

**CO-ORDINATION OF AGRICULTURAL RELATED POLICIES TO
ENHANCE AGRICULTURAL PLANNING PROCESS AT VILLAGE AND
DISTRICT LEVELS: A CASE STUDY OF BUKOBA RURAL DISTRICT**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN RURAL
DEVELOPMENT OF SOKOINE UNIVERSITY OF AGRICULTURE.
MOROGORO, TANZANIA.**

2013

ABSTRACT

Although the Government insists on participatory and bottom-up planning in agricultural projects involving all stakeholders and responsible sectoral policies, coordination of agricultural related policies (ARPs) has not effectively been practised. The main objective of the study was to assess the effectiveness of coordination of ARPs to enhance village and district levels agricultural projects planning processes. The specific objectives were to: examine knowledge of stakeholders in coordination of ARPs, examine the level of involvement of stakeholders in the planning process of agricultural projects, determine the levels of effectiveness of ARPs coordination in agricultural planning, and identify factors limiting effective coordination of ARPs. The study used structured interviews to collect data from a sample of 120 farmers in Mugajwale, Kihumulo, Bulinda and Butahyaibega villages and 60 respondents from district leaders and officials. Focus Group Discussions (FGD) were conducted, one for each village; and key informant interviews were also conducted by the researcher from January to April 2012. The data were processed and analysed using SPSS computer programme. The results showed that although farmers were knowledgeable on coordination of ARPs, they were not practising the knowledge; levels of involvement of stakeholders' in the planning process of agricultural projects were low; levels of effectiveness of coordination of ARPs were also low; and there were more factors hindering coordination of ARPs than those which facilitated it. It was concluded that coordination of ARPs was not fully practised; there was low stakeholders involvement in coordination of ARPs; and the effectiveness of coordination of ARPs was low due to presence of limiting factors. It is recommended that stakeholders

should be actively involved in ARPs coordination and planning, and the limiting factors should be mitigated to achieve effective coordination of ARPs.

DECLARATION

I, **MUGANYIZI ALPHONCE KAGISA**, do hereby declare to the Senate of Sokoine University of Agriculture that this dissertation is my own original work, and has not been or concurrently being submitted for a higher degree award in any other university.

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(MARD candidate)

Date

The above declaration is confirmed

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(Supervisor)

Date

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ACKNOWLEDGEMENTS

A number of people made important contributions to the completion of this dissertation, and they surely deserve my thanks. First of all, my sincere appreciation goes to my supervisor Dr. Kim A. Kayunze for his generous guidance, constructive criticism and indeed his tireless encouragement that shaped this dissertation. I thank all members of the Development Studies Institute of Sokoine University of Agriculture for their encouragement and criticisms during all stages of proposal and dissertation development.

I also thank the Bukoba District Council leaders and official; particularly the councillors, council management team (CMT) members, Agricultural, Livestock and Cooperatives Department staff, WEOs, and VEOs who spared their time for interviews for this research. I also extend my thanks to farmers, village government leaders in the study areas, and key informants who spent their time for interviews.

Many thanks go to my family for their material and spiritual support which made me strong and acted as a guiding star throughout my study period. Lastly, my heartfelt thanks go to Prophet Conso who devoted time to pray for my studies. May God, The Lord, bless them all.

DEDICATION

This work is dedicated to Lord Jesus Christ Whose Blessings gave me physical, mental and moral strengths to accomplish this important task.

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LIST OF ABBREVIATIONS AND ACRONYMS

ARI	Agricultural Research Institute
ARPs	Agriculture Related Policies
ASDP	Agricultural Sector Development Programme
ASDS	Agricultural Sector Development Strategy
BDC	Bukoba District Council
CAADP	Comprehensive Africa Agricultural Development Programme
CBOs	Community Based Organizations
CIDA	Canadian International Development Agency
CMT	Council Management Team
CWIQ	Core Welfare Indicator Questionnaire
DADC	District Agricultural Development Committee
DADP	District Agricultural Development Plan
DALDO	District Agricultural and Livestock Development Officer
DASIP	District Agricultural Sector Investment Project
ESRF	Economic and Social Research Foundation
FAO	Food and Agriculture Organization of the United Nations
FFS	Farmer Field School
FGD	Focus Group Discussion
GDP	Gross Domestic Product
HIV/AIDS	Human Immune-deficiency Virus/ Acquired Immune Deficiency Syndrome
KCU	Kagera Cooperative Union
LGA	Local Government Authority
MAFC	Ministry of Agriculture, Food Security and Cooperatives
MAFS	Ministry of Agriculture and Food Security

MAYAWA	<i>Maendeleo ya Wakulima</i> (i.e. Farmers' Development)
MDG	Millennium Development Goals
NEPAD	New Partnership for Africa's Development
NGOs	Non-Governmental Organizations
NPES	National Poverty Eradication Strategy
NSGRP	National Strategy for Growth and Reduction of Poverty
ODI	Overseas Development Institute
OECD	Organization for Economic Co-operation and Development
O&OD	Opportunities and Obstacles to Development
PFG	Participatory Farmer Groups
RDP	Rural Development Policy
RDS	Rural Development Strategy
RR	Republic of Rwanda
RuDi	Wageningen University and Research Centre, Rural Sociology Group
SACCOS	Savings and Credit Cooperative Society
SCC - Vi	Swedish Cooperative Centre Vi Agro-forestry
SCSRD	SUA Centre for Sustainable Rural Development
SUA	Sokoine University of Agriculture
SWAp	Sector Wide Approach
TDV	Tanzania Development Vision
URT	United Republic of Tanzania
VADP	Village Agricultural Development Plan
VEO	Village Executive Officer
VG	Village Government
WDC	Ward Development Committee
WEO	Ward Executive Officer

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background Information

The vast majority of Tanzanians who live below the poverty line are in rural areas, and the incidence of rural poverty in the areas may be increasing (URT, 2001a; 2010). Agricultural development is crucial to both national economic development and poverty reduction (URT, 2003b). Tanzanian agriculture is in transition from being state controlled to a free market based production system. Despite macro-economic achievements resulting from the reform programmes, agricultural growth, food security and rural poverty reduction continue to present daunting challenges. In response to this the Government; through the Ministry of Agriculture, Food Security and Cooperatives; developed the Agricultural Sector Vision as a component of Tanzania Development Vision (TDV) 2025 (URT, 2001a). The Government and stakeholders envisage an agricultural sector that, by the year 2025, is modernized, commercial, highly productive and profitable, utilizes natural resources in an overall sustainable manner and acts as an effective way for inter-sectoral linkages (URT, 2001a). A successful implementation of poverty eradication plans and programmes requires different sectors to adhere to principles of good governance, coordination and people's participation (URT, 1997d).

The structure of Tanzanian's economy in terms of Gross Domestic Product (GDP) composition changed in the late 2000s. The share of agriculture in GDP, declined relative to services, and industry and construction. The shares of major sectors were agriculture (27.6%), industry and construction (20.8%), and services (42.5%) in 2005, but in 2009 the shares were agriculture (25.0%), industry and construction

(20.8%), and services (45.0%) (URT, 2010). The agricultural sector grew by 4.1% in 2006 compared to 5.1% in 2005. The decline was due to a decrease in the production of agricultural crops caused by drought in many areas of the country, particularly during the first quarter of 2006 (URT, 2006c). Likewise, the growth rates of the livestock and fishing sub-sectors declined to 5.1% and 4.0% respectively from 5.2% and 4.8% in 2005 respectively (URT, 2006c). The Economic survey also asserts that the growth rate of monetary agriculture decreased to 4.0% in 2006 from 6.7% in 2005. However, the growth rate of non-monetary agriculture increased to 4.3%, from 2.9% in 2005. So the agricultural sector contributed 44.7% to the GDP in 2006, compared to 45.6% in 2005 (URT, 2006c).

Tanzanian's agriculture is still dominated by small-scale farmers, with about 70% of farming being dependent on the hand hoe, 20% on ox-plough, and 10% on tractors (URT, 2010). However, agriculture in Tanzania has remained unpredictable and of low productivity, this being due to dependence on rainfall which is erratic, unreliable and not uniformly distributed (URT, 2009d). The essential needs of Tanzanian smallholder farmers are known. It is recognised that access to land and natural resources, mechanization, credit and credit financial support for production, improved production technologies and post-harvest storage and processing, and markets are fundamental requirements (URT, 2003b). The Government considers the improvement in farm incomes of the majority of the rural population as a precondition for the reduction of rural poverty in Tanzania (URT, 2004b).

The Government has been taking initiatives to develop agricultural and rural development policies and programmes with the view to overcoming rural poverty on

a sustainable basis, enhance food self sufficiency and rural household food security and improve living standards (Wegayehu, 2004). When preparing a plan, the process uses participatory tools, whereby groups based on sex, age and vulnerability participate in data collection and in formulating the community plans (URT, 2004a).

The TDV 2025 identifies three priority goals which are ensuring basic food security, improving income levels and increasing export earnings (URT, 2001a). The objectives of TDV 2025 are to awaken, coordinate and direct the people's effort, minds and our national resources towards the core sectors that will enable us attain our development goals and withstand the expected intensive economic competition ahead of us (URT, 2000). The Government also adopted The Millennium Development Goals (MDG) 2000 – 2015, in which among its goals are to reduce abject poverty involving to reduce poverty by 50% and reducing by 50% the number of people facing food insecurity. All these goals are interrelated with goals and objectives stipulated in the Agricultural and livestock policy of 1997, the National Livestock policy of 2006 and National Agricultural Policy 2009 (unpublished). The agricultural related policies (ARP) include The Cooperative Policy of 1997, National land Policy 1997, The Water Policy 2002, The National Micro-finance Policy 2000, The Gender Policy of 2000 and The Environmental Policy of 1997 (URT, 2001a).

The policy environment is the key to agricultural development at two levels. First a favourable and stable macroeconomic environment is a precondition to a profitable private investment in agriculture. Secondly, sector specific policies have an important bearing on its productivity and profitability. Several policies related to agriculture have been developed with the aim of providing a more favourable

environment to agricultural growth (URT, 2001a). Other policies which came later are also included like trade policy of 2003, rural development policy of 2003 and others (URT, 2009b). The Agricultural Sector Development Programme (ASDP) provides a coordinated response to current macroeconomic and structural reforms, which address poverty reduction and improved public performance (URT, 2003b).

These policies are important to fill gaps in Agricultural and Livestock Policy of 1997. Some of the gaps include low productivity of labour and capital, higher dependence on rain-fed agriculture; and smallholders not adopting technological innovations such as improved seeds, use of fertilizers, appropriate implements, etc. Also the lack of improved rural infrastructures, such as rural roads, markets, communication facilities, water supply, storage facilities, transportation and processing facilities lead to low quality of agricultural produce and inadequate participation of private sectors in the agricultural sector, environmental degradation, and high prevalence of human diseases such as HIV/AIDS, malaria and waterborne diseases (URT, 2003b, 2009b).

The Local Government Authorities (LGAs) are major implementers of these policies at lower levels. In order to perform their roles which are related to improving peoples' livelihoods; LGAs, in collaboration with Village Governments (VG), should be conversant with coordination of ARPs to attain intended developmental outcomes of Village Agricultural Development Plans (VADPs). Agricultural development and rural livelihoods are also strongly influenced by several issues that are outside the mandate of the lead ministries/sectors. Mechanism is needed for mainstreaming planning for agricultural development in other sectors so that due

attention can be paid to issues such as rural infrastructure development, the impact of HIV/AIDS, youth migration, environmental degradation, etc (URT, 2001a). Because the process of policy planning involves decision making (the actors plan to implement a policy towards achieving a certain goal/ objective) and at least all policies made from different departments/ministries are being implemented by the same stakeholders; it needs to have coordination (URT, 2001b).

Bukoba District Council (BDC) or Bukoba Rural District (BRD) has the second lowest poverty rate in Kagera Region. However, as this is the most highly populated district in the region, the second largest proportion of poor households in Kagera is located here. Average household size in Bukoba Rural District is at the lower end of the distribution with 5.0 people per household. The proportions of female headed households is higher here than in the rest of Kagera Region (TNDC, 2004). TNDC (2004), also contends that livestock ownership as well as large scale land ownership is not as common in Bukoba Rural District as in the majority of the other rural districts.

1.2 Problem Statement

Despite the efforts that have been made by the Government to improve agricultural production through proper agricultural project planning by establishing Opportunities and Obstacles to Development (O&OD) as an approach to involve all sectors and policy actors to improve District Agricultural Development Plans (DADP), little has been achieved. For instance, the projects which were planned to be implemented by the ASDP in Bukoba District Council for the financial year 2005/06 to February 2011 were not completed on time. This is verified by inventory

of DADP activities carried out within the above mentioned period. The Government of Tanzania believes “the O&OD approach will promote self-help spirit, mobilize material and human resources, and enhance transparency and accountability in the process of planning, decision making and implementation and management of activities” (URT, 2004a). Apart from all efforts of introducing bottom up planning approaches, there are experiences of agricultural projects which fail to be implemented due to complaints from farmers on how their planning was done. While the Government asserts that sectoral relations are the basis for integrated planning, it continues to point out that sectors fail to collaborate due to several reasons (URT, 2004a). This evidence brings doubts on how ARPs are coordinated and stakeholders are involved during the agricultural planning process. That is what the study concentrated on.

1.3 Justification of the Study

The study paid particular attention to the importance of coordination among ARP and encourage district policy actors to integrate the ARP in their programmes for proper planning of agricultural projects from lower levels. This will lead the district to have successful implementation of agricultural projects and hence increase the production and productivity of both food and cash crops to farmers. The study provides important information, which will be useful in implementing the second phase of the National Strategy for Growth and Reduction of Poverty (NSGRP II) as stipulated in cluster one and two concerning growth and reduction of income poverty and improved peoples’ livelihoods (URT, 2005; URT, 2009b).

1.4 Objectives

1.4.1 Overall objective

To determine the effectiveness of coordination of agricultural related policies (ARP) to enhance village and district levels agricultural projects planning processes.

1.4.2 Specific objectives

The specific objectives of this study were to:

- i. Examine knowledge of the stakeholders in coordination of ARPs,
- ii. Examine the level of involvement of stakeholders in the planning process of agricultural projects,
- iii. Determine the levels of effectiveness of policy coordination in agricultural planning processes, and
- iv. Identify factors limiting effective coordination of ARPs in the planning process of agricultural projects.

1.4.3 Research questions

The following questions guided the study:

- i. To what extent are stakeholders knowledgeable about coordination of ARPs?
- ii. What are the levels of involvement of stakeholders in planning processes of agricultural projects?
- iii. How does the coordination set-up of ARPs take place during agricultural planning processes?
- iv. What are the positive effects of coordination of policies in agricultural planning?

- v. What are the factors limiting effective coordination of ARPs during planning processes of DADPs?

1.5 Limitations and Delimitations of the Research

The major limitation of the research was shortage of funds. Funds were limited while interviews and other research processes required to meet respondents either at home or at working place needed more money.

Limited availability of time to meet with respondents had negative impact on the speed of the study. The time around noon seemed favourable to farmers, although for women that was cooking time. To planners, some appointments always interfered with other employer programmes. Also, some respondents demand for their time used for interviews to be compensated.

The area used for the study is small to compare with the area of Tanzania. Therefore, the results can not be generalized to the whole of Tanzania.

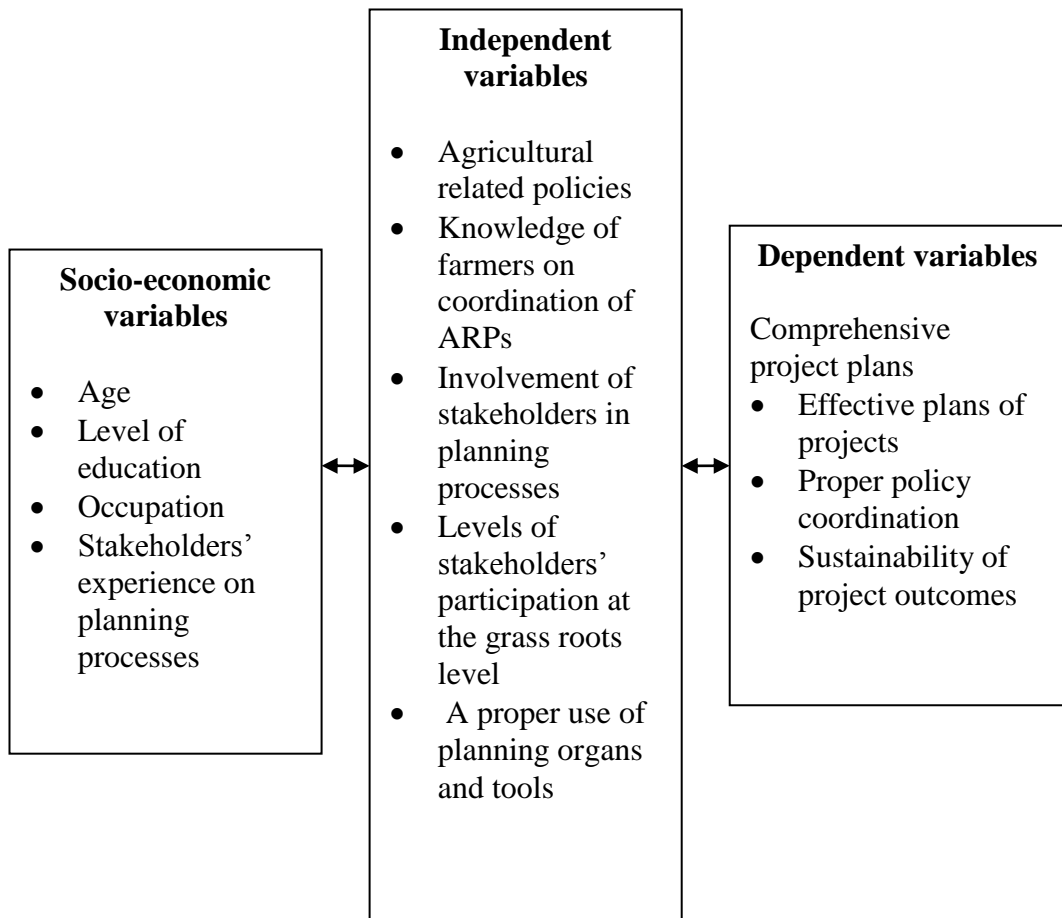


Figure 1: Conceptual Framework

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Definition of Key Concepts

2.1.1 Policy

Policy is defined as “a guide for action with specific objectives” or “a statement of intention” according to Warioba and Gibai (2003). Also it is defined as a principle of action adapted or proposed by government, or by any group or organization (Geertz, 1973 in Warioba and Gibai 2003). The Agricultural and Livestock Policy of 1997 defines policy as a set of instruments aimed at reaching specified objectives.

2.1.2 Agriculture

Agriculture is defined as that area of human activity involving all aspects of crops and livestock (URT, 1997a). It is also defined as that area of human activity involving all aspects of crops, livestock, fisheries and forestry (URT, 2006a). CIDA (2003) defines agriculture as the entire system that links producers and consumers of food and non-food agricultural products. This system incorporates dimensions such as the production, storage, processing, trade and use of these products, the natural resource base and the policy and regulatory environment that supports the system.

2.1.3 Planning

Planning is a continuous process which sets out objectives, identifies existing resources/potentials and implementation capabilities to achieve the objectives over a specific period of time (URT, 2004a). Planning is preparing a sequence of action steps to achieve some specific goals (Nnadi, 1997). If you do it effectively, you can

reduce much the necessary time and effort of achieving the goal. FAO defines planning as a forward looking process that allows us to consider where we are now, where we want to be and the best way to get there. The process of strategic planning facilitates communication and participation, accommodation of divergent interests and values, fostering wise and analytic decision making and promotion of successful implementation. Planning includes studying the future and arranging the course of action to meet future needs (Nnadi, 1997).

2.1.4 Participatory planning

This concept enables the community to make decisions, in the process of analyzing, planning, implementation and monitoring and evaluation of the plans. In the process of planning, the community is facilitated to discuss and consult each other on their development issues (URT, 2004a). It helps to build an understanding of the relative importance and influence of these different interest groups and actors and the role each might play in the implementation process (OECD, 2007). The O&OD Handbook gives the importance of participatory planning using the methodology of O&OD which is appropriate for controlling the shortcomings of Top-down planning approach that used to lead to plans that were not sustainable and having no relevance to the targeted communities, and has also led to smothering of the sense of freedom to decide and also deleterious to the crucial issues of ownership of these activities/programmes (URT, 2004a).

Because of the above shortcoming, the Government decided to develop the O&OD planning methodology with the following features. It is a bottom-up planning methodology, which starts with opportunities rather than obstacles in order to

invigorate the need of home-grown solutions to obstacles to development in the very locality. Hence, it promotes ownership and instils the sense of self-reliance in the respective community. It operates with the structure of local government authority and is in line with overall national plans and budgets. It enables the people to formulate their plans using targets of the Tanzania Development Vision 2025. It is multi-sectoral.

2.1.5 Agricultural Policy

Agricultural Policy is the guideline document of the Government, which states the objectives, strategies and methods to improve the agricultural sector in Tanzania. The roles and responsibilities of different government and stakeholders have been shown and elaborated. The major agricultural policies include the Agricultural and Livestock Policy (1997), the National Livestock Policy (2006), and the National Agricultural Policy (2009), Forestry and Fisheries policies in which policy coordination with agricultural related policies is insisted (URT, 1997a; URT, 2006; URT, 2009b).

2.1.6 Coordination

Taylor *et al.* (2008) defines coordination as the unification, synchronization and integration of activities, responsibilities and command and control structures to ensure that the resources of organization are used most efficiently in pursuit of the specified objectives. Along with organizing, monitoring and controlling, coordinating is one of the key functions of management. Coordinating includes uniting and correlating all activities (Nnadi, 1997).

2.1.7 Stakeholder

According to ODI (2009), a stakeholder is a person who has something to gain or lose through the outcomes of a planning process or a project. In many circles these are called interest groups and can have a powerful bearing on the outcomes of the political processes. Howlett and Nagu (1997) define stakeholders as all those people and institutions who have an interest in the successful design, implementation and sustainability of the project. These include those positively and negatively affected by the project.

2.2 Importance of Agriculture in Tanzania

Agriculture in Tanzania accounts for 25.0% of the GDP with a recent average growth rate of 4.8%, 60% of export earnings, and 82% of peoples' livelihoods. Constraints to rural growth are largely those of agriculture, and include low productivity, lack of inputs, limited irrigation, lack of capital and access to credit, inadequate extension services, poor rural infrastructure, pests and diseases, and land degradation (URT, 2005, 2010). The natural resource sectors contributed 5.7% of GDP in 2004, not including their contributions to energy, water and tourism, but the present natural resource use is unsustainable and undermining peoples' livelihoods (URT, 2005). Agriculture is broadly conceived of as the set of activities that use land and other natural resources to produce food, fibre and animal products that can be for direct consumption (self-consumption) or for sale, either as food or as input to the manufacturing industry (Cafiero, 2003).

Agriculture remains the largest sector in the economy and hence its performance has a significant effect on output and corresponding income and poverty levels. The

sector was accounting for about half of GDP up to 2005, and exports and its importance are amplified through backward and forward linkage effects (URT, 2006d). The new government framework for growth of the agricultural sector is called Kilimo Kwanza (Agriculture First), which emphasizes the importance of agriculture as a driver of the growth in Tanzania. Kilimo Kwanza stresses the importance of private sector participation and modernization of agriculture through irrigation, mechanization and increasing inputs as a means of achieving durable results (URT, 2009c). Agriculture Sector Development Programme (ASDP) is the government of Tanzania's instrument for agricultural growth and poverty reduction as outlined in the ASDS and NSGRP (Momeire, 2007).

The ASDP provides the government with sector-wide framework for over seeing the institutional, expenditure and investments of development of the agricultural sector and focuses on changing functions of the central government from an executive role to a normative one, empowering the local government and communities to control the planning process (URT, 2003b). The extension services are crucial in supporting poverty reduction in rural areas and market competitiveness for commercial agriculture in the domestic and global markets. It enables producers to realise increased production and productivity through accessibility of information for marketing and other support services which are essential for agricultural development (URT, 2009b). The construction/improvement of agricultural related rural infrastructures such as water control structures, strategic market centres, dips, charco dams, warehouses and roads took place as investment projects (MAFC, 2011).

Tanzania has put high priority on the development of the agricultural sector as a means to meet both NSGRP targets and MDG (URT, 2009d). It also asserts that country's overall poverty levels have accordingly fallen only modestly between 1993 and 2003 from 41% to 39% in the rural areas where most households depend on agriculture, as compared with urban areas where poverty levels have fallen from 28% to 18% over the same period respectively (URT, 2009d). DASIP as an integral part of ASDP continued to work hand in hand with ASDP in developing agricultural routine data system for district with the aim consolidation and harmonization of agricultural information, and also developed monitoring and evaluation system to assist district councils in planning and decision making of agricultural activities (MAFC, 2011).

2.3 Agriculture Related Policies (ARPs)

The Government of Tanzania has had an agricultural policy in place since 1983. Emphasis has been put on increased output and efficiency of agricultural production at village level, timely delivery and efficient use of inputs into agriculture; increase in use of agricultural tools and inputs but underscored promotion and adoption of environmentally friendly technologies and methods through collaboration with other ministries and institutions even in its 1993 revised form (URT, 2002b). Several other policies have a bearing on the development of agriculture. For instance, the overall aim of the National Land Policy is to promote and ensure a secure land tenure system, encourage the optimal use of resources and facilitate broad based socio-economic development without endangering the ecological balance of the environment (URT, 2001a). Others include fiscal and monetary policies at the macro level and a number of sector specific policies. The latter include the Cooperative

Development Policy, Rural Development Policy (RDP), National Microfinance Policy, Gender Policy, HIV and AIDS Policy, Small and Medium Enterprises Policy, National Energy Policy, National Empowerment Policy and the National Livestock Policy (URT, 2009b).

Progress with addressing these issues has been hampered by the lack of both technical and financial resources and by competing priorities (Swiderska, 2002). Also the poor living conditions of the rural areas serve centripetal force to push the youth to urban areas where most of them remain unemployed (URT, 1997d).

2.4 Importance of Policy Coordination

The coordination of policies helps to organize resources, planning and accountability for implementation of agricultural transformation and enhances strong private sector participation as a key agent towards realization of goods (URT, 2009c). Policy coordination in ARP acts as a coordinating mechanism between the lead ministries and the cooperating ministries or agencies (URT, 2001a). For instance, the Rural Development Policy (RDP) provides linkages between individual sectoral policies for rural development by providing a framework for coordination with a focus on harmonizing and coordinating the various sector approaches in order to bring about changes in rural areas. This calls for institutionalizing an effective coordination mechanism to foster co-operation among the different government organs, private sector, civil society and other stakeholders (URT, 2009a).

Policy coordination comprises the holistic set of policy instruments and strategic interventions towards addressing the various sectoral challenges and taking

advantage of the numerous opportunities to modernize and commercialize agriculture in Tanzania (URT, 2009c). Harmonization and integration of sector policies into strategic actions are vital to fight poverty, ignorance, diseases, HIV/AIDS, unemployment and under-employment, environmental degradation and food insecurity, and rural-urban migration (URT, 2001a). Effective agricultural policy requires a systematic analysis of constraints on improvement and an identification of the most promising opportunities, including the designs of sub-sector programmes and the targeting of the most effective interventions (NEPAD, 2010).

Environmental impacts of actions in one sector are often felt in other sectors. This is why environmental goals, objectives and actions cannot be understood and framed in isolation from the development and policy sectors from which they emanate. Internalization of environmental considerations in sectoral policies and programmes, and their coordination is essential to achieve sustainable development (URT, 1997b). Policy Coordination is said to be a fundamental principle for economic policy. There is a consensus that soft coordination (exchange of information, general guidelines for economic policy) is useful. Whether stabilization policies should be coordinated is another matter (Scheide, 2003).

Coordination, monitoring and evaluation in environment where there are multiple actors with related, similar, divergent, complementary functions and where policies, strategies and regulations are being developed and implemented is necessary to harmonise, streamline, communicate, monitor and evaluate actors (Olomi, 2006). Olomi (2006) also asserts that policies, programmes, regulatory framework,

infrastructure, service delivery etc. function to minimize duplication and waste of resources to achieve synergies and ensure effectiveness.

An example of this is where ASDP, through DASIP, conducted training to District Environment Management Officers covering environmental problems, project screening processes, methods of environmental monitoring and preparation of environmental and social management plans to ensure involvement of environmental issues in the project planning (MAFC, 2011). According to the definition, agriculture is a human activity that influences plants and animal life and therefore great care has to be taken so that the disturbances are at minimum. URT (1997b) also asserts that since environmental policy involves many sectors and interest groups, its scope is necessarily broad and the logistical demand for overseeing implementation and ensuring coordinated attention to inter-connected challenges is complex.

2.5 Importance of Stakeholder Involvement in Planning Process

Any initiative towards realizing human development and reducing poverty, in more consistent and sustainable manner; should involve the people concerned. It implies that stakeholders are best positioned to know their social, political and economic problems and needs (URT, 2001b). The RDS points out that: “Thus, the challenge is to develop an approach of ensuring benefits sharing among key stakeholders, while achieving sustainable natural resource management” (URT, 2001b). In general, a combination of stakeholders effort is needed so that a wide range of stakeholders will be involved in deciding how to use resources, in managing activities, and in monitoring and evaluating the results (MAFC, 2005).

Howlett and Nagu (2001) insist that participatory approach to project planning aims to make the project concept originate from local communities, and other project beneficiaries and stakeholders. The main point said by Howlett and Nagu (1997) is that beneficiaries' contributions are likely to be most significant and beneficial where they have participated in the preparation and design of projects. There are important technical aspects to achieving better profitability and sustainability in agriculture; these include primarily improved management of agricultural resources, combined with increased efficiency in managing inputs and outputs at all stages of the production chain (URT, 2003b).

2.6 Effectiveness of Coordination of ARP in Agricultural Planning

The plan is expected, among other things, to confirm priorities and their cost calculate the financing gap, define how plans have to be implemented and define the roles and responsibilities of the public and private sector in implementation of the plans (NEPAD, 2010). Effective partnerships will need to be established between government and development partners and integrated monitoring and budgeting systems put in place (FAO, 2007). FAO (2007) also contends that developing a Sector-wide Approach (SWAp) can sometimes be a slow process as actors work to define and develop programmes that meet the needs of the various stakeholders. All socio-economic strata and gender categories in the rural areas must be reached for sustainable agriculture and rural development (Koyenikan, 2008). It is argued that problems such as inadequate physical infrastructure (e.g. roads, water supply and broadband access), social services (e.g. health care, child care, schooling and public transport) and weak entrepreneurship activities cannot be adequately dealt with by

RDP alone, but require more concerted policy action among institutions involved in rural development (RuDi, 2010).

2.7 Poor Coordination and Limited Capacity

The agricultural sector involves many actors within the public sector which are currently not well coordinated in policy formulation, programme planning or implementation. Many public institutions, particularly LGAs, also lack capacity in terms of staff, funding and facilities for carrying out mandated activities (URT, 2001a). The need for an integrated approach and for better coordination amongst government departments dealing with forests, fisheries, agriculture, wildlife etc. has not yet been addressed, and it causes lack of capacity and hence hampers their real application (Swiderska, 2002). A key challenge in planning these policies, strategies and programmes is the effective transfer and translation of responsibilities and tasks to the regional, district, ward and village levels within the government and mechanisms for participation by other actors, including private sector at these levels (ESRF, 2006).

ESRF (2006) also pointed out that this is especially a challenge given that mindsets and motivation of many government officials at lower levels is not yet favourable to coordination and cooperation with external stakeholders especially from the private sector. One of the critical factors in agricultural development under whatever economic system is its policy or sectoral strategy. All sectors compete for the limited resources at the disposal of the society; the criteria at which the resources are allocated in the public sector depend on weight given to that sector. Poor

coordination in decentralised structures results into duplication of activities (RR, 2004).

2.8 Coordination of Actors

The wide range of actors that are involved in ASDP requires a harmonized and coordinated framework for effective and efficient management of activities and resources (URT, 2001a). LGAs are trained in participatory planning, to ensure that DADPs are formulated, managed, implemented and monitored. The plans are prepared through a consultative and participatory process and scrutinized by the relevant standing committee of the council (or District Agricultural Development Committee (DADC) where the Council has established one (URT, 2001a). It could help to bring together key actors to collectively define the policy agenda and work towards common goals (Malawi Ministry of Agriculture, 2008).

2.9 The Rationale of Policy Coordination

Though agriculture is the back bone of the economy in Tanzania, the support given to the sector over the years has not been commensurate with the relative importance. This is reflected in poor rural infrastructure and lack of modernization of the sector (URT, 1997d). The rationale for policy coordination is based on the fact that policy formulation, analysis and implementation should be aiming at achieving improved performance and better public services delivery. The policy coordination and policy management process has to be mindful on the working of the economy and the broad philosophy of development that a society decides to adopt (Wangwe, 2006). Policy and programmes coordination is the main strategy to ensure effective implementation of poverty eradication initiatives. Strategies for coordination include

developing a coordination mechanism for poverty eradication and establishing poverty eradication networks at all levels of planning and implementation (URT, 1997d)

2.10 Conceptual Framework

The conceptual framework explains the factors that are important for the coordination of ARPs when planning VADPs in villages that are involved in planning ASDP and Kilimo Kwanza within the district. A quality VADP is measured through the ways used to plan it. Factors that are measured include ways and steps that were followed during planning and the way stakeholders were involved in planning. Also coordination the manner other sector policies were integrated can either facilitate or limit the project that will be planned. All in all, effective coordination is required so as to come up with projects which are comprehensive and easily implemented by all stakeholders feeling they are theirs.

The conceptual framework shows the relationship between planning processes and plan achievements. Knowledge of stakeholders, involvement and levels of participation to key actors in the planning process contribute to comprehensive agricultural plans. Also proper use of planning organs and tools such as village planning schedule, planning committees, other institutions, NGOs and CBOs dealing with agricultural activities leads to proper coordination of ARPs and hence effective project plans.

The research aimed to determine the relationship between independent and dependent variables. The study intended to show if changes in independent variables

cause changes in the dependent variables, and to what extent. The study aimed to show the importance of incorporating independent variables like coordination of ARPs in planning processes, farmer knowledge on coordination of ARPs, participation of stakeholders in the planning process at grassroots level and how proper use of required planning procedures can influence the dependent variable, which was agricultural projects planning processes with the indicators of effective plans of projects, proper policy coordination, and sustainability of projects outcomes.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Description of the Study Area

The study was carried out in Bukoba Rural District (Bukoba District Council) in Kagera Region. It is bordered by Lake Victoria and Bukoba Municipality to the East, Missenyi District to the North, Karagwe District to the West and Muleba District to the South. The district has four divisions namely Bugabo, Kyamtware, Katerero and Rubale. The district has 29 wards and 92 villages. According to the National Population and Housing Census of 2012, the district has 289,697 people including 141,142 males and 148,555 females (URT, 2013). The district is divided into three rainfall zones, which are a high rainfall zone for Kyamtware and Bugabo including part of Katerero east of Ngoni River, a medium rainfall zone for the rest part of Katerero except Kaibanja, Katoro and Kyamulaile wards, which are in a low rainfall zone together with Rubale Division. The rainfall decreases as one moves away from the lake towards the West.

The district was purposely selected because there was no research which had been done there on the issue of coordination of agricultural related policies during the planning process of agricultural activities. Researcher's time, financial constraints and transportation systems of the district were also considered for easy accessibility of the respondents.

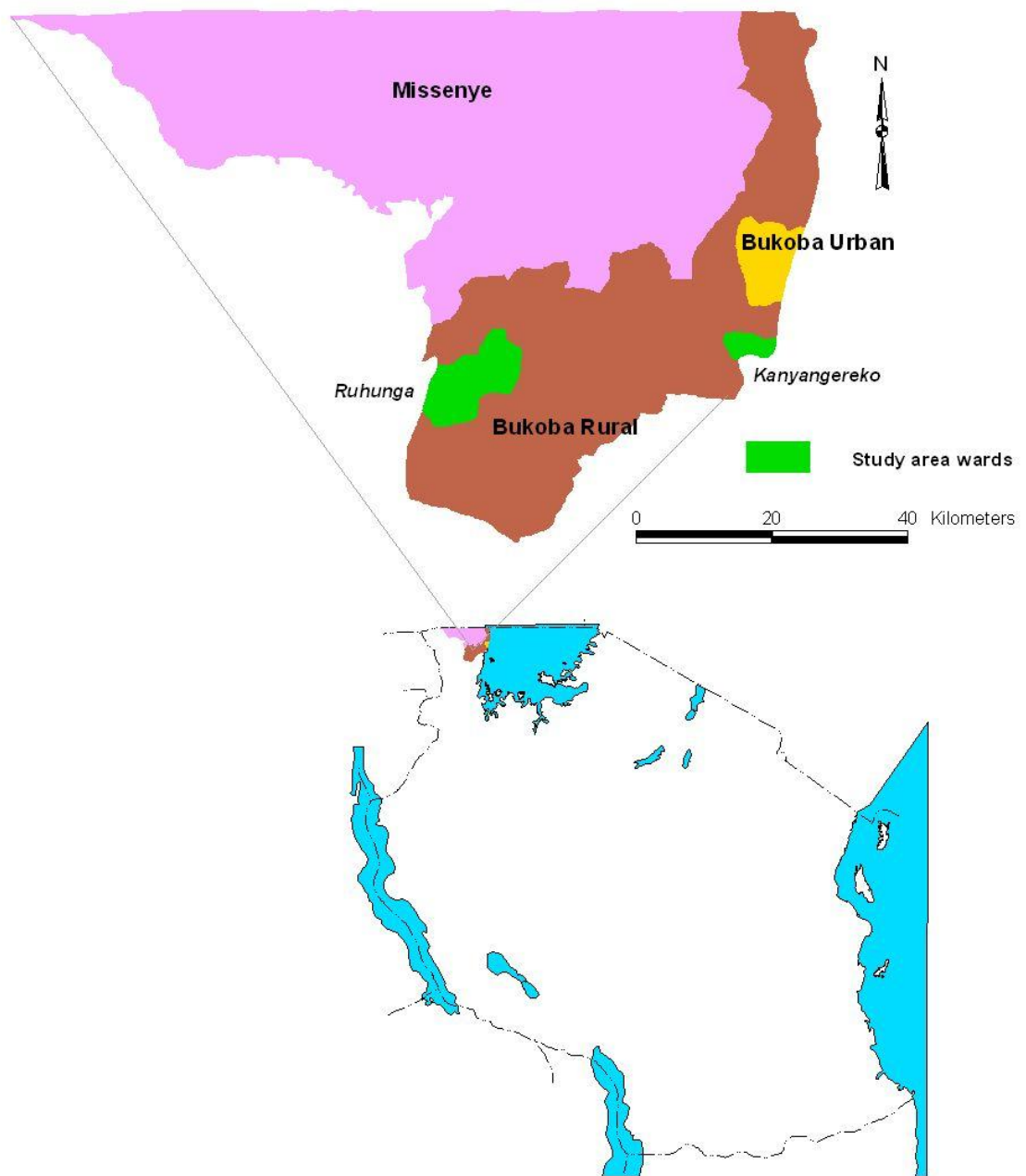


Figure 2: Map showing location of the study area

3.2 Research Design

The study employed a cross-sectional research design. The research design was adopted due to the nature of the study objectives and shortage of resources in terms of time and funds. The design has an advantage of obtaining reliable data in a short

period because the data are collected once (Adam and Kamuzora, 2008). The design is suitable for descriptive studies for variables like sex, age, level of education, occupation and in the determination of frequencies and percentages of variables such as farmers' awareness to policies incorporated in planning of village agricultural projects, farmers involvement in VADP planning, presence of planning organs in the village and presence and involvement of institutions/NGOs/CBOs in VADP planning.

3.3 Research Population and Sample Size

The research population was all farmers from four villages that were selected which were Mugajwale and Kihumulo in Ruhunga Ward, Rubale Division and Bulinda and Butahyaibega in Kanyangereko Ward, Kyamutwara Division. Thirty respondents were selected from each village making a total of 120 respondents.

Table 1: Population and samples of research respondents

Category of respondents	Population	Sample
Farmers Ruhunga Ward	16 386	60
Farmers Kanyangereko Ward	9 249	60
Total	25 635	120

Also, planners in Bukoba Rural District including six CMT members out of 20; seven councillors out of 34; a total of 32 agricultural, livestock and cooperative extension officers out of 65 from district headquarters, wards and villages; six WEOs out of 24 and six VEOs out 92 were interviewed. Also, three none agricultural staff who were not CMT members were interviewed.

3.4 Sampling Procedure

Simple random sampling procedure was used to select two divisions of Rubale and Kyamutwara out of four divisions of the district which are Rubale, Katerero, Kyamutwara and Bugabo. From each of the divisions, one ward was selected, i.e. Ruhunga and Kanyangereko from Rubale and Kyamutwara Divisions respectively.

3.5 Data Collection Procedures

Both primary and secondary data were collected. For primary data, three methods of data collection were used; namely questionnaire survey, FGDs and key informant interviews. The questionnaire contained open-ended and closed-ended questions which were used to tap different opinions and comments from respondents (Kothari, 2004; Rwegoshora, 2006). The open-ended questions included those which requested respondents to mention numbers like age and time spent on certain activities and reasons, and factors and comments which caused a certain effect to coordination of ARPs.

Respondents' views on the effectiveness of coordination of ARPs in agricultural planning process were determined using an index which had 10 positive statements connoting effectiveness of ARPs coordination, which are seen in Appendix 2. Respondents were asked to state whether they strongly disagreed (1), disagree (2), were undecided (3), agreed (4), or strongly agreed (5) with each item on the scale. If one had strongly disagreed (1) with all of the 10 statements, one would have scored 10 (i.e. 1 x 10); if one had strongly agreed (5) towards each of the 10 statements, one would have scored 50. Therefore, the minimum and maximum possible scores for every statement were 10 and 50 points respectively. Ten (10) to 29 points indicated

low effectiveness, 30 points indicated moderate effectiveness, and 31 to 50 points indicated high effectiveness.

The data collected included socio-economic characteristics of respondents, knowledge of farmers on coordination of ARPs, involvement and participation of stakeholders in planning of VADPs, effectiveness of ARPs coordination in village agricultural planning process, reasons which contributed to either low and/or high levels of effectiveness of agricultural projects, factors facilitating effective coordination of ARPs, factors limiting effective coordination of ARPs and the mitigation measures to the identified limiting factors to coordination of ARPs. Two types of questionnaire were used, namely planners and farmers questionnaires. The questionnaires were administered by the researcher meeting respondents personally at their working places for planners; and farmers at their homes where the questionnaire copies were filled in by the researcher in collaboration with his research assistants.

Four FGDs were conducted, one in each selected village. The group composition was eight to ten people of various age and sex categories. Key informants were selected from NGOs' Coordinators who dealt with agricultural activities; five were interviewed and included Kolping Society, MAYAWA, KCU, SCC-Vi Agro forest and ARI Maruku. Focus group discussants and key informant interviewees were purposively selected using criteria of people whose day to day responsibilities demanded them to participate in planning of agricultural projects. The key informants provided information that was used to cross-check findings from structured interviews and focus group discussions. Both FGDs and key informant

interviews were guided by checklists. Secondary data were collected from Bukoba District Council official documents, Sokoine National Agricultural Library (SNAL), the Internet, books and different policy documents.

3.6 Data Processing and Analysis

Both quantitative and qualitative methods of data analysis were employed as explained in the following sub-sections

3.6.1 Quantitative data analysis

Quantitative data collected through questionnaire survey were analysed using SPSS computer programme to determine descriptive statistics, which included frequencies, percentages, means, and minimum and maximum values of individual variables.

3.6.2 Qualitative data analysis

Qualitative data collected through focus group discussions (FGDs) were analysed on the spot by noting similarities and differences in arguments given by individual members of groups, and overall consensuses of groups. They were also analysed by quoting striking statements and drawing inferences from them. Qualitative data collected through key informant interviews were analysed by finding how they were different and similar to information given by focus group discussants and by respondents to the questionnaire. In both cases thorough observation was done by the researcher to establish relationships between the data collected and the real situation on the ground.

3.6.3 Determination of effectiveness of coordination of ARPs

The effectiveness of coordination of ARPs was determined using an index scale (described in Section 3.5 above) to determine respondents' views on the items in the scale that connoted effectiveness of the coordination. The data were entered into SPSS computer programme and analysed to compute descriptive statistics. The fewer the points that a statement scored, the less was the effectiveness of coordination, and vice versa, with respect to that particular statement.

CHAPTER FOUR

4.0 RESULTS AND DISCUSSION

4.1 Socio-economic Characteristics of the Farmers Surveyed

The socio-economic characteristics are important to show experiences of respondents on agricultural activities, especially how policies are coordinated during planning and implementation of VADPs. It is important because any project which results from coordination of ARPs aims to improve peoples' livelihoods through their daily activities which is agriculture, and their understanding and experience are important. The socio-economic data such as age of respondents, participation of different sex categories in planning of agricultural projects, level of education and occupation of respondents are important to know the extent to which coordination of policies is considered during planning. The involvement of different sex categories shows how different gender interests are considered and allowing women to participate in decision making during planning. Rural women are critical to sustainable rural development because they constitute more than 50% of rural population (Wagayehu, 2004).

Table 2 shows that most of the respondents dealt with farming activities. This shows that farming is the main activity that supports livelihoods in rural areas. Table 2 also shows that some villagers had more than one activity to support their lives, but most of them identified themselves as farmers, except those who were civil servants. URT (2010) asserts that agriculture, as a growth sector, supports the majority of the poor rural population and has the potential of lifting the majority of population out of poverty. This implies that coordination of ARP is important to guide how it should

be handled during the planning process to facilitate people undertaking the livelihoods recommended by various stakeholders.

Table 2: Socio-economic characteristics of the respondents (n = 120)

Age group	Frequency	Percentage (%)
≤ 30 years	12	10.00
31 – 45 years	55	45.80
≥ 46 years	53	44.20
Sex		
Male	91	75.8
Female	29	24.2
Activities they did		
Farmer only	88	73.3
Farmer and business person	20	16.7
Farmer and civil servant	9	7.5
Farmer and private company servant	3	2.5
Education level of household heads		
Primary Education	91	75.8
Secondary Education	17	14.2
Adult Education	7	5.8
Post Secondary Education	5	4.2

4.2 Socio-economic Characteristics of Planners

Finding the socio-economic characteristics of the planners was important as they reflect respondents' ability to deal with policy coordination issues and planning skills. The socio-economic data which were collected together with the respondents' ages were respondents' duration at work and duration with the same rank, level of education of the respondents, and their ranks. The research considered the time that the respondents had used to serve at the same positions because it had impact on job or leadership experience, which both coordination of ARPs and planning processes of DADPs and VADPs require. Experience enables policy actors and planners to use their past encountered problems to suggest a variety of solutions, for solving certain

problems that arose pertinent to planning and policy coordination. Table 3 shows that 56.7% of the respondents had experience of up to 10 years; 31.6% had spent between 11 and 20 years; and only 11.7% had spent 21 and above years of working experience in the same job. This indicates that more than 56% of the respondents had little experience and vice versa.

Table 3: The socio-economic characteristics of planners (n = 60)

Age of respondents	Frequency	Percentage
≤ 30 years	6	10.0
31 – 45 years	20	33.3
≥ 46 years	34	56.7
Time stayed at the same rank or position.		
≤ 10 years	34	56.7
11 – 20 years	19	31.6
≥ 21 years	7	11.7
Level of Education		
Primary School Education	2	3.3
Ordinary Secondary School Education	13	21.7
Certificate Professional level	6	10.0
Ordinary Diploma	23	38.3
Advanced Diploma	3	5.0
Bachelor Degree	9	15.0
Masters Degree	4	6.7
Rank at work/leadership		
DED	1	1.7
Heads of departments	5	8.3
Extension officers at District Headquarter	16	26.7
Councillors	7	11.7
Extension officers at ward and Villages	19	31.7
WEO	6	10.0
VEO	6	10.0

Table 3 shows that only 26.7% of respondents had attained advanced diploma, first degree and Masters Degree, levels that enable respondents to be competent planners in their departments. Yet, all of them were stationed at the LGA headquarters and might miss chances to attend planning sessions at lower levels. It indicates the

absence of enough planners, as wards and villages lack servants with such levels of education. Therefore, planning is highly dependent on district level staffs that have the task of visiting wards and villages to translate policy requirements and planning guidelines and sometimes return to the headquarters before planning is finished, and leave the task to be handled by field officers and farmers.

4.3 Knowledge of Stakeholders on Coordination of ARPS

4.3.1 Villages practising coordination of ARPs during agricultural planning process

It is important to involve stakeholders in the process of coordination of ARPs during agricultural planning but all activities to be achieved need certain processes. Therefore, stakeholders; specifically farmers who are the final implementers of projects planned either at national, district or village level; are required to know how such processes take place and give impact to their daily activities. Farmers' knowledge about projects has an impact on the extent to which such projects will be well planned and then implemented. Without stakeholders having good understanding of what are being done and what is expected as the outcome of stakeholders' participation, the effectiveness of the projects which are implemented through O and OD will hardly be achieved. Knowledge is aimed at empowering people to make appropriately informed choices while skills are meant to enable them to implement that knowledge through experimentation Gidamis *et al* (2004).

Putting these into consideration, respondents were asked to respond to whether their villages were practising the coordination of ARPs during agricultural planning process or not. The answer was either 'Yes' or 'No', but this was not enough to

convince the researcher that they were knowledgeable about coordination of ARPs. Therefore, a further step was taken to ask the respondents to give reasons or comments on why they decided to answer either “Yes” or “No”.

Table 4: Villages Practising Coordination of ARPs during Agricultural Planning Process (n = 120)

Is the village practicing coordination of ARPs	Frequency	Percentages
Yes	48	40
No	72	60
Reasons to support that coordination of ARPs are practised		
Training of farmers and other stakeholders on specific projects' requirements	35	29.2
Conducting village assembly to approve agricultural planning	23	19.2
Presence of committees for agricultural planning which involve other stakeholders	21	17.5
Proper following of the planned planning schedule	21	17.5
Village Gvt have different committees to advocate different policies	11	9.2
Formation of taskforce to fight against BXW	4	3.3
Presence of FPCU in areas where agriculture is main employer	3	2.5
Presence of roads which are passable for the whole year	3	2.5
Village in collaboration with LGA controlled gully erosion	1	0.8
Reasons to oppose that coordination of ARPs are practised		
Inadequate technical staff at lower levels of LGA	47	39.2
Lack of stakeholders participation in whole planning process	41	34.2
Community and leaders lacking knowledge on agricultural policy and planning	35	29.2
Village leaders not giving priorities to agricultural activities	22	18.3
Village Gvt lacking agricultural committees	12	10
Village committees are incapable of handling issues on policy planning	9	7.5
Planning processes are nominated by leaders	7	5.8
Policies' instructions being Top down	7	5.8
Inadequate resources and funds to run agricultural projects	7	5.8
Lack of agricultural input dealers at ward and village level	5	4.2
Low contribution of agriculture in the gvt economy	3	2.5
Change of weather and seasons	3	2.5

Table 4 shows that 40% of the respondents agreed that coordination was being practised in planning of VADPs, and nine reasons were given to support it. These reasons, among others, included training of farmers and other stakeholders on specific project's requirements (29.2%), conducting village assembly to approve agricultural planning (19.2%), presence of committees for agricultural planning in villages which involved other stakeholders during agricultural planning processes (17.5%), and proper following of the planned planning schedule (17.5%). For the purpose of this research, only four reasons which scored higher than others are discussed here below.

Training of farmers and other stakeholders on specific project requirements are very important for the project plans to succeed. When well planned and conducted coordination of ARPs are also practised. Training of project actors are to be incorporated within project plans, with intention to improve efficiency of projects from planning, implementation, monitoring, evaluation and phasing out of programmes. Nowadays all projects planned to be implemented involve stakeholders' training components. Trainers for such trainings always include experts from different departments who emphasize the coordination of their respective policies within projects.

For instance, during implementation of the DASIP project which was implemented in 20 villages in the district, three of them were included in this research; those are Mugajwale, Kihumulo, and Butahyaibega. URT (2004b) points out that FFS methodology used to form the backbone of capacity building of the Participatory Farmer Groups (PFG). The villages planned and implemented different sub-projects

depending on their needs and priorities, such as feeder roads, Chaco dams, godowns, milling machines, and other stakeholders were trained on how to handle it before, and experts always participated in running the projects properly. Also, the training of FFS groups involved community development officers, trade officers and community development officers depending on stages of its development.

Conducting a village meeting before any agricultural planning is approved has been one of the main planning requirements in the planning schedule through O&OD processes. According to URT (2004a), the Village Council presents the village development plans draft to the WDC for technical advice before being submitted to Village Assembly for approval as stipulated by the law. Because all available departments at ward and village levels attend Ward Development Council (WDC) and Village Development Council (VDC) meetings, it is directly translated as fulfilment of the coordination processes at planning and as WDC gives technical advice it incorporates even the missing policy guidelines which seem to be important within the plan. The Village Assembly has the ability either to add any thing which seems to miss in or to remove any part of the plan which seems not to fit the village needs and priorities (URT, 2004a). If properly done, coordination of ARPs is considered too.

Presence of committees for agricultural planning which involve all required stakeholders, also is intended to coordinate policies at lower levels because these committees always involve different policies interests including ARPs which include policies like the environmental policy, water policy, the cooperative policy, gender and many others. When discussed in their committees agriculture and livestock are

also discussed and its improvement improves also agriculture. Therefore, respondents who pointed out this as the reason why they said that coordination of ARPs was taking place in villages considered such issues. In addition to that, the villages had water committees which also took care of the availability of water for livestock, and irrigation. By doing so they were also considered to save time when looking for water to be used in the households and part of the saved time was used for agricultural activities.

Proper following of the planned planning schedule was one of the reasons used to consider that coordination of ARPs was taking place in villages during agricultural planning because schedules were planned by the responsible community together with their technical advisers who were agricultural staff in their respective areas. These agricultural staffs mostly receive directives and instructions from their district supervisors who are mainly skilled in planning techniques and are aware of the coordination of ARPs in the specific projects to be planned and implemented in their particular areas. For instance, the DASIP FFS groups were planned to learn how to produce in a certain enterprise either being a crop or livestock within the first year, practising entrepreneurship within the second year, and forming SACCOS within the third year which had the responsibility to enable farmers to be sustainable to maintain the achieved project outcome.

Table 4 also shows that 72 (60%) of the respondents did not agree that coordination of ARPs was practised in their villages during agricultural planning processes. Twelve reasons were given to support their views as follows: inadequate technical staff at lower levels of LGA (39.2%), lack of farmers' and other stakeholders'

participation in the whole planning process (34.2%), community and leaders lacking knowledge on agricultural policy and planning (29.2%), and village leaders not giving priorities to agricultural activities (18.3%). Others are as per Table 4. The above four reasons with the highest scores by respondents are discussed below.

Inadequate technical staff at lower levels of LGA was the major obstacle that hindered coordination of ARPs and made them fail completely. Most of the policies are departmental in nature, and major actors and implementers are supposed to originate from the identified departments e.g. implementers of the water policy are water engineers and technicians, while major implementers of environmental policy are environmentalists, and many other departments do not have staff at the lower levels whilst planning takes place at the lower levels. The BDC does not have staff for water, environment, works, cooperatives, trade, land, planning and fisheries at ward and village levels.

Departments like community development and forestry have staff in few wards while many wards do not have such staff. All the above mentioned departments' policies are among ARPs. This means they are not fully represented and/or incorporated in agricultural planning because their experts are not available at lower levels, so they cannot be fully planned without involvement of their experts. Since resources were scarce, it was not easy to move those few staff from the district headquarters to every ward and village required to plan for agricultural projects.

Furthermore, even those departments which are said to be represented at lower levels are only represented at ward level; the district has 29 wards while having 92

villages; this means even agricultural and livestock extension officers are not enough because one agricultural officer needs to serve one ward which has more than 1000 farmers depending on wards population, but using poor working facilities and transport. Lack of, or less farmers' and other stakeholders', participation in the processes of agricultural planning makes coordination of ARPs to be poor or not completely practised. Projects were planned and implemented without involving the required stakeholders; hence they did not solve major community problems. Therefore, they were not considered as community priority projects. For most projects which did not address community priorities, the coordination of relevant ARPs was not practised. As a result, the communities regarded them to belong to the government or donors. To make a project become a community owned one, the contributions of locally available materials and land for the project are needed. Its success depends on the level at which farmers and other stakeholders are involved in the project during planning. The best level of involvement is where planning is bottom up i.e. a project proposal originates from the community itself. When farmers point out weaknesses like poor stakeholders' participation in the planning process, it gives an insight that stakeholders understand the importance of coordination of ARPs.

Community and leaders lack knowledge on policy and planning; both these terms policy and planning are technical aspects which require one to spend enough time to study them. This reveals the reality that many farmers and leaders are not competent in these two fields. It means not only at low levels of LGA, but also some leaders at the headquarters are not all experts in the field of policy and planning; that is why coordination is essential to be conducted by departments with qualified personnel.

Since wards and villages lacked enough departmental staff to be directly involved in the coordination of ARPs during planning VADPs, the respondents knew this as a reason to make coordination either not being practised, or if practised, it was at low levels to make it successful as it should be.

Secondly, farmers and leaders, who were owners of these projects in their respective areas, lacked enough knowledge. Incidences like village committees being incapable to hold/manage issues of policy coordination, planning processes to be nominated by leaders and many policy issues to be top down during planning occurred because of inadequate knowledge on policy coordination or leaders not being able to abide by their limits of power. Again, respondents knowing problems which led to poor coordination of ARPs gave them credit that they were knowledgeable on the coordination.

Village leaders were not giving priorities to agricultural activities in their daily schedules from planning schedules for the follow-up of projects, the sequencing of committees and preparations village meetings agenda. After going through 10 villages' agenda for committees and village meetings, it was found that eight villages including three involved in this research put agricultural agenda near the end of the meetings and were discussed when members were tired and some had started leaving quietly. There are high preferences to projects concerning education, health, works and construction of water infrastructures all of which demand farmers' contribution, but planners forget to strengthen the source of income which is agriculture for the majority of the community members.

As it was for the above point on the farmers and leaders lacking enough knowledge on coordination, even this may contribute to problems that limit coordination of ARPs. For instance when agriculture is not given priorities, leaders do not participate to collect the community contribution and hence limit chances for more stakeholders involvement and prolong the time for projects to be completed. This always adds the costs of projects through many contract agreements or through inflation of the Tanzania Shilling which causes the cost of planned inputs for projects to rise. This makes coordination of ARPs to be hard and sometimes impossible as it raises misunderstandings between different policy stakeholders.

4.3.2 Contribution of Coordination of ARPs to the Improvement of Agricultural Planning Processes and the Field in General

The coordination of ARPs aims at improving the agriculture, which it aims to transform from being subsistence to being modernized, commercial, highly productive and profitable and able to utilize all available resources. Respondents responded to a question on whether the ways and techniques used to coordinate ARPs in their villages contributed to improvement of agriculture. Table 5 shows that 36 (30.0%) of the respondents said “Yes”, while 84 (70.0%) of the respondents said “No”. The researcher went further to know the reasons why “Yes” and if “No” what to do to improve the level of coordination.

One important thing to note is that it was expected to have the same number of respondents who said “Yes” and the same number of respondents who said “No” in Table 4 and in Table 5, but instead respondents who said “No” in Table 5 increased by 10% from 60% in Table 4 to 70% in Table 5; this is an indication that even those

who agreed to see coordination of ARPs in the villages still found something which deserved rectification. The results showed that reasons to agree that coordination of ARPs contributes to improvement of agriculture included proper implementation and follow up of planned projects and strategies (19.2%), farmers getting knowledge on agricultural technologies (18.3%), and proper implementation of different village committee plans at village levels (17.5%).

Table 5: Contribution the Ways of ARPs Coordination Used to Improvement of Agricultural Project Planning Processes (n = 120)

Ways used to coordinate ARPs contribute to improvement of agriculture	n	%
Yes	36	30.0
No	84	70.0
Reasons why coordination of ARPs improves agricultural planning processes		
Proper implementation and follow up of planned projects & strategies	23	19.2
Farmers gets knowledge on agricultural technologies	22	18.3
Proper implementation of village committees plans at village level	21	17.5
Technical staff train farmers, leaders and planning committees	13	10.8
Good leadership and collaboration with Extension officers	9	7.5
Presence of by-laws which improve agricultural practices	7	5.8
Conducting stakeholders meeting which prioritize projects	5	4.2
Ways to improve contribution of coordination of ARPs to village planning		
Recruitment of technical staff at lower levels of LGA	56	46.7
High levels of farmers participation in planning and decision making	37	30.8
Farmers capacity building to enable them access capital and loans	37	30.8
Availability of improved tools and implements	27	22.5
Presence of input and agro-chemical dealers at ward and village level	22	18.3
Leaders to give priorities to agricultural activities	18	15.0
Good collaboration between leaders and other stakeholders	17	14.2
Capacity building to low level leaders on agricultural policy and planning	17	14.2
Frequent follow-up of project implementation by technical staff	16	13.3
Participation of experts and technical staff to coordinate and improve planning	15	12.5
Involvement of policies apart from agriculture& livestock in planning	12	10.0
Formation of agricultural committees within the village government	9	7.5
Modify conditions for agricultural loans' collateral and enable farmers to access it easily	6	5.0
Conducting village assembly as planned	5	4.2
Improve working condition for village and ward extension staff	4	3.3
All stakeholders to know and implement agricultural calendar	3	2.5

This discussion considered only three reasons which scored higher than the others. The result also shows that 70% of the respondents recommended certain measures to be taken to allow coordination of ARPs to show its impact on improvement of agriculture at large. The comments included: recruitment of technical staff at lower levels of LGA (46.7%), high levels of farmers participation and decision making (30.8%), building farmers capacity to enable them accessing capital and loans (30.8%), availability of improved tools and implements (22.5%), presence of input and agro-chemical dealers at ward and village levels (18.3%), and leaders giving priorities to agricultural activities (15.0%).

Proper implementation and follow up of planned projects and strategies is one of the reasons that contribute to coordination of ARPs. Many agricultural project plans involve coordination of other important policies and strategies to be practised during implementation. Every project's plan includes a strategic plan which elaborates how it should be implemented, monitored and evaluated to achieve the intended goals. Projects like Farmer Field Schools (FFS), community planning and investment in agriculture which were implemented in villages under the supervision of DASIP succeeded due to proper implementation of the planned schedules which involved even the planned time for accomplishment. For instance, for planning the capacity building component, the component was divided into two sub-components which were agricultural extension training and farmer training (URT, 2004b).

In areas where DASIP showed success there were high levels of discipline in project implementation and high level of community participation together with community contribution. Areas where community investment implementations showed

acceptable value for money also farmer training projects were successful; and that means stakeholders abode by the plans and strategic plans that were in place. The fact that the respondents mentioned presence of by-laws which helped improve agricultural practices coordination of ARPs during VADP planning processes indicates that they were knowledgeable of it.

Farmers getting knowledge on agricultural technologies is one of indicators of the project to practise coordination of ARPs because many projects' training curricula are planned together with project plans at the beginning of project concepts and schedules are produced earlier with the project proposal. The importance of planning project schedules together with project proposals is to allow incorporation of different training sessions required by the projects from different departments and its policies are considered hence coordination of ARPs is practised.

For example, DASIP projects' training programme were planned to train extension officers and farmers. It aimed to incorporate issues like gender responsive participatory approach in identifying development needs, with specific focus on social inclusion of women and other vulnerable groups in community decision making. Also gender responsible for monitoring and evaluation of projects, community mobilization, management and leadership skills, micro-projects identification and formulation and HIV awareness raising and sensitization were included (URT, 2004b).

Proper implementation of village committee plans at village level contributes to coordination of ARPs. The village government using its committees prepares the

final project plans to be taken to WDC for technical advice and then to be approved by the village assembly. The approval includes the proposal for the strategic plans to be used during the implementation of the project plan. Effective implementation of the project depends on the availability of required resources and skills from responsible stakeholders and actors at all levels

4.3.3 Ways to improve contribution of coordination of ARPs in village agricultural project planning

Recruitment of technical staff at lower levels of LGA is an important factor to be considered in order to improve the level of coordination of ARPs and make it contribute to the development of agriculture; it is very important to have actors for different departments' policies at lower levels. Planning has to start at lower level; that means bottom up planning; and this level is the source of community needs to be solved through the planned project. Therefore, it demands certain specialized skills to help the community to know the existing needs, the way to address them during planning, and how to handle them during project implementation. Presence of different departmental technicians at lower levels of LGA helps to pinpoint gaps to be filled in when their sector policies are incorporated in VADPs. Their presence enables departmental policies to be included at early planning stages to avoid unnecessary re-planning at the final planning stages at the district level.

High level of farmers' participation at project planning and decision making contributes to farmers' knowledge on coordination of ARPs. Farmers are very important stakeholders in any agricultural project. Therefore, being fully involved in the project planning and decision making, by choosing the project to deal with,

enables communities to have projects which consider their needs and preferences. Participation of stakeholders has seven levels ranging from manipulative participation, passive participation, participation by consultation, participation for material incentives, functional participation, interactive participation and self-mobilization participation (Howlett and Nagu, 2001). A proper plan requires communities to participate at the level of self-mobilization because they take initiatives independently of the external institutions to change systems, but in many projects stakeholders' participation, especially farmers, starts with the manipulative participation to functional participation but they don't have power to control projects; still the government or donors control the projects' main activities and goals are against objectives of O&OD (URT, 2004a). Therefore, if a project lacks full participation of all stakeholders, coordination of the different required policies can not be effective.

Farmer capacity building to enable access of capital and loans is another important factor that made most of respondents to recommend improvement to be made in coordination of ARPs to make them profitable to agricultural planning processes. All projects consume resources from planning to implementation, monitoring and evaluation. These processes demand proper participation of stakeholders and different policy actors. Capacity building to farmers and planners is essential to enrich them with project insights to understand well the programme. Also capacity building aims at making the project sustainable to key prayers. Therefore, it is important to show them the ways to achieve that goal including how to access capital and loans which contributes to project sustainability. When projects phase out, farmers are required to continue the same activities done previously by using

donors' or government's money. Therefore, farmers have to have reliable sources of funds to replace the former sources of financing.

Availability of improved tools and implements is required for coordination of ARPs, to make planning and implementation of agricultural projects easy. Production of agricultural crops or livestock needs the use of technology and skills which use improved tools; for instance, irrigation projects use improved tools to make irrigation infrastructure, land use planning to separate areas for agriculture, livestock, forestry needs improved tools. The agricultural machines and implements used must be user friendly and attractive to all categories of stakeholders. For example, they should not be like power tillers which failed to till certain types of soils and demanded more fuel than what is recommended when ploughing soils with gravel and clay; and soils with couch grass whose roots limit the movement of power tillers. Therefore, the respondents suggested assured availability of improved tools and implements.

Lack of inputs including agro-chemicals is one of the major problems that limit agricultural development at village level. Therefore creating conducive conditions for input dealers to operate at ward and village levels would be a solution which would enhance planning development and smooth implementation of planned projects. Most peasants fail to achieve project's sustainability because the required inputs are not found at nearby places while most of them need only little amount which is not worthwhile to incur even on transport costs.

It was found that agriculture was given less priority of being discussed at village government meetings, village assemblies and even at WDCs. Agriculture is the employer of the majority of the rural people and provides them with livelihoods by enabling them to earn food and money, but when checking the agenda of village assemblies in Mugajwale, Kihumulo, Bulinda, Butahyaibega and even Karonge, Migara, Kyamulaile and Mashule villages priorities were given to other agenda items like village revenue and expenditure, contribution to and expenditure on school buildings and repair, dispensaries, and water projects. It is amazing because they discussed money that was earned from agriculture without caring for making strategies of how that money was made. As a result, people remained poor with subsistence agriculture because of time limit for discussing ways to achieve improved agricultural technologies. URT (2009c) asserts that rural transformation is basically agricultural transformation, as nearly all economic activities in rural areas are based on the agricultural sector.

4.4 Stakeholders Involvement in Agricultural Planning Process

The results showed that involvement of stakeholders in any project started with mobilizing and sensitizing community to be involved and then the level of participation of actors was considered to show whether communication during involvement was strong or not. The ways of communication could be shown through involvement of institutions/NGOs/CBOs in the planning process and the organs and tools used to plan agricultural projects. The study results showed that the above mentioned factors were weak, created a weak bond of involvement and participation of stakeholders, which also resulted in weak coordination of ARPs and weak planning processes.

4.4.1 Factors influencing involvement and participation of stakeholders (farmers) in the agricultural planning process

It is important to understand factors which influence involvement and participation of farmers in planning processes of agricultural projects. Because the process of coordination of policies uses the identified social and economic opportunities of the proposed projects, farmers' involvement and participation were crucial as major determinants of social and economic aspects to improve peoples' livelihoods. The district and villages that were sampled for the research had a variety of agricultural projects planned for implementation, and at different times. Therefore, several factors were considered by farmers / respondents to express the ways it influenced involvement and participation of stakeholders in the process.

Ten factors were mentioned to influence involvement and participation of stakeholders in the planning process if properly managed and vice versa. The results in Table 6 show that the most important factor that influenced involvement and participation of stakeholders was good participation of district council and her staff. Adequacy of resources was also a very important factor, which influenced stakeholders' involvement and participation in project planning. The resources included financial, material and human resources which are required for project operationalisation. The results in Table 6 also show that projects did not use adequate resources; this was mentioned by only 18.3% of the respondents. Since stakeholders' involvement and participation in project planning are determinants of socio-economic aspects of the projects, therefore, lack of adequate resources means low levels of stakeholder involvement in the project planning processes.

The results in Table 6 also show that there was low extent of outcome sustainability in the practised projects such as FFS activities. Although the same table shows that farmers continued to join FFS groups, it also shows that the sustainability of outcomes for the same activities was mentioned by only 20.0% of the respondents. This means low levels of stakeholders' involvement can result in low sustainability of project outcomes.

Another important factor which could influence stakeholder participation and involvement if properly monitored and well managed was community contribution; it was mentioned by 30.0% of the respondents. This improves the level of stakeholder participation and cultivates a sense of ownership of projects among the participants as it encourages the community to have decisions on project planning and implementation. These factors play major roles in stakeholders' involvement; they indicate that, unless the above three factors are well managed, the rest of factors can not function effectively.

For any project to succeed, it needs people to be involved in its preparation processes from planning, implementation, and monitoring and evaluation. For these stages to be accomplished as it is required, involvement and participation of key stakeholders are very essential and start early in planning process by informing the villagers at grassroots the intention to have the project. Also, their needs should be listed and prioritized aiming at creating their sense of ownership of that particular project. If they are not involved they can even reject projects which are viable only because they didn't understand the process the projects went through, or they may

consider them to be for some other peoples' benefits. This causes problems in implementation of such projects, especially if it requires community contribution.

Table 6: Factors Influencing Participation of Stakeholders in Agricultural Planning Process (n = 120)

Did your village practice e factors which influence participation of stakeholders listed below?	Frequency	Percentage
Good participation of district council and her staff	65	54.2
Farmers continue to join FFS groups	63	52.5
Community members are fully participating in planning and implementation of projects	55	45.8
Proper project funding and Government support	53	44.2
Good understanding and unity among actors	43	35.8
More members participating in planning and high level participation of District level actors	41	34.2
Engineers have enough time to inspect contractors work timely	38	31.7
Community contribution provided on time	36	30.0
Sustainability of outcome resulted from FFS activities	24	20.0
Adequate resources to facilitate effective follow up of the implemented projects	22	18.3

Table 6 shows that the respondents were not fully participating in the project planning process; the proportion of members who were participating in planning of agricultural projects was below 50%. This affected coordination as it created a gap in ways and extent stakeholders perceived the project. Always stakeholders' participation in planning of projects leads to coordination of policies when planning VADPs and later facilitates implementation because final actors of the project are aware of what will take place and get prepared.

Table 6 shows that factors like farmers to join FFS groups continuously and good participation of district council and her staff in planning of VADPs influenced participation and involvement of key stakeholders in coordination of ARPs in planning. For these factors to be fully practised, it depends on the performance of other factors like timely provision of community contribution, proper project funding and government support and adequate resources to facilitate effective follow up of the implemented projects, but all these were said by less than 50% of the respondents. As these factors hold the power to implement projects, their failure led to failure to practise other factors. For instance, engineers did not inspect contractors' work on a required time; community failed to participate fully in planning and implementation; and projects lacked sustainability of outcomes. Therefore, stakeholders' involvement and participation in project planning became low as it was shown in Table 6.

Good participation of district council members in the planning process can influence farmers' participation in planning. Participation of the district council members means the council as a holistic organisation. All experts to be involved in implementation of the project should be involved from the initial stage of planning the VADPs. Activities to be involved within the projects could be planned by all responsible stakeholders, and develop its action plans from the early stages of the planning processes.

Sometimes the government fails to meet the budget for the projects; this causes plans to fail or funds provided after the proper projects time had elapsed and cause stakeholders to find planning as wastage of time. Because of inadequate resources,

sometimes the budget ceiling causes planning of projects with inadequate budgets, which results in limited coordination of ARPs and later on gives planned projects which remain hanging. Inadequate resources cause poor follow up of projects' plans, which means different sectors' experts who were to be involved were not invited in project planning; and therefore, their expertise was not involved.

4.4.2 Level of stakeholder participation in project planning processes

Table 7 shows that many projects, especially those with external support were planned to fulfil the predetermined goals which did not necessarily address community priorities. Donors can be either NGOs, CBOs, Government organizations or any group with specific development interest. What is important is whether it gives suitable solutions to the community needs or not. The level of participation intends to explain if stakeholder involvement in the planning processes, and actors at the grassroots entered the planning process by self initiative or by being convinced after a planning process had achieved a certain stage.

**Table 7: Level of stakeholder participation in project planning process
(n = 120)**

Level at which respondents participated in the planning process	n	%
Talking to representatives and farmers informed to implement of the decisions reached	51	42.5
Forming groups to meet pre-determined objectives	23	19.2
Independent initiative as member of village meeting	22	18.3
Consulted by answering questions and contribute resources	14	11.7
By joint analysis and maintain project outcome	10	8.3

Table 7 shows that the respondents had been involved at low levels by the initiators of projects talking to village leaders and representatives, and then farmers being informed of the decisions reached. Because most of projects which were formulated in that manner depended on external resources, they are faced by hardships on the planning processes. When low level stakeholders want to incorporate some activities, which address their priority needs formerly incorporated, the chances to succeed are very rare.

When projects came from the initiative of the village members through village meetings, those projects were said to be owned by stakeholders at the grassroots level because if the O&OD methodology was followed properly, the projects should be addressing the solution of the most pressing needs. This gives chances to stakeholders to make decision on the required resource and also opportunities to decide on the coordination of ARP to be involved. They also own the time table for planning, implementation, monitoring and evaluation of such project plans. This level of participation always encourages and empowers farmers to own and run the project by themselves without depending very much on external control.

The most important levels of participation are interactive participation whereby, among other things, groups take control over local decisions and determine how to use available resources; they have a stake in and ownership in maintaining practices or project outcomes (Howlett and Nagu, 1997). The Tanzania Development Vision (TDV) 2025 emphasizes the need for empowering local governments and communities and promoting broad-based grassroots participation in the mobilization of resources, knowledge and experience with a view to stimulating initiatives at all

levels of society (URT, 2005). Therefore, without abiding by participation principles, project planning process fails.

4.4.3 Planning organs and tools used to facilitate in VADP

When planning agricultural activities and considering the coordination of ARPs, it is important to consider things that help to facilitate to make that particular job successful. Among important things that were taken into account are presence of village planning schedule (planning time table) which should be depending on the season of agriculture, planning committee and schedule for committees to meet farmers, presence of non agricultural institutions, their importance and involvement in processes of planning VADP. These organs and tools must be considered because they are the ones which take part in policy coordination during the planning process.

Table 8 shows that only 40.8% of the respondents agreed that there were agricultural village planning schedules in their areas and 30.8% of the respondents agreed that committees had spared time to have discussions with farmers on how to handle planning activities. This implies that planning was made on an ad hoc basis, not with recognised schedules which could motivate stakeholders' attendance to planning meetings. It also implies that after planning had been done there was no room for extra understanding or for asking questions or giving comments to rectify the plans because committees did not have spared time for discussion with farmers on agricultural development in their plans. These made coordination of ARPs to be at a minimum level, if any, because of that type of poor communication.

Table 8: Planning Organs Used in VADP (n = 120)

Planning organ and tools	Frequency	%
Presence of village planning schedule	49	40.8
Committees' schedule meeting farmers to discuss agricultural development	37	30.8
Presence of institution dealing with non-agricultural activities	104	86.7
Non-agricultural institutions contribute to agricultural development	84	69.2
Non-agricultural institutions invited during project planning processes	32	26.7

The first two show that plans were not owned by farmers but by committees and village governments, and the planning organs and tools were not properly used. Apart from villages having non-agricultural institutions whose activities had impact on agricultural development they were not involved during planning of VADP. This implies that there was no or poor coordination of the policies and activities in the agricultural plans, and there were possibilities of the two groups planning projects that contradicted each other or duplicated activities within the same area and caused confusion to final actors who might be the same.

4.4.4 Ways the organs and tools for village planning are obtained

Selection of village committees should involve sample stakeholders to represent the population of that specific area. Therefore, it is important to know how the organs like agricultural planning committee were constituted. It is important to know it as it gives implications on to whose interest the organs are serving. The perception of the population on the tools used by planning organs and their recommendations are also indicators on the way things are handled. This gives direction of ARP coordination by showing the seriousness of stakeholders' involvement during planning. Table 9

shows that village planning committees are nominated by the village government. It means they are accountable to the village government and not to the community and act according to leaders' priorities. Table 9 shows that village planning committees do not have schedules to discuss success and challenges with farmers who are the major stakeholders in planning and implementing the plans.

Because these members of village committees were not nominated by the village general meetings, they tend to neglect the community. As community was not knowledgeable on planning schedules which would have enabled them to know the planning progress, they sometimes failed to attend the important planning meetings. It means they did not participate in making decisions for projects they implement. The table shows that the respondents were doing little planning, if any, as operations. This is shown by the fact that, there was no proper set up of planning schedule; hence they could not demand planning meetings timely.

Table 9: Nomination of members to form agricultural planning committees
(n = 120)

Type of nomination	Frequency	Percent
Elected by village general meeting	33	27.5
Elected by the village Government	80	66.7
Nominated by chairperson, VEO and few friends	7	5.8
Planning schedule used in VADP		
No proper set up	72	60.0
The present steps are not known to stakeholders	36	30.0
From sub-village meetings to village general meetings	12	10.0
Comments on village schedules for VADP		
Schedule preparation should involve all stakeholders	77	64.2
The present schedule to be made transparent to all stakeholders	35	29.2
The present schedule is satisfactory	8	6.7

4.5 Level of Effectiveness of Coordination of ARPs in Project Planning Process

As described in sections 3.5 and 3.6, an index scale was used to measure the level effectiveness of coordination of ARPs in project planning. Using frequencies and percentages, the scale enabled the researcher to know whether the respondents' perceptions on particular statements were either supported by the majority or by the minority of the respondents. The index scale was used to determine views of effectiveness among 60 respondents from district leaders and officials.

4.5.1 Respondents' scores on effectiveness of coordination of ARPs in agricultural planning processes

The average number of points scored on the index scale that was used to determine the effectiveness of coordination of ARPs are presented in Table 10, which shows the average number of points each of the statements scored over 5, and the total number of points each of the statements scored from all the 60 respondents.

Table 10: Respondents' scores on the effectiveness of coordination of ARPs enhancing the agricultural planning process (n = 60)

Statements used to measure views of respondents on effectiveness of coordination of ARPs	n	Points scored on the index scale				
		Min.	Max.	Mean	Sum	%
Levels at which the set project goals are achieved	60	2	5	3.12	187	11.26
Levels at which proper planning organs and tools are used during planning process	60	2	5	3.12	187	11.26
Levels of leaders willingness to supervise the agricultural projects	60	1	5	2.85	171	10.30
The level of farmer participation from planning to implementation	60	1	5	2.83	170	10.24
The level at which the project was completed as planned	60	1	5	2.75	165	9.94
Levels of collaboration with other institutions, NGOs and CBOs during planning	60	1	4	2.68	161	9.67
Presence of well organized communication among actors from different departments responsible for planning	60	1	5	2.68	161	9.67
Presence of well developed strategies to maintain the already achieved outcome	60	1	5	2.68	161	9.67
Levels at which there is sustainability of technologies from different agricultural project	60	2	4	2.58	155	9.34
The extent that farmers have powerful bearing on the outcome of project obtained from coordination of ARPs	60	1	5	2.37	142	8.55
All	-	13	48	27.65	1660	100.0

Table 10 shows that levels at which the set project goals were achieved and levels at which proper planning organs and tools were used during planning process were the elements on which there was relatively more effectiveness with respect to ARPs. On the other hand, levels at which there was sustainability of technologies from different agricultural projects, and the extent to which farmers had powerful bearing on the outcome of project obtained from coordination of ARPs were factors on which ARPs were least effective. TDV emphasizes the need for empowering local governments and communities and promoting broad-based grassroots participation in the mobilization of resources, knowledge and experience with a view to stimulating initiatives at all levels of society (URT, 2005).

4.5.2 Individual Respondents' Attitudes for Effectiveness of Coordination of ARPs in Planning Process

Every respondent's views on the effectiveness of coordination of ARPs in agricultural planning process were considered separately, and the total scores for each was calculated to find individual's views apart from combined views. The results gave the distribution of respondents' views about the effectiveness of coordination of ARPs in agricultural planning process. This was intended to show comparison between the grouped and individual respondents' results.

The results in Table 11 show that 71.7% of the respondents disagreed against effectiveness of coordination of ARPs in agricultural planning processes i.e. the total individuals who scored points between 19 and 29 were 71.7%, while another 26.7% respondents had positive attitude towards effectiveness of coordination of ARPs i.e. they scored from 31 and 39 while. Only 1 (1.7%) scored 30, which meant

undecided. Table 11 shows that the mean score was 27.65 which are below 30, the median was 27.00 and the mode was 27 which had 8 frequencies equivalent to 13.3 respondents. The scores ranging from 10 and 29 implied disagreement with the views that coordination of ARPs was effective; 30 implied undecided; and scores ranging from 31 to 50 implied agree with the views. Thirty was to be the mean for undecided, and therefore; the mean of 27.65 is below 30, and this indicated disagree views on coordination of effectiveness of coordination of ARPs being good.

Table 11: Total respondent individual scores on effectiveness of coordination of ARPs in planning process (n = 60)

Score per respondent	Frequency	Percentages	Mean	Median	Std Deviation
19 - 29	43	71.7			
30	1	1.7			
31 - 39	16	26.7			
Total	60	100	27.65	27.00	5.288

Again the median was 27.0, indicating that the coordination was not effective. When individual respondents' scores data were used, the results were equivalent to those from total respondents' scores. Therefore, the results indicate there was little or no effectiveness of ARPs during planning of VADPs and DADPs. The mean score of respondents that was 27.65 further attests to this.

4.5.3 Reasons which Led Respondents to Agree/Disagree that there was not Effective Coordination of ARPs

The respondents had reasons which led them to have the views they had on effectiveness of coordination of ARPs; the results showed that seven reasons supported high level of effectiveness, while, nine reasons supported low level of

effectiveness of ARPs. The respondents were not limited to only one reason. As a result, most of respondents mentioned more than one reason and were all recorded for report writing and analysis.

4.5.3.1 Reasons which led respondents to agree that there was effectiveness of coordination of ARPs

The reasons, which supported high effectiveness include people working according to planned projects plans (26%); planning guidelines which encouraged participation of stakeholders (21.7%); farmers being trained to manage projects when phased out (15.0%); presence of network planning system (11.5%); presence of District strategic plans (10.0%); presence of qualified personnel for planning (8.3%); and formation and proper running of FFS groups (6.7%).

The data in Table 12 show that people (stakeholders) worked according to the action plans made during planning sessions for project implementation. This means all planning schedules were followed and contributed to project success. They included planning abiding by the O&OD methodology which incorporates even the transparency of project plans and budgets to stakeholders who are implementers of the plans and let them prepare their project action plans. The respondents mentioned these tasks to be prepared and implemented by lower level stakeholders, especially farmers either during village assembly or in group meetings for the case of farmer groups like FFS and any other farmer group projects. Planned projects were well followed because of stakeholders' participation in all steps of decision making, although the low respondent percentage (26.7%) which supported it gives doubt if really stakeholders worked according to planned project action plans.

Table 12 shows that planning guidelines which instruct stakeholders' participation in planning process were indicators of high levels of effectiveness to coordination of ARPs in VADP and DADP planning. It is true that the guidelines instructed the stakeholders on the O&OD methodology where their participation in project planning was emphasized. The results showed that only 21.7% of the respondents said that the guidelines were being followed properly. That brought doubt on whether the guidelines were really followed. Guidelines might be followed but participants' attendance became low or some sort of communication breakdown occurred and made the good intention in guidelines to be not fulfilled. Also, the negative views on the effectiveness from the index scale showed ineffectiveness of planners and other stakeholders following the guidelines properly. The rest of the mentioned reasons scored even less than the ones discussed above; it means a greater proportion of the respondents did not support the view that coordination of ARPs was effective.

**Table 12: Reasons to support high levels of effectiveness coordination of ARPs
(n = 60)**

Indicators to support high level of effectiveness of coordination of ARPs	Frequency	Percentages
People work according to planned projects plans	16	26.7
Planning guidelines which instruct participation of stakeholders	13	21.7
Farmers trained to manage projects when phased out	9	15.0
Presence of teamwork planning system	7	11.7
Presence of district strategic plan	6	10.0
Presence of qualified personnel for planning	5	8.3
Formation and proper running of FFS groups	4	6.7

4.5.3.2 Reasons which led respondents to disagree that there was effectiveness of coordination of ARPs

Table 13 shows that one of the reasons of low effectiveness of coordination of ARPs was planning projects which did not reflect community priorities. The community priority projects mostly were those initiated from the grass roots and aiming at giving solutions to community needs or filling the gap of where community are and where they want to be. In Table 4 when responding to objective 1 about knowledge of farmers on coordination of ARPs, one of the issues raised to make it not to be practised during planning was lack of stakeholders participation in the whole process of project planning.

Also in Table 7, which is about results meeting objective 2, when farmers were responding to a question which they were required to show the level at which farmers participated in project planning, 42.5% of the respondents were informed by decisions arrived at between their representatives and donors or government, while only 18.3% of the respondents said there were independent initiatives from village assembly for planning. This indicates such projects were not community priorities and stakeholders did not find them to be solving the highly pressing needs, and they call them donors' or leaders' projects.

Poor farmer capacity to handle projects by themselves was another reason for low effectiveness of coordination of ARPs. Handling projects before and after phasing out leads to levels of sustainability; to handle projects needs techniques, skills, and resources which make the process continuous and strong. Most agricultural projects in villages are managed by farmers who control the whole processes including

procurement of inputs and transactions of project funds. Therefore, training on those skills and techniques is essential. To achieve that, resources such as well trained and skilled personnel from different departments, funds, transport, inputs and technical know how were highly needed, but those were among the limiting factors that were mentioned by different stakeholders, including both farmers and planners.

Table 13: Indicators to support low levels of effectiveness coordination of ARPs (n = 60)

Indicators to support low level of effectiveness of coordination of ARPs	Frequency	Percentages
Projects which are not community priorities	21	35.0
Poor farmer capacity building to handle projects themselves	21	35.0
Late and / or no release of required funds for projects planned	17	28.3
Departmental policy actors not found at lower levels	10	16.7
Local leaders not willing to supervise agricultural projects	8	13.3
Community contribution not found timely	6	10.0
Lack of skilled personnel for planning at lower levels	6	10.0
Not inviting external institutions, NGOs and CBOs during agricultural planning	4	6.7
Gender imbalance during planning process	3	5.0

Late and/or no release of funds for planned projects was also a reason for low effectiveness coordination of ARPs. According to agricultural seasons of Bukoba District, short rains are used as a major cropping season; the season starts in late August and ends in early November. Preparations of the fields to plant crops start in April when the budgets for a new financial year has not yet been known, and when approved it takes time for funds to be released. Mostly, funds for agricultural activities were released from late October to late April when the recommended

planting season had elapsed. Therefore, many projects were implemented during long rains which are not very much successful, according to the principle of relationship between crops and nitrogen flush whereby crops benefit from natural release of nitrogen gas after the soil receives the first rains. Late release of funds had been causing some projects' implementation to be postponed to subsequent financial years and disturbing the projects' timeframes and action plans. The delays resulted into having projects which were not timely accomplished. Furthermore, the costs of projects were interfered, as a result of inflation, and gave uncompleted projects or with added costs to farmers who were obliged to increase community contribution to secure the projects. Such issues caused even conflicts among stakeholders by assuming that contribution collectors were squandering the money and then pretending that the costs of the projects had increased.

Departmental policy implementers not being found at lower levels of LGA is a major obstacle to development in the research areas. Both farmers and planners complained about this, as planning starts at the grassroots level where most wards have extension officers in the fields of agriculture and livestock, but they lack other important field officers like of water, irrigation, cooperatives, community development, and lands whose participation in coordination of ARPs to enhance planning at lower level is crucial. Fields like agriculture and livestock do not have officers in villages though projects have to originate from there; so many villages use farmer facilitators when planning their projects, although their planning capabilities are very low. They use officers from district headquarters or ward officers whose responsibilities are distributed over wide areas, and can not stay at a single village to monitor the whole process of planning; this makes coordination of

ARPs ineffective. The reasons which scored low respondents' support are also important, but according to the low numbers of respondents who supported them, they are not discussed here. For the purpose of this research the most pressing reasons were those which scored highly.

4.6 Factors that Limit Effectiveness of Coordination of ARPs in VADP

Planning Processes

For the coordination of ARPs in agricultural projects planning, there are factors which facilitate and those which hinder it to occur. For the purpose of this research, both were considered. Those which facilitated coordination give opportunity for effective coordination of ARPs to occur while the limiting ones act as obstacles to effective coordination of ARPs to be practised in agricultural planning processes. Since limiting factors act as challenges to development, respondents were asked to give possible mitigation measures which when adhered to the challenges could be eliminated hence achieving effective coordination of ARPs in agricultural planning.

4.6.1 Factors Facilitating Effective Coordination of ARPs

An effective system of policy coordination is characterized and facilitated by several factors including good governance and leadership, availability of committed stakeholders and skilled personnel, availability of resources and required technology, good communication among policy actors and the community, involvement of all stakeholders in decision making, presence of clearly defined and devoted stakeholders, and creating awareness and capacity building to the community. The list of the above mentioned factors is not exhaustive, but only those

that were pointed out by respondents during survey interviews; these were what found to be pressing in the areas where the research took place.

Table 14: Factors Facilitating Coordination of ARPs (n = 60)

Factors facilitating effective coordination of ARPs	Frequency	Percentages
Good governance and leadership	24	40.0
Availability of committed stakeholders and skilled personnel	23	38.3
Availability of resources and required technology	22	36.7
Good communication among policy actors and community	20	33.3
Involvement of all stakeholders in decision making	19	31.7
Clearly defined and devoted stakeholders	10	16.7
Creating awareness and capacity building to the community	5	8.3

Table 14 shows that good governance and leadership facilitate effective coordination of ARPs. Good governance and leadership were practised during planning by involving people in decision making to choose projects which were community's priorities. Stakeholders capacity building to enable them understand the insights of the projects, assisting them in budgeting and control of the budgeted funds, making follow up of projects' activities at grassroots and encouraging community contribution facilitate coordination of ARPs. Presence of different policy documents which guide planners and stakeholders help to facilitate effectiveness by giving guidelines and directives of how planning processes should be done. For example, an O&OD document implies good governance as it aims at enhancing stakeholders' participation in decision making.

Availability of committed stakeholders and skilled personnel is an important factor which facilitates effective coordination of ARPs; any project needs committed

stakeholders from high to low levels who consider themselves owners of that project. Communities, in order to run agricultural projects, find committed people whom they make leaders to supervise and monitor project action plans and help to keep communication with other stakeholders outside the village. Not only are those appointed to lead and supervise projects committed, but also planners, village leaders and farmers or other group members are committed to make project planning and coordination of ARPs successful.

Another factor which facilitates effective coordination of ARPs is availability of resources and required technology for coordination of ARPs. Resources include funds budgeted to implement projects, land where operations take place, labour and skilled personnel to supervise and guide the operations to be undertaken. Most villages had enough land to hold project operations, had enough labour, locally required materials such as grasses, stones, breaks, sand, building poles and manure depending on the project in operation. Required technologies were found from skilled personnel at district and ward levels, who visited villages regularly for capacity building which also depended on the needed technology, and monitoring of project operations. When these two factors were facilitated, coordination of ARPs became effective and implementation was easier.

There were good communication among policy actors and the community which contributed to effectiveness of coordination of ARPs as all projects were implemented by community members. Donors and government representatives who supervised projects which involve coordination of policies acted upon their departmental plans, guidelines and interests. Sometimes they had direct contact with

farmers or established contacts through the respective areas' extension officers who had been trained to handle project activities on behalf of them. Sometimes communication through extension officers causes confusion to farmers when it comes a question of which projects were sponsored by A and which belongs to B, specifically to farmers who were involved in more than one project. Because of some other factors which interfere with some projects, when projects lack direct communication with the community, even effectiveness of coordination of policies is affected.

Involvement of all stakeholders in planning and decision making was said to facilitate effectiveness of coordination of ARPs; when talking to FGD, discussing the issue of "what factors facilitate coordination of ARPs in their village", the answer was "involvement of all stakeholders and full participation in decision making is the major factor which encourages participatory implementation of projects including community contribution". Full participation and involvement of all stakeholders eliminate problems such as coming up with projects which are for the interests and benefits of the minority and doubts which arise in collection and expenditure of projects' resources. Clearly defined and devoted stakeholders also facilitate effectiveness of ARPs, because stakeholders are very important actors in planning of projects; therefore, they should be carefully selected to find the highly committed members of the community for implementation, supervision, monitoring and evaluation. Devoted stakeholders are those who voluntarily struggle to seek solutions for the challenges encountered in projects.

4.6.2 Factors that Hinder Effective Coordination of ARPs

Planning is the process of development, and every development process, has challenges which hinder or reduce its development speed. For key players of all projects, agricultural projects planners are obliged to know the persisting challenges, because no challenge can get its solution without being well understood by all stakeholders to achieve permanent solutions. Thirteen limiting factors were mentioned, but only five factors which scored highly are discussed here. These factors were inadequate and/or not timely availability of funds and other resources (51.7%), lack of departmental staff at lower levels (36.7%), poor farmer participation in project planning (33.3%), lack of transparency of project plans to stakeholders (25%), and poor communication and organization of policy actors and leaders (20.0%). The remaining were considered to be minor even though some of them were mentioned in other sessions, either by planners or by farmers as factors which challenged the coordination of ARPs.

Table 15: Factors that hinder effective coordination of ARPs (n = 60)

Factors that hinder effective coordination of ARPs	Frequency	Percentages
Inadequate and/ or not timely available funds and other resources	31	51.7
Lack of departmental staff at lower levels	22	36.7
Poor farmer participation in project planning	20	33.3
Lack of transparency of project plans to stakeholders	15	25.0
Poor communication and organization of policy actors and leaders	12	20.0
Poor use of technology and inadequate planning skills	10	16.7
Projects that considers political and donor priorities only	10	16.7
Lack of stakeholders commitment	8	13.3
Different policies with contradicting guidelines and instructions	8	13.3
Leaders not willing to supervise agriculture	6	10.0
Not giving priorities to agriculture at meetings and committees at lower levels	5	8.3
Not inviting NGOs and CBOs at lower planning levels	3	5.0
Gender imbalance of stakeholders	2	3.3

Lack of transparency of project plans to all stakeholders was one of the limiting factors to coordination of ARPs. Transparency of the project plans means to involve stakeholders and allow them to participate in the project at all levels. It also involves reports on availability of resources and the way they are used. Transparency involves key players like farmers to make decisions on what to plan, when to plan, how much to plan, who and when to implement, monitor and evaluate projects. Where funds were generated from and how much were to be spent for what to some projects were not elaborated. Farmer respondents and FGDs complained that their participation during agricultural project planning was in terms of being informed of already made decisions by village representatives and donors. This resulted into having projects which were prioritized by donors and made key players (farmers) think they were being neglected.

Inadequate and/or untimely availability of funds and other resources was a major limiting factor which acted as a barrier to development for many agricultural projects. Many agricultural projects faced financial constraints in four ways, namely, some projects received less funds compared to planned activities and caused many projects to remain incomplete with a lot of complaints from key players. Second, some projects did not receive funds completely; that happened sometimes after farmers had been informed through their extension officers to spare areas for project planning and implementation, then few villages or farmers were picked and others left behind. Situations like that cause stakeholders to lose faith over government and extension staff and lead to low participation of farmers in subsequently proposed projects.

Thirdly, there was late disbursement of project funds; funds for projects planned to be implemented in a certain financial year e.g. 2011/2012 were released in the fourth quarter of the financial year. For typical agricultural projects nothing can be planted in April, May and June in the research area; the only solution is to postpone it to the following financial year, and there is high possibility of increased project costs through inflation. Fourthly, there was misuse of project funds by uncommitted stakeholders and leaving intended activities without funds. In many cases, when funds are inadequate even other resources such as inputs, tools, labour, skills and technologies are also affected.

Lower levels of LGAs, especially wards and villages, lack staff for many departments which are important to coordination of ARPs. The Community Development Department had staffs in few wards, not more than seven out of 24 wards. The major issue is that implementation of projects was taking place at lower levels, and farmers were taking all responsibilities to run projects, including money transactions and procurement activities which need close supervision, but they did the activities without advice from experts. More effective techniques to mobilize community and agribusiness are needed for effective coordination of ARPs, but they are not available at lower levels.

4.6.3 Ways to mitigate barriers of effective coordination of ARPs during agricultural planning processes

Mitigation measures to factors limiting effective coordination of ARPs explains the actions which should be taken to either alleviate or eradicate the limiting factors or barriers to effective coordination of ARPs. They explain the correction of what went

wrong in Table 15 above. This section combines together all issues which are concerned with the effectiveness of coordination of ARPs with the aim of making it proper and productive and make sure they fulfil the objectives of agricultural planning without harming other sectors. The respondents mentioned nine mitigation measures but only six which were mentioned more than the others are discussed here. They were adequate and timely availability of funds and other resources (58.3%); practising joint departmental planning and recruitment of new staff at lower levels of LGA (43.3%); mobilizing, sensitizing and involving community properly (33.3%); use of proper planning and implementation schedules (21.7%); improving participatory planning and community contribution (18.3%); and empowering community and balancing gender involvement in planning (18.3%).

Table 16 shows that adequate funds, which should be released on time to enable implementation of the action plans, can mitigate barriers of coordination of ARPs in agricultural project planning. Availability of funds leads to availability of the rest of resources and even the projects' implementation action plans are handled as planned because the required resources are timely available. Project implementation involves procurement of tools, implements and inputs, all which demand cash to be consumed. Capacity building activities include imparting knowledge and skills to project stakeholders. Funds enable project supervisors to pay for transport, allowances and all other training costs to both farmers and planners. Adequate funds and other resources are essential for the projects to run smoothly and to be accomplished as it was planned. In order for funds and other resources to be available, there should be improved actors communication in planning, which results in plans reflecting the exact situations of places where projects will be implemented.

Communication of actors considers differences in prices in different places and differences in transport costs which, if neglected, may result into some villages in different locations with similar projects accomplishing projects while others fail.

The use of proper planning and implementation schedules is very important for coordination of ARPs because it translates the merits of planning before implementing any projects and importance of incorporating monitoring and evaluation in planning for making follow up of plans. If implementation follows the proper schedule which is known to all actors and stakeholders, many problems like unnecessary additional costs, misuse and theft of money and resources and operational project implementation are easily controlled. It motivates grassroots actors' participation while it encourages community contribution as they understand what they benefit.

Table 16: Ways to Mitigate Barriers of Effective Coordination of ARPs
(n = 60)

Ways to mitigate barriers of effective coordination of ARPs	n	%
Adequate and timely availability of funds and other resources	35	58.3
Joint departmental planning and recruitment of new staff at lower levels	26	43.3
To mobilize, sensitize and involve community properly	20	33.3
Use of proper planning and implementation schedule	13	21.7
Improving participatory planning and community contribution	11	18.3
Empowering community and balancing gender involvement at planning	11	18.3
Improving actors communication during project planning	9	15.0
Harmonization of policies and policy guidelines from different departments	9	15.0
Giving priority to agricultural issues at lower levels	4	6.7

Table 16 shows that to mobilize, sensitize and involve community properly in agricultural planning process mitigates several limiting factors of coordination of ARPs, as mobilisation puts together stakeholders and makes them have common thinking on the existing problems while sensitization creates awareness on what to do in order to solve the existing problem. It also strengthens participation of stakeholders and community contribution. After being mobilized and sensitized, key players (farmers) feel to be obliged and gain a sense of project ownership. When mobilisation and sensitisation are used as mitigation measures of barriers to effective coordination of ARPs, stakeholders' perceptions to the projects are improved.

LGA has to recruit and station different sector staff at ward and village levels. Planning starts at grass roots where both planners and farmers said there was lack of experts because many departments which should be involved in coordination of ARPs did not have representatives there. It is very crucial for the central government to approve LGAs requests for recruiting the new staff to departments which their policies are among ARPs. The new staff will be responsible for harmonization of departmental policies and guidelines during agricultural planning. It is this process that, when adhered to by all stakeholders, will increase effectiveness of coordination of ARPs. The results in Table 16 show that mitigation must take place to all factors to improve them as they are a link among the limiting factors. All in all any mitigating measures that should be included to help to protect weaker stakeholders who may be hurt by the intervention, with some indication of how long these measures may be required are needed so as to set out clearly guides to decision makers (OECD, 2007).

CHAPTER FIVE

5.0 CONCLUSIONS AND RECOMMENDATIONS

The chapter has two sections which are conclusions and recommendations. The study aimed to assess the effectiveness of coordination of ARPs to enhance VADP planning processes. This aimed to explain the modes of involvement and communication of stakeholders during the planning process, the planning organs and tools used in planning and even resources that were used in planning of agricultural projects and its contribution to enable production of a plan which was capable of giving solutions to the challenges of stakeholders.

5.1 Conclusion

Based on the findings of the study, the following conclusions have been drawn:

- i. Farmers as key players of policy coordination at lower levels of LGA are knowledgeable about policy coordination of ARPs, although they do not highly practise it because of inadequate technical staff at lower levels of LGA, lack of stakeholders participation in whole planning processes, community and leaders lack of enough experience on agricultural policy and planning and village leaders not giving priorities to agricultural activities.
- ii. It is also concluded that the stakeholders' involvement is still at low levels, as farmer respondents confessed to participate in the planning process by being told of already predetermined decisions by their leaders, who had made agreements with the institutions and NGOs which held the

project ideas. This did not give farmers chances to prioritize their needs and make sure the planned projects answered their most challenging needs within the area.

- iii. Although the study revealed the importance of existence of external institutions and NGOs in the villages and that they were contributing to the development of agriculture and its activities, but it revealed that these institutions and NGOs were not invited in planning meetings, hence, their activities were not involved in the processes of coordination of ARPs. This might cause villages to have similar projects from different entities and sometimes instructions could be contradicting while both projects are directed to the same persons and are sometimes supervised by the same village field officers.
- iv. It is also concluded that there was weak communication between village planning committees and project key actors (farmers), because villages did not have planning schedules to direct them on what to do at what time, and they mostly did not give a feedback to farmers on what succeeded or failed from the previous projects. This is because planning committees were nominated by village government members from among themselves and they did not fear to be forced to step down by stakeholders. Also some of the tools like O&OD were not properly followed to make projects typically bottom-up as stakeholders' participation was said to be low.

- v. Another conclusion that there were negative views on the level of effectiveness of coordination of ARPs, during planning and implementation of projects as eight out of ten criteria observed scored below average and the total score was also below average. It is also concluded that the respondents showed more barriers than facilitating factors to every question for both farmers and planners. Most of the results represented deficit in final outcome which resulted from improper/inadequate use of resources and methodologies for planning of policies and guidelines.
- vi. About barriers to coordination of ARPs, it is concluded that inadequate resources were major barriers to coordination of ARPs at all levels of planning and implementation of agricultural projects. Both human and financial resources were not enough for policy actors to run coordination of policies and planning smoothly; there were no different departments' staff at ward and village levels where planning originates and yet budgets were not enough to ensure district staff were distributed in respective areas during planning. Furthermore, in most times fund disbursement was done late and sometimes caused project costs to rise and projects being not accomplished on time.

Finally, it is concluded that the coordination of ARPs to enhance VADP planning processes is highly required, but little is taken into action and among the reasons is poor communication and inadequate resources.

5.2 Recommendations

Based on the conclusions of the study, the following recommendations are made to improve coordination of ARPs to enhance planning processes in village agricultural planning processes:

- i. The LGA in collaboration with Central Government should prepare good timetable to build capacity to farmers to enable them to be mobilized, sensitized and access all required resources and loans to allow them practise what they think should be done to improve coordination of ARPs and planning processes. The capacity building should aim at making leaders and community members in general to be enlightened, and start giving priorities to agricultural activities in their day to day schedules, and practise technical planning which includes the coordination of ARPs at recommended levels.
- ii. The preparations of village planning schedules should involve all stakeholders. Respondents said there was no proper set up of planning schedules. This can be translated as lack of transparency and low levels of stakeholder involvement and participation during planning processes. Districts and village leaders should ensure transparency to all processes of planning and improve the level of participation of stakeholders at grassroots. All actors including sectoral policy actors should be involved at the early stages of agricultural planning, to ensure plans with effective projects to stakeholders even external institutions, NGOs and CBOs which have activities within the area should be involved so as to incorporate the activities within the village master plan.

- iii. The government, through Bukoba District Council, is urged to increase the agricultural planning budget so that the communication activities and processes can be strengthened and closely monitored. Apart from involvement and participation of key stakeholders during planning, there should be a well known schedule of activities which should allow further communication with committee members and give feed-back to farmers. Also there should be good communication between departmental experts and leaders to allow good exchange of views and expertise during planning to make the planning process effective and incorporating all required agricultural related policies.
- iv. As it is important to coordinate policies and consider cross-cutting issues during agricultural planning as a strategy to eradicate poverty, the BDC is advised to make reviews of the national policies so as to have simple and well understood policies relating to the environment and requirements of the district which will increase demand for actors' responsibility and accountability to their districts. This will enable the LGA to own policy documents which are simple, well understood and which fit the district requirements and plans. This will hold the advantages of facilitating ARPs coordination.
- v. The Government, through BDC, should increase the agricultural budget to ensure enough availability of resources, both financial and human resources to eliminate barriers of communication, involvement and participation of stakeholders, and recruit new departmental staffs to be stationed at ward and village levels. This can be used to improve ARPs coordination by enabling cross-sectoral coordination during agricultural planning, increase budget and

increase the district capacity monitoring and evaluation of planned agricultural projects. Concerted efforts are therefore needed to help reallocate resources into the sectors' potential comparative and competitive advantage. Finally the coordination of ARPs and agricultural project planning will be effective.

5.3 Recommendations for Further Research

It is recommended that a study should be done on factors that hinder effective coordination of ARPs. The study should be on how to improve farmers' participation in agricultural projects and improve the level of commitment to policy actors and agricultural project planners. I recommend the study because through participation and high level commitment of project stakeholders, the rate of community contribution, project implementation and performance will be improved.

Further study should also be done on agricultural financing as a means to improve coordination of ARPs during planning and implementation of agricultural projects. It will show the relationship between agricultural funding and strengthening the planning and implementation of agricultural projects procedures. I suggest that study because some projects fail due to low budget and late disbursement of funds from responsible ministry to LGAs and villages.

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APPENDICES

Appendix 1: Questionnaires for Farmers on Coordination of Agricultural Related Policies in Enhancing Agricultural Planning Process

Introduction about research to respondent

My name is Muganyizi Alphonse Kagisa, I am working with Agriculture and Livestock department, Bukoba District Council. Currently I am a student at Sokoine University of Agriculture studying a Masters programme in Rural Development. For the academic purpose I am conducting a study to access coordination of agricultural related policies in enhancing agricultural planning process at council level as a part and parcel of my study.

The purpose of this questionnaire is to collect your views on coordination of Agricultural related Policies during planning of Agricultural Projects and how it either facilitates or hinders the process of having a comprehensive agricultural plan for implementation. It is my hope that the findings of this study will be helpful and useful for decision making and planning of agricultural projects. Therefore, the information the information you provide is for the purpose of this study and will be kept confidential and your name will not appear on answer sheet.

Name of respondents.....

Village.....

Ward.....

Division.....

Date of interview.....

A. Basic Respondent Information

1. Age years old.
2. Sex..... 1. Male 2 Female
3. Occupation.....
 - a) Farmer only.
 - b) Farmer and civil servant

- c) Farmer and Private company servant
- d) Farmer and Private entrepreneur
- e) Other activities apart from agriculture

4. Marital status.....

- a) Single
- b) Married
- c) Widow/widower
- d) Divorced
- e) separated

5. What is your education level?

- 1. No formal education
- 2. Adult education
- 3. Primary education
- 4. Secondary education
- 5. Post secondary education

SECTION B

To examine knowledge of stakeholders/farmers on coordination of ARPs

- 1. Does this village practice coordination of ARPs during agricultural planning?
Yes / No

Note: If the answer is Yes answer question no. 2 and if the answer is No answer Qn. 3.

- 2. If answer is Yes for question no. 1, how is coordination of ARPs done in your village?

.....

- 3. If answer is No for question no.1, why do you think there is no coordination of ARPs during agricultural planning processes?

.....

- 4. Do you think the way coordination of ARPs is handled it contributes to the improvement of agricultural planning process activities in your village?

Yes/No

Note: If the answer is Yes answer question no. 5 and if the answer is NO answer question no. 6.

5. If the answer for question no. 4 is Yes give reasons how improvements in agricultural planning process activities are achieved and verified.

.....

6. If the answer for question no 4 is No give reasons and what should be done to improve agricultural planning activities through coordination of ARPs

.....

SECTION C

Involvement and level of participation of stakeholders in Coordination of ARPs in agricultural planning processes

1. At what level did you participate in planning the agricultural project in your village? Choose among alternative a - e below.

a) By talking to representatives and then being informed on what was decided

b) By being consulted through answering questions on what must be done or asked to contribute resources such as land and labour

c) Forming groups to meet predetermined objectives

d) By participating in joint analysis and maintain project outcome

e) By taking initiative independently as member of village meetings.

2. Do your village having a planning schedule for agricultural projects? Yes (), No()

3. Do they have schedule to meet with villagers in order to discuss development of agricultural projects? Yes (), No (), I don't know

4. Are there other institutions in your village which deals with other issues apart from agriculture? Yes (), No ().

5. Do you think through dealing with those issues do they contribute to agricultural development? Yes (), No ().

6. During agricultural planning process are these institutions invited to contribute?

Yes (), No ().

7. Who are responsible to nominate members of your village agricultural projects planning committee? a) Village general meetings b) Village governments c) Chairperson, VEO & few friends

8. If there is a village agricultural planning schedule outline it step by step. Tick the correct statement

- a) The village do not have planning schedule
- b) There is planning schedule but not known to community
- c) From sub village meetings, village government to village general meeting.

9. Give comments on your village planning schedule of agricultural projects.

- a) Schedule preparation should involve all stakeholders
- b) The present schedule should be transparent
- c) I agree with the present schedule and programme

2. Give reasons to verify how some criteria managed to score high and very high levels of effectiveness of coordination of ARPs if any.

.....

3. Give reasons why some criteria ranked poor and low levels of effectiveness of coordination of ARPs if any.

.....

SECTION C.

Objective 4: To identify factors which can facilitate and which can limit effective coordination of ARPs in agricultural planning process.

4. Mention factors which facilitate effective coordination of ARPs in agricultural planning process

.....

5. Mention factors which hinder or limit effective coordination of ARPs in agricultural planning process

.....

5. Mention possible mitigation measures which can be used to control the mentioned limiting factors

.....

Appendix 3: Checklist for FDGs in villages

1. Does your village practise coordination of ARPs? How?
2. Do you have agricultural planning schedule in your village and is it followed properly?
3. What is your model of communication and who is responsible for it?
4. How do you involve stakeholders in planning process of agricultural projects?
5. How does the district involve you in the planning process of agricultural projects?
6. What institutions are coordinating agricultural projects in your village and how villagers are involved?
7. What institutions are coordinating non agricultural projects in your village and how do they contribute to agricultural development?
8. Mention agricultural projects which were implemented in your village since 2005/2006 to 2009/2010 and say if it was completed on time?
9. Give comments on how coordination of agricultural related policies are to be handled in your village agricultural planning process.

**Appendix 4: Checklist for NGOs and CBOs engaged in agricultural activities
in the district**

1. Your NGO/CBO is dealing with agriculture, the main aim is to reach your stakeholders who are mainly farmers, shortly mention your plan to achieve your goal.
2. Does your NGO/CBO invited to participate with farmers in planning agricultural projects at village level? Yes / No
3. If Yes, do you find any element of coordination of agricultural related policies during planning of VADPs?
4. If Yes how policy coordination is done?
5. If No, what should be done to incorporate policy coordination activities?
6. At what level of unit of analysis do you think you're supposed to participate in the planning process of VADPs to achieve your organization goals? And why do you think so?
7. Do you think at your level of planning the coordination of ARPs are good enough to make effectiveness of policy coordination in the planning processes? Yes / No
8. If Yes mention how.
9. If No give measures to make it more proper.