>Do national agency actions manifest a long term commitment to the project goals</li> </ul>		
<ul style="list-style-type: none"> <li>Is there a national policy statement that clearly defines the respective responsibilities of the government, the community, and the private sector arrangement for providing supplies</li> </ul>		
<ul style="list-style-type: none"> <li>Are community project committees or key individuals confident of managing the project facilities and related activities</li> </ul>		
<ul style="list-style-type: none"> <li>Are more women serving on project committees and participating in activities than before the began</li> </ul>		
<ul style="list-style-type: none"> <li>Were communities given a voice and vote in all aspects of the project cycle</li> </ul>		
<ul style="list-style-type: none"> <li>Do project committees participate in project management and financial decision</li> </ul>		
<ul style="list-style-type: none"> <li>Was the project managed within the existing institutional structure to facilitate continuation of activities after it ended as opposed to creating a special project organisation?</li> </ul>		

### 3.0 Link between social, economic and environmental aspects

• <b>Statement</b>	<b>YES</b>	<b>NO</b>
• Are users satisfied with service provided and content to see no changes		
• Are trained professionals available to maintain and repair the facilities		
• Are supplies available and system of their distribution?		
• Is there evidence of positive behaviours related to hygiene?		
• Do the communities receive information about the project through the media or extension agent		
• Do communities have adequate communication channels with government agencies and private sector to express community needs		
• Are project rules clearly defined and understood by all responsible parties		
• Do the responsible parties have resources to cover recurrent project costs		
• Is the ownership of project facilities clearly defined		
• Was there evidence of flexibility in adapting to problems related to sustainability during the course of implementation?		

**THANK YOU FOR YOUR COOPERATION**