

SOUTHERN NEW HAMPSHIRE UNIVERSITY

&

OPEN UNIVERSITY OF TANZANIA

MSC. COMMUNITY ECONOMIC DEVELOPMENT (2007)

**FACTORS CONTRIBUTING TO LACK OF RELIABLE AND
SUSTAINABLE MARKET FOR POULTRY PROJECT PRODUCTS.**

A Case study of UWATU as a CBO in Musoma Municipality

AUTHOR: *Layon, Filbert Msuha*

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**“SUBMITTED IN PARTIAL FUFILLMENT OF THE REQUIREMENTS
FOR THE MSC.COMMUNITY ECONOMIC DEVELOPMENT”**

APPROVEDBY: MRS. EDITRUDITH LUKANGA

AUTHOR: *Layon, Filbert Msuha*

(i)

SUPERVISOR'S CERTIFICATION

The undersigned certifies that she has read and here by recommends for acceptance by the Southern New Hampshire University and the Open University of Tanzania a project entitled: *Lack of reliable and sustainable market for poultry project products (the case of UWATU poultry project) in Musoma Municipality*; in partial fulfillment of the requirements for the Master of Science in Community Economic Development.

Lukanga

MRS. EDITRUDITH LUKANGA

(SUPERVISOR)

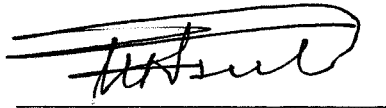
Date: *15th JUNE 2007*

(ii)

DECLARATION

I, Layon F. M. declare that this is my own original work and has not been presented to any University for award of a degree.

Candidate:



Layon, F.M.

07. 08. 2007

Date

(iii)

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DEDICATION

This work is dedicated to my family, especially my wife Dorah and to my beloved children who really missed my company for a long time and whose care support and encouragement has made me what I am today.

ACKNOWLEDGEMENT

This work could have not been done without the extensive moral and material support from a substantial number of people, either directly or indirectly. It is therefore impossible within such a limited space, to thank all the people whose assistance has enabled me to produce this work. Let them rest assured that I appreciate their valuable contributions very much.

Special appreciation should be made to my research supervisor Mrs. Editrudith Lukanga for her tireless assistance, encouragement and constructive criticisms throughout the research work. Without his valuable guidance the whole research work could have been very difficult to accomplish.

Also would like to extend my appreciations to Umoja wa Wanawake Tupendane a Community Based Organization in Musoma Municipality for accepting me to do my research work on poultry keeping. A lot of gratitude is extended to the Southern New Hampshire University Instructors whose inputs during lectures provided the basic foundation for undertaking the study.

However, special gratitude should go to my wife Dorah Fulko who tolerated my absence throughout the period of my study at Southern New Hampshire University, Mwanza

center. Furthermore, I also owe my gratitude to Mr. W. Manda, the NSSF Mara Regional Manager who encouraged me a lot during the whole period of study. Lastly but not the least, I wish to extend my gratitude to all who in one way or another participated intensively in making my study a success.

ABSTRACT

This project finds factors hindering the poultry project to access reliable and sustainable market for poultry products by describing a case of UWATU's poultry project in Musoma Municipality. The problems of the project were identified through situational analysis while community needs assessment through structured discussions; then the problems were arranged in order of their priorities whereas *lack of reliable and sustainable market for poultry products* ranked very high among others, and thus this study proposes ways through which this problem can be solved. Other problems were lack of skills and inadequate capital.

The lack of reliable and sustainable market for the poultry products was found to be contributed by insufficient entrepreneurship, marketing and production skills among the CBO members, especially those who are involved in day-to-day activities of the project; lack of promotion and advertisement of the poultry products and lack of skills to identify market preferences.

The above mentioned problems were addressed with positive results except one, as the study revealed that one of the factors contributed to lack of reliable and sustainable market was that, the market prefers more indigenous poultry products than exotic products. However, the researcher advised the management of the project to adopt rearing indigenous poultry the soonest.

EXECUTIVE SUMMARY

The poultry project is composed of poultry for meat (broilers) and poultry for eggs (layers), whereas the project beneficiaries are CBO members together with the Musoma Municipal Community at large as the latter is learning from the project operations and success.

Mara region is poor; it is obvious that since the target community (UWATU) is residing in the Mara region hence it is poor as well. Now due to poverty the members of the UWATU in 1990 decided to form an Organization called UMOJA WA WANAWAKE TUPENDANE (UWATU) as Community Based Organization (CBO) with 27 members in their effort to fight poverty and raise their income. Although the project started in 1990 yet it was not as successful as it was expected.

However, after a CED student has worked with them for 18 months the project sells an average of 194 eggs and 97 chickens per week as compared to the former sales of 84 and 47 chickens per week. The major problem that was facing the project was *Lack of reliable and Sustainable Market for the poultry project products produced.*

The Project had the following goals; the first one says accessing to a reliable and sustainable market for the project poultry products, and the second one states raising the

living standard and dignity of UWATU members. The project has fully achieved the following objectives:

- To ensure that within two months from January 2006 to February 2006 members of the CBO shall have acquired marketing, entrepreneurship and production skills in poultry keeping.
- To ensure that for the period of 6 months from July 2006 to December 2006 the CBO members are able to establish their own individual poultry projects; the third and last objective that is to ensure that within 6 months from July 2006 to December 2006, the project accesses to a reliable and sustainable market for its poultry products has been partially achieved because the project keeps exotic poultry while the study revealed that the market prefers indigenous poultry products.

Owing to the above reason, definitely keeping indigenous poultry shall capture and sustain a considerable percentage of market share of the Musoma Municipality.

A poultry project is simple and less costly hence it can be undertaken by anybody except it is recommended that one is required to be trained in entrepreneurship, production and marketing skills.

ABBREVIATIONS

UWATU	Umoja wa Wanawake Tupendane.
CBO	Community Based Organization.
PPP	Poultry Project Products
GP	Goals of the Project.
OP	Objectives of the Project
CNA	Community Needs Assessment.
MMC	Musoma Municipal Community
MIS	Management Information System.
HPI	Heifer Project International
SARE	Sustainable Agriculture Research and Education.
FRLC	Free-Range Local Chickens
GLM	General Linear Model
SAS	Statistical Analysis System
SPSS	Statistical Package for Social Sciences
EPA	Extension Planning Area
RDP	Rural Development Project
MSPPM	Malawi Smallholder Poultry Production Model

NGONon-Governmental Organization

CEDCommunity Economic

Development.

TABLE OF CONTENTS	Page
Supervisor’s Certification	(i)
Declaration	(ii)
Copy write	(iii)
Dedication	(iv)
Acknowledgement	(v)
Abstract	(vi)
Executive summary	(vii)
Abbreviations	(viii)
Table of contents	(ix)
List of Tables	(x)
List of Figures	(xi)

CHAPTER ONE: COMMUNITY NEEDS ASSESSMENT

1.1	Community Profile.....	1
1.1.1	Establishment of Musoma Town Council.....	1
1.1.2	Location and Transport Linkages.....	2
1.1.3	Climate.....	3
1.1.4	Population.....	3
1.1.5	Administration.....	3

1.1.6	Socio-Economic Profile.....	4
1.1.7	Macro-Economic Trends.....	5
1.2	Community Needs Assessment.....	6
1.2.1	Needs Assessment Research Methodology.....	8
1.2.1.1	Focus Group Discussion Method.....	8
1.2.1.2	Survey Method.....	9
1.2.1.3	Documentary Review Method.....	9
1.2.1.3.1	Tools for Data Collection.....	9
1.2.1.3.2	Causes of the Major Problem.....	10
1.2.1.3.3	Suggested Solution.....	10
1.2.1.3.4	Findings.....	10
1.3	Research Methodology.....	12
1.3.1	Research Objective.....	13
1.3.2	Statement of Hypotheses.....	13
1.3.3	Significance of the Study.....	14
1.3.4	Area and Scope of Study.....	14
1.3.5	Survey Design.....	14
1.3.6	Sampling and Sampling Techniques.....	15
1.3.6.1	Sampling Techniques.....	15
1.3.6.2	Sample Size.....	16
1.3.6.3	Data Collection Methods.....	16
1.3.6.3.1	Primary Data.....	17
1.3.6.3.2	Secondary Data.....	17

1.4 Psychometric Characteristics.....	19
1.4.1 Survey Administration.....	23
1.4.2 Training of Interviewer.....	24
1.4.3 Quality Assurance Techniques.....	25
1.4.4 Length of Time to Complete each Survey.....	25
1.4.5 Results and Discussion.....	25
1.4.5.1 Analysis of Age of Respondents.....	25
1.4.5.2 Analysis of Education of Respondents.....	27
1.4.5.3 Analysis of Hypotheses Tested.....	28
1.4.5.4 Conclusion Remarks.....	31

CHAPTER TWO: PROBLEM STATEMENT

2.1 Problem Statement.....	32
2.2 Target Community.....	33
2.3 Stakeholders' Analysis.....	34
2.4 CED Project Goal.....	36
2.5 Project Objectives.....	37
2.6 Mission Statement.....	38
2.7 Project Feasibility.....	38
2.8 Project Relevance to the Mission of the Organization.....	39
2.9 Host Organization.....	39
2.10 Responsibilities of CED Student in the Project.....	39

CHAPTER THREE: LITERATURE REVIEW

3.1 Theoretical Literature Review.....	41
3.1.1 Marketing of Poultry Project Products.....	41
3.1.2 Smallholder Poultry Production in Vietnam.....	43
3.1.2.1 Marketing Characteristics and Strategies.....	43
3.1.2.2 Strategies for Improving Marketing Systems.....	45
3.1.3 Main problems in Poultry Marketing.....	45
3.1.4 General Strategies.....	46
3.1.5 Specific Strategies.....	47
3.2 Empirical Literature Review.....	50
3.2.1 Chickens Marketing Constraints in Rural Malawi.....	50
3.2.2 From the Study the Following Points are Derived.....	51
3.2.3 Marketing of Free Range Local Chickens in Tanzania.....	52
3.2.4 Prices of FRLC and other Protein Sources.....	54
3.3 Policy Review.....	55
3.3.1 The poultry policy in Tanzania.....	55
3.3.2 The National Strategy for Growth and Reduction of Poverty.....	57

CHAPTER FOUR: PROJECT IMPLEMENTATION

5.1 Project Products & Outputs.....	58
5.2 Project Planning.....	60
5.3 Inputs.....	63
5.4 Staffing Pattern.....	63

5.4.1 Staffing Plan.....	62
5.4.2 Training Needs.....	64
5.5 Project Implementation.....	64
5.5.1 Project Implementation Report.....	65
5.5.1.1 Community Capacity Building.....	65
5.5.1.2 Poultry Rearing.....	66
5.5.1.3 Marketing of Poultry Products.....	66
5.6 Accomplishment of Goals and Objectives.....	66

CHAPTER FIVE: MONITORING, EVALUATION AND SUSTAINABILITY

6.1 Monitoring	68
6.1 Monitoring Process.....	69
6.3 Research Methods.....	69
6.3.1 Primary Data	71
6.3.2 Secondary Data	72
6.3.3 Data Analysis	74
6.4 Evaluation.....	76
6.4.1 Research methods.....	76
6.4.1.1 Primary Data.....	77
6.4.1.2 Secondary Data.....	78
6.4.2 Data analysis.....	80
6.5 Sustainability.....	84

CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS

7.1 Conclusions.....	86
7.2 Recommendations.....	87
Bibliography.....	89
Appendices.....	93
Appendix 1.....	94
Appendix 2.....	95
Appendix 3.....	96
Appendix 4.....	98
Appendix 5.....	102
Appendix 6.....	104
Appendix 7.....	109
Appendix 8.....	111
Appendix 9.....	113
Appendix 10.....	114
Appendix 11.....	116
Appendix 12.....	117
Appendix 13.....	118

LIST OF TABLES

	Page
Table 1 Problems of Respondents.....	11
Table 2 Distribution of Respondents.....	16
Table 3 Time Schedule for Survey.....	24
Table 4 Age of Respondents.....	26
Table 5 Education of Respondents.....	27
Table 6 Hypotheses tested.....	29
Table 7 Performance Indicators.....	62
Table 8 Eggs and Chickens sold from January to June 2006.....	70
Table 9 Eggs and Chickens sold from July to December 2006.....	73
Table 10 Eggs and chickens sold from January, 2006 to June, 2006...	79
Table 11 Eggs and chickens sold from July, 2006 to December 2006...	80

LIST OF FIGURES

	Page
Figure 1 Problems of Respondents.....	12
Figure 2 Age of Respondents.....	26
Figure 3 Education of Respondents.....	28
Figure 4 Hypotheses Tested.....	30
Figure 5 Value of Eggs vs cost per month.....	74
Figure 6 Value of Chickens vs cost per month.....	75
Figure 7 Eggs sold from January 2006 to June 2006.....	81
Figure 8 Chickens sold from January 2006 to June 2006.....	82
Figure 9.Eggs sold from July 2006 to December 2006.....	82
Figure 10 Chickens sold from July 2006 to December 2006.....	83

CHAPTER ONE

COMMUNITY NEEDS ASSESSMENT

The project implementation is taking place at Kitaji ward that is situated in Musoma Municipality in Mara Region; it is the place where the CBO is having its offices. The community hosting the project (CBO) is called Umoja wa Wanawake Tupendane (UWATU) which was established in 1990; the community's initial project was making of coffins, however, since the project was not sustainable due to lack of availability of timber, the community decided to make diversification of business, so in 1995 they started poultry project under the advice of Roman Catholic sisters: Mary Reeze and Rosaline Lacorte. Currently the CBO has 27 members.

1.1 Community Profile

1.1.1 Establishment of Musoma Town Council

Musoma Town Council (Now Municipality) was officially inaugurated in 1963 as Municipal Council under section 4 of the Local Government Ordinance (The Local Government Instrument 1962). In 1972 all Local Government (Councils) were abolished and their functions were taken by the decentralization (Madaraka Mikoani). However councils were reinstated in 1982 by the Local Government (Urban authorities) Act 1982.

1.1.2 Location and Transport Linkages

Musoma Municipal Council covers an area of 6300 ha and is composed of plains with small - scattered hills. It lies between latitude 1^o 30' south of equator and 28^o 48' East of Green Witch. Moreover, the area of Musoma Municipality is a slope, which slowly falls down towards Lake Victoria. It lays on altitudes 1,140 and 1,320 metres above the sea level. The highest peak is 1,320 metres. Scattered hills are found at most in the west and south of Musoma Municipality.

The whole Municipal area is a peninsula east of Lake Victoria. Administratively Musoma Municipality is in Mara Region, which comprises of five councils namely Musoma Municipal Council, Bunda District Council, Serengeti District Council, Tarime District Council and Musoma District Council. The Municipal influence extends beyond the regional boundaries of East Africa. This is due to Musoma proximity and well connected by road and water transport network to Kenya and Uganda. The Municipality is well linked to other centers by both surface and air transport services. A tarmac road links Musoma to Mwanza and Sirari (Kenya border). Also the Municipality is linked by water transport to Mwanza, Bukoba, Kisumu (Kenya), and Entebe (Uganda). Musoma is also connected by air to Dar via Kilimanjaro and Mwanza.

1.1.3 Climate

Musoma has two rainy seasons: The short rains fall in September - December and the heavy rains in February – May; the average rainfall is between 0-350mm.

1.1.4 Population

Currently the population of Musoma is 118,203 people with 51% Males and 49% Females, (2002 Census).

1.1.5 Administration

Musoma Municipal Council falls under the administration of 57 hamlets (Mitaa), 13 wards namely Buhare, Bweri, Iringo, Kitaji, Kigera, Kamunyonge, Mukendo, Mwigobero, Makoko, Mwisenge, Nyakato, Nyasho, and Nyamatatare. The Municipality has one division and one parliamentary constituency. Each Mtaa is represented by a Mtaa leader while there are 13 elected Councilors from each ward and 5 nominated Councilors representing minority and other special groups e.g. women.

The full council headed by a chairperson elected among the councilors leads Musoma Municipal Council. The local Member of Parliament also attend council meeting. The chief executive is the Municipal Director who is assisted by 10 head of departments namely: - Education, Health, Agriculture and Livestock, Works, Community Development, Municipal Planning, Finance, Economic

and Trade, Administration, and Cooperative. The Municipal Council is run through a committee system with each committee having specific responsibilities. The departments implement the committees' decisions. There are 3 standing committees namely:

I) Finance and Administration Committee

II) Municipal Planning, Land and Natural Resources Committee

III) Education, Health and Community Development Committee

and the three standing committees report to the full council.

1.1.6 Socio- Economic Profile

The present population of Musoma Municipality is estimated at 118,203 (2002 Census) of which 58,194 are males (51%) and 56,978 are females (49%). There is an increase of 46,636 people from the 1988 national census. Out of this population 1.5% are in public services and 98.5 are in private/informal sector. The per capital income for Musoma residents is Tshs.67, 000 per annum compared to that of the region of Tshs.3, 807 per annum. Low incomes in the formal sector push employees to engage in part-time jobs in the informal sector like petty business, fishing etc.

The unemployment rate is 40% of total population. The Municipal council is the main public sector responsible for economic development of the Municipality. Out of its total annual budget, 72% is grant from the central government, 13% from Donor/NGOs

agencies, 13% own resources and 02% from Community contribution.

1.1.7 Macro-Economic Trends

Musoma was established in the late years of 19th century by Germany as a fortification point, but slowly assumed administrative and service center when the British took over in 1945. After independence in 1961 the government made Musoma to be the Regional Headquarter of the newly formed Mara region. Due to its new status, it had a pull-migration effect on the town population. In 1970s industries started to be located in Musoma. The first was the soft drink factory (Vimto) and Mara Dairy and later a Textile factory with a capacity of employing 4,000 people. However in 1980s all industries collapsed until mid 1990s when one fish-processing factory started.

However the liberalization and privatisation of trade in Tanzania revived the soft drink and milk factory and in the late nineties the textile factory was revived and new 3 fish-processing factories were built. With the recent inauguration of East African Community coupled with the fact that Musoma Municipality is very close to the borders of both Kenya and Uganda; this will enhance the town's economy. There is a railway siding at Musoma Port for loading and unloading off wagons from the wagon carrier. The proposed railway line from Arusha to Uganda via Musoma is still under study.

1.2 Community Needs Assessment

In assessing needs of the CBO the researcher used Survey, Focus Group Discussion and Documentary Review Methods. The Survey method was used to those who can read and write through questionnaires. The Focus Group Discussion was used to CBO members who do not know how to read and write through semi-structured interview questions.

Musoma municipality being in the region that is poor in the country faces a number of problems, such as HIV/AIDS prevalence, illiteracy especially among women, big and unmanageable families, early pregnancies among girls, malnutrition, maternal and child mortality and poor social services. In responding to these problems, Umoja wa Wanawake Tupendane (UWATU) is having a poultry project that deals in keeping both broilers and layers for the sake of fighting poverty. However, Unreliable market for the poultry products is a fundamental hindrance towards the projected target as it increases the cost of keeping the chickens in terms of food, medication and labour cost; finally, the products have to be sold at higher prices.

It was further revealed during the process of assessing needs that, lack of timely and stable market for the poultry products was due to low quality of the products that originated from lack of entrepreneurship and production skills on part of the CBO members who are carrying out daily project activities, again there was no

community awareness on the products produced by the project that had been done so far. Henceforth, promotion of the products to the stakeholders and the entire Musoma municipal community was of vital importance. Sometimes they loose hotel orders because they fail to meet the quantity and quality of the products demanded. Therefore there was a need for the members of the CBO to be trained on entrepreneurship, production and marketing skills.

For instance, in October 2005 they purchased 500 chicks, out of which only 250 chicks survived, the other 50% of chicks died of treatable diseases. After reaching maturity age of six weeks, the 250 chickens were not sold in time due to lack of market, the price for one chicken was Tshs.3, 000/= which was relatively very high as compared to other competitors' poultry products that were sold at Tshs.2, 000/= per chicken, so here below is a simple income statement for the chickens sold:

Sales.....	Tsh.500, 000/=
Less Cost of sale.....	Tshs.200, 000/=
Less other expenses.....	Tshs.250, 000/=
Total cost.....	Tshs. 450,000/=
Profit before tax.....	Tshs. 50,000/=

So from the simple income statement illustrated above it is apparent that the Tshs.50, 000/= which is a profit before tax can not be sufficient divided to the members of the CBO, hence defeating their goal of attaining better economic standard of life.

1.2.1 Needs Assessment Research Methodology

1.2.1.1 Focus Group Discussion Method

According to *CEDPA (1994) Project Design for Program Managers*; a Focus Group Discussion can be used to guide beneficiaries in discussing and analyzing a problem. In assessing community needs the Focus Group Discussion involved nine CBO members; now since the CBO is composed of 27 members henceforth they were divided into three groups. Through structured discussions in three different meetings the members of the CBO identified problems of their poultry project, and they arranged them in order of priority and suggested possible solutions to the problem that ranked first. Patton (1990) states that a Focus Group Discussion is a “small group of people on a specific topic of typically six to nine people who participate in interview for one and a half to two hours.

The problems mentioned were as follows:

- Inadequate capital for expansion of the poultry project.
- Lack of reliable and sustainable market for the poultry project products.
- Inadequate production, entrepreneurship and marketing skills.

After arranging them in order of priority *lack of reliable and sustainable market for poultry project products* ranked first as a major problem. The sample size was a number of 25 members of

the Community Based Organization who were selected through purposive sampling.

1.2.1.2 Survey Method

With this particular method questionnaires were used as instruments to gather information from respondents who are members of the CBO.

1.2.1.3 Documentary Review Method

By using this method reports and CBO meeting minutes were reviewed.

1.2.1.3.1 Tools for Data Collection

The tools that were used for data collection are as follows:

(i) Semi-Structured Interview

This tool was used to collect data from CBO members through face-to-face interview questions (semi-structured interview). Kothari (1990) defined interview method as a way of getting information personally from the interviewee, the interviewer has to be on the spot and has to meet people from whom data have to be collected. This tool provided a chance for clarification and further more; since it consists of an element of privacy it gives a room for a respondent to provide the required information freely. The tool was very useful in collecting information from respondents who were illiterate.

(a) Interview Main Questions

The questions aimed at assessing factors contributing to the major problem facing the CBO's poultry project: *Lack of*

reliable and sustainable market for the poultry project products.

Question 1: Which needs are priorities in your poultry project Activities?

Question 2: Which problems do you face in implementing your poultry project?

(ii) Questionnaires.

Open-ended questionnaires were used to collect information from literate CBO members who were selected through purposive sampling. Questionnaires were preferred because they are inexpensive to produce, respondents can be anonymous and data recorded can be summarized easily. The main questions contained in this instrument were the same as those of tool one above.

(iii) Review of Documents

Reports of the CBO, meeting minutes and project reports were reviewed.

1.2.1.3.2 Causes of the Major Problem

During discussion the members of the CBO pointed out that they had neither been trained on poultry marketing, poultry entrepreneurship nor poultry production skills.

1.2.1.3.3 Suggested Solution

All members of the CBO suggested that they must be trained on production, entrepreneurship and marketing skills, especially those members who are directly involved in the daily poultry project activities.

1.2.1.3.4 Findings

The findings for the three tools in average were as follows:

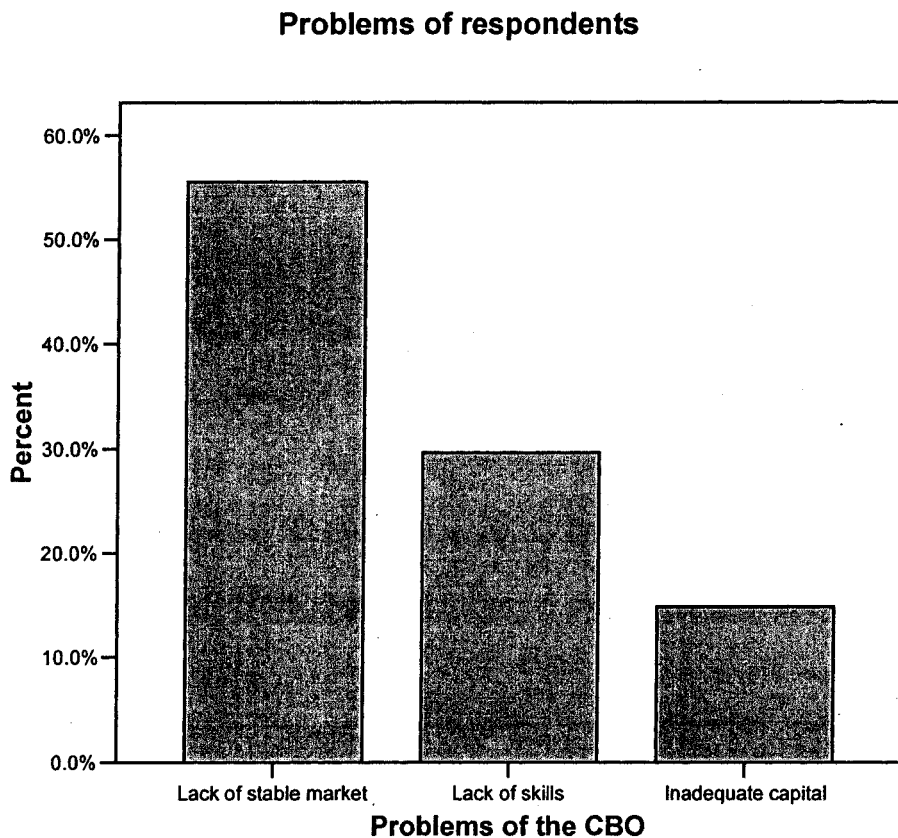
- Lack of stable market 15 respondents,
- Lack of skills 8 respondents,
- Inadequate capital 4 respondents.

The table below shows the findings of the respondents' problems.

Table 1 Problems of respondents

S/N	PROBLEM	NO OF RESPON DENTS
1.	Lack of reliable and sustainable market for poultry products	15
2.	Lack of skills	8
3	Inadequate capital	4
Total		27

Figure 1



1.3 Research Methodology

When selecting a research method, the researcher considered the situation and conditions of subjects or respondents, time available, the quickest way to obtain data, and resources available for the study on *lack of reliable and sustainable market for poultry products*. After choosing cross-section as a research design and method, data collection methods and tools were then developed, and

used to collect data from the field. The research design was opted for because data from different respondents were collected at a single point in time. The methods, tools and instruments had to be systematic, valid, reliable neutral and objective.

1.3.1 Research Objective

The objective of the research was to collect data necessary for determining factors contributing to lack of Reliable and Sustainable Market for the CBO's poultry project products, its effects and how this problem can be solved. Data were to be collected directly from UWATU members and stakeholders such as hotel employees, government employees and prospective poultry products customers in the Musoma Municipal markets, so as to gather their ideas and feelings as to the causes of the major problem mentioned above. The research as well aimed at confirming the needs and priorities that were mentioned by the CBO members during assessment of needs.

This chapter therefore describes the methodological framework of the study which includes the area and scope of study, research design population of the study, sampling techniques and sample size, data collection methods and analysis plan.

1.3.2 Statements of Hypotheses

The study tested the following hypotheses:

- There are no initiatives taken to promote the poultry business.
- Customers prefer indigenous to exotic poultry products.
- Insufficient knowledge and skills in entrepreneurship, marketing and production among members of the CBO contribute to lack of access to a market for poultry products.

1.3.3 Significance of the Study

The study will contribute towards securing reliable and sustainable market for the UWATU poultry project products ultimately raising the standard of life of its members.

1.3.4 Area and Scope of Study

The study was carried out in Musoma Municipality, Mara Region whilst the host organization was UWATU as a Community Based Organization that is implementing the poultry project. The study has concentrated on micro marketing so as to enable the CBO's project to smoothly sell its poultry products. The study involved the CBO, hotels and market centers, local government offices, and restaurants and chips vendors.

1.3.5 Survey Design

A survey design is the way in which survey could be conducted. A good designed survey leads a surveyor to come up with a better

survey results. In order to successfully carry out the survey, a cross-section survey design has been applied whereby both desk survey and field survey have been employed in this study. In this case the survey involved both descriptive and analytical study. In terms of desk survey, interview and literature survey have been looked into; this part involves searching for various academic literature on concepts of development and empirical studies relevant to the survey.

Field survey involved the Community Based Organization and the Municipality. Cross-sectional survey was used because data are collected at a single point in time; and interview was conducted to a cross-section of 50 people randomly selected at each market center, restaurants and chips vendors. Self-administered questionnaires were distributed to 44 respondents of hotels and local government offices through purpose sampling.

1.3.6 Sampling and Sampling Techniques

1.3.6.1 Sampling Techniques

During the sampling process both probability and non-probability methods have been applied in order to have a representative sample in the study area. The probability sampling that has been used is simple random sampling to provide equal chance of respondent selection.

The study aimed at obtaining results that have to be generally adequate and representative. Non-probability sampling techniques and purposive sampling have been used in selecting samples in the CBO, hotels and local government respectively.

1.3.6.2 Sample Size

The planned sample was 94 that include respondents in markets, Hotels, restaurants CBO and local government offices. The sample size was fairly enough and suitable models, for analysis purposes; while descriptive statistics expressed in percentages were used.

Table 2 Distribution of respondents and sample size

Category of respondents	Number of respondents
Poultry customers at market centers	40
Hotel employees	11
Restaurant employees	6
CBO Members	27
Government employees	10
Total	94

Source: Field Survey, 2006

1.3.6.3 Data Collection Methods

In the process of executing this study, the following methods were used to collect information:

1.3.6.3.1 Primary Data

The following tools were used to collect primary data:

(i) Interview

(ii) Questionnaires

A personal interview using an interview guide was used to collect information from respondents who could not be in a position to use self-administered questionnaires especially respondents from market centers. Closed-ended questionnaires were employed to get information from members of the CBO, hotel employees and local government officers.

The questionnaires were self-administered to respondents; the method gave the respondents enough time and freedom to present their views and opinions and because of their merits of being able to obtain quick results, avoid surveyors' biasness and intervention into the quality data, and they are time and resources saving especially for self-financed surveyor. The questionnaire consisted of sixteen (16) questions; the same is attached herewith as appendix 6.

1.3.6.3.2 Secondary Data

In the process of collecting secondary data, various literatures related to the major problem facing the poultry project have been reviewed. The review has been taken from researches done by researchers in Tanzania, Malawi, Vietnam and USA for theoretical and empirical literature as far as marketing of poultry products is concerned.

1.4 Psychometrics Characteristics

Psychometrics is the branch of survey research that enables the evaluator to determine how good the survey is. It provides the evaluator with ways to quantify the precision of the measurement of qualitative concepts, such as program beneficiary satisfaction. (Adjibodou & Mutasa, 2006)

(i) Scales

The reliability of data was considered during questionnaire development and data collection. Reliability referred to the statistically measures of the reproducibility or Stability of the data gathered by the questionnaires. The internal consistence as one type of psychometric reliability was applied during data analysis whereby measurements of several items in a scale were determined in correspondence to sample size. All output had the same size.

(ii) Content

Content is one of the validity instruments, it reviews all variables contained in the questionnaire. Content validity usually assesses validity of collected information with respect of existing expertise in particular subject. In this National poultry policy was referred to observe the validity of information obtained.

(iii) How Questions were Scored

All questions in the questionnaires were based on one characteristic; close ended score; whereby the interviewee was given option to answer whereas she/he was supposed to give the best choice out of given options.

(iv) How the Questions were Combined into Scales

All questions were designed in such away that it could be easily to combine and gather the information intended to be collected. Therefore, the flow of questions was design in such away the information could obtain in sequence manner and this could enable to combine the questions so as obtain reliable information during data analysis.

(v) Reliability

As defined before, reliability is statistical measure of the reproducibility or stability of the data gathered by the survey instrument. Therefore, this survey applied a number of instruments

such as Questionnaire, FGDs as well as mapping. All instruments were measured in terms of stability and homogeneity.

(vi) Stability, Equivalence and Homogeneity of Data

(a) Stability

Stability was measured by using the in test-reset reliability whereas the questionnaire was administered to the same group of eight interviewees over time. Then after two days the same group of interviewees was interviewed and their responses were analyzed to investigate stability.

(b) Equivalence

To determine the equivalence of the response inter-observer reliability was applied whereas the response among the respondents was assessed as to how the different question was rated the same. The question that has different answer among the respondents was validated and re-tested to ensure all respondents.

(c) Homogeneity.

This was ensured in two perspectives; first of all questionnaires distributed to respondents were the same therefore all questions were homogenous. Second perspective was that ensured the homogeneity of the survey this was the intra-observer reliability; the latter measured the stability of the response over time in the same individual respondent; that means the same respondent was given

two different questionnaires in different time and the answers from the two questionnaires were assessed to observe the homogeneity of response. All of these activities were done during the piloting stage.

(vii) Adequacy of Reliability of the Survey's uses

The reliability of survey instrument is very vital to ensure the information gathered is stable and the same at any given point of collection. Therefore, before going to full survey to ensure the reliability of the instrument is well tested so as to obtain precise information.

(viii) Adequacy of Description and Method for Establishing Reliability

Reliability description needs much consciousness during application if care is not taken then one type of reliability may be used interchangeably. However the method of establishing reliability is very vital in the same survey process. Therefore, to ensure reliability of information it was tested to ensure reliability of the instrument to be used to gather information. This process was done during piloting of the survey instrument; application during piloting stage has advantage of time and fund efficient and effective utilization.

(ix) Validity

The validity is vital to determine the survey's instrument accuracy there are different types of validity of survey's instruments that includes Content, Face, Criterion and Construct.

(x) Validity Establishment

(a) Content: The content of these survey instruments was designed and submitted to District Development Officer Mrs. Kabaka for review and basic comments were given on expertise bases. All comments given were taken into account. The third step was done during pilot – test whereby interviewees involved in the pilot-test were asked. Some questions regarding to the understandability and flow of questions and they gave their comments which incorporated and pre-testing was done for the second time.

(b) Face: Face as one of the validity measurement instrument was applied during this survey since most of expected interviewees in this survey had no training on the subject matter. Therefore, in designing questionnaires this issue was considered and the questionnaires were structured in such a way that they could be easy for them to read and come up with immediate responses.

(c) Criterion: This measured the ability of the survey instrument to come up with responses that will match with the set standard. Therefore two criteria were taken into account during this survey;

criterion focused on information that could have been collected if would have been fallen under agreed standard during questionnaire development. Then the instrument was tested to meet the need.

(d) Predictive criterion was done at the very early stage of questionnaire development where number of possible responses was suggested then the suggested responses were taken for comments at two levels. One level being to district development officer, and the second level to expert interviewees both parties gave comments and possible predicted responses, which were gathered and incorporated in the instrument.

(xi) Adequacy of Validity of the Survey' uses

The validity of survey instrument is very vital to ensure the information gathered is accurate. Therefore, before going to full survey it is better to ensure the validity of the instrument is well tested so as to obtain precise information.

(xii) Adequacy of Description and Method for Establishing Validity

Validity description needs much consciousness during application; if care is not taken then accuracy of gathered information is lost. The validity of gathered information was looked into through considering face, content as well as criterion validity so as to make the instrument very useful with significant accuracy

1.4.1 Survey Administration

Two people conducted the survey, the CED student assisted by the CBO project manager. One day was used to train assistant that is 28th may 2006.

Table 3 Time schedule for survey.

Activity Description	Days allocated
Designing questionnaires	2 days
Pilot-testing and re-correction	2 days
Actual survey exercise	5 days
Analysis and report writing	5 days

1.4.2 Training of Interviewer

One day was used to train one interviewer. The following were the topics during the training:

- (i) The purpose of the training objective
- (ii) Approach teaching to interviewers
- (iii) Consent of the interviewee by signing the questionnaire document.
- (iv) How to conduct the interview
- (v) Dealing with people who cannot read and write during the

survey process.

1.4.3 Quality Assurance Technique

All questionnaires processed by the assistant surveyor were crosschecked and coded by the principal surveyor (CED student).

1.4.4 Length of the Time to complete each Survey

The length of time to complete each survey differs from those who were distributed with self-administered questionnaires to those who were interviewed. Those who were given questionnaires agreed well in advance to spend five days, however, for those who were interviewed only twenty minutes were enough to interview one person. To cover the whole sample two weeks were used which was the maximum time spent to complete the entire survey. The data so collected were coded, summarized and analyzed by using Statistical Package for Social Sciences (SPSS) 11.0 Version (2001). The analysis involved descriptive statistics that have been used in discussion.

1.4.5 Results and Discussion

1.4.5.1 Analysis of Age of Respondents

According to the age of respondents table 4, the results show that most of the respondents are aged between 36...60 which is 72.3% followed by respondents whose age is between 19...35 equals to 25.5%. This means that the respondents whom were involved in filling in the questionnaires were adults who can make sound

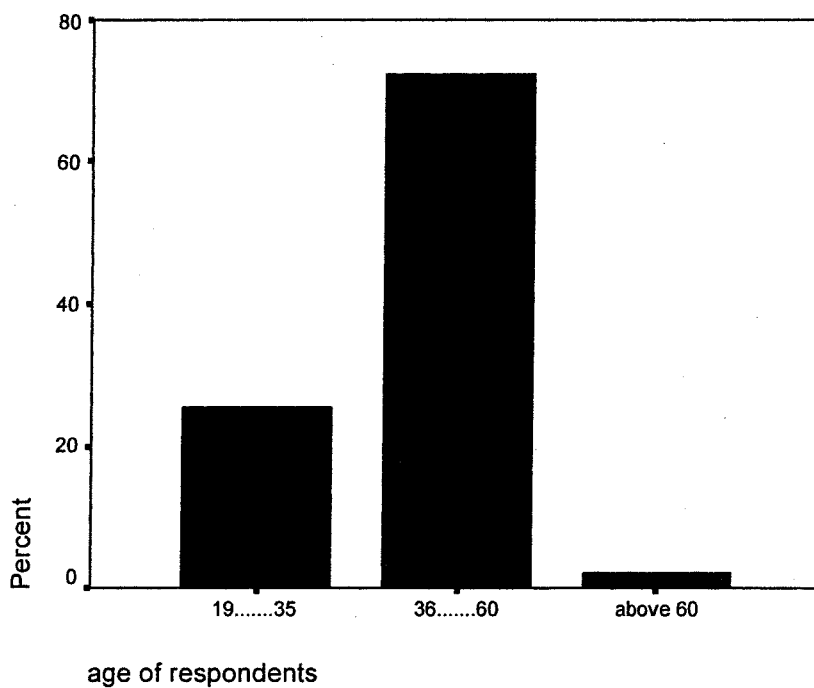
decisions and know very well their problems that hinder their poultry project from accessing to a stable market.

Table 4 Age of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
19...35	24	25.5	25.5	25.2
36...60	68	72.3	72.3	97.9
Above 60	2	2.1	2.1	100.0
TOTAL	94	100.0	100.0	

Figure 2

Age of Respondents



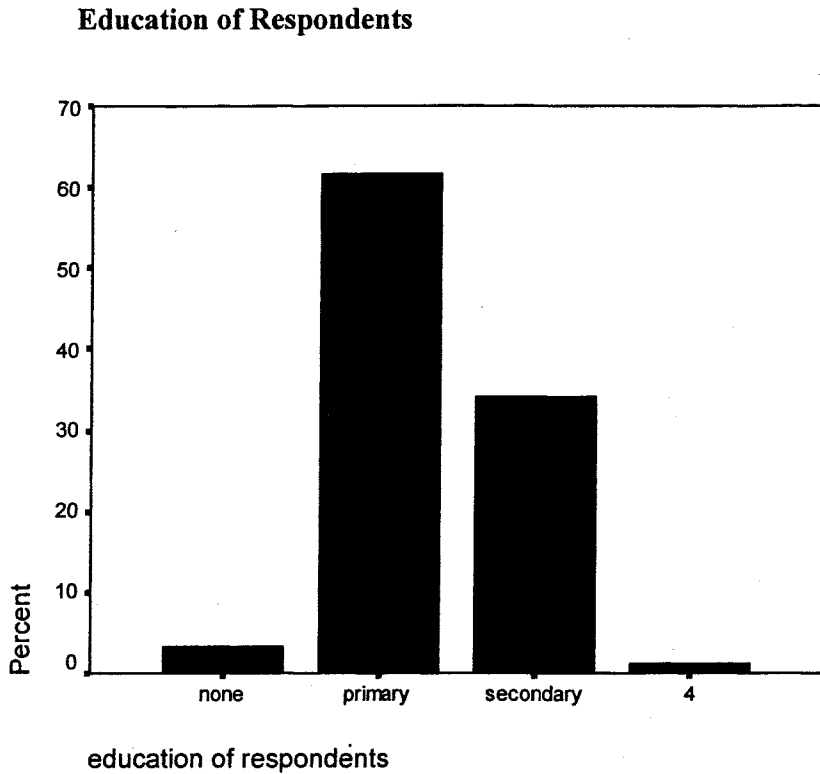
1.4.5.2 Analysis of Education of Respondents

According to education of respondents table 5 below, the results show that the high percentage of respondents of 61.7% primary school level followed by 34% secondary school level, means that all respondents are able to read and write that is why it was easy for them to fill in the questionnaires.

Table 5 Education of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
None	3	3.2	3.2	3.2
Primary	58	61.7	61.7	64.9
Secondary	32	34.0	34.0	98.9
4	1	1.1	1.1	100.0
Total	94	100.0	100.0	

Figure 3



1.4.5.3 Analysis of Hypotheses Tested

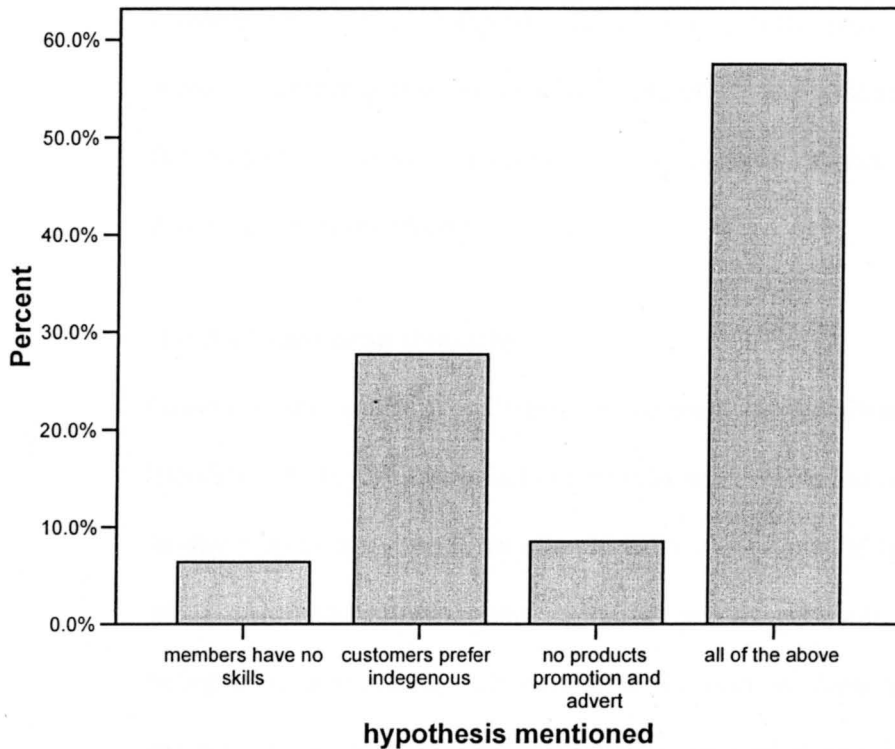
According to hypotheses table 6 below the results show that 57.4% is for those who responded that the lack of reliable and sustainable market is caused by members lacking entrepreneurship and marketing skills, then customers prefer indigenous poultry products to exotic, lastly there is no products promotion and advertisement. So the research results go in line with the predicted hypotheses.

Table 6 Hypotheses tested

	Frequency	Percent	Valid Percent	Cumulative Percent
Members have no skills	6	6.4	6.4	6.4
Customers prefer Indigenous Products	26	27.7	27.7	34.0
No products promotion				
And advert	8	8.5	8.5	42.6
All of the above	54	57.4	57.4	100.0
Total	94	100.0	100.00	

Figure 4

Hypotheses tested



A research that was done by Melewas (1990) and Minga et al (1996) in Morogoro Tanzania on Free Range Local Chickens or indigenous poultry shows that indigenous poultry products are highly demanded because of their delicious taste. Another research was carried out by Safalaoh A.C.L. (1997) in Malawi shows that indigenous poultry products are highly preferred by customers According to Heifer Project International report (1996), on a research done to test the Salatin Model of pastured poultry production, the research that was carried out in five Southern States

production, the research that was carried out in five Southern States shows that poultry that are not treated with antibiotics their products are highly demanded and they are sold at higher prices than any other protein products. Table 9 show that 27.7%; of the Musoma residents prefer more indigenous than exotic poultry products this means that rearing of exotic poultry is one of the factors that hinder the project to access to a reliable and sustainable market for the poultry products produced

1.4.5.4 Conclusion Remarks

Generally, the results of the survey agree with the hypotheses. The members of the CBO especially those who are involved in the day-to-day project activities have already been trained on the required skills mentioned above. Promotion of the poultry products is now being done periodically whereas advertisement is done through radio Victoria and Relationship marketing. In marketing principles what is first required is not production, but rather finding needs of customers, ones customers needs' have been established it is now easy to sell the product as it sells itself, so the CBO management has been advised to start rearing indigenous poultry because most of the customers of within the Musoma Municipality prefers indigenous poultry products to exotic products.

CHAPTER TWO

PROBLEM STATEMENT

Once a research idea is chosen, problem identification begins. Problem identification consists of a review of previous studies to reveal existing knowledge about the research idea or topic of study; the studies describe the current situation of the problem. The descriptions show how the research idea was identified.

It also states whether the research idea is a gap in knowledge, a repeat of previous research, an exploration of a new ideas, or a social concern, among others. The detailed descriptions of the research idea may also be a theory, methodology (practices and procedure), hypotheses or research findings among others. The information to describe the problem is carefully selected and may include among others; the nature, magnitude, and causes of the problem. This description is problem identification. Mary Ngechu (1990).

2.1 Problem Statement

In chapter one the members of the CBO through structured discussions mentioned their problems and arranged them in order of priority whereby *Lack of Reliable and Sustainable Market for the poultry products* ranked first as the major problem. The members of the CBO further pointed out during the needs assessment section that apart from the major problem the other problems motioned

were inadequate production, entrepreneurship and skills all of which needed to be resolved as the adverse consequences lied upon the members of the CBO failing to reach their goal of a better living standard.

The lack of reliable and sustainable market substantially affected the CBO members as they were getting low dividends as a result of selling the poultry products at relatively low price, just to get rid of the chickens simply because to continue keeping them increased the cost of maintaining them. The causes of lack of stable market are as follows:

- Lack of creativity such as searching for a market outside the Musoma municipality e.g. the city of Mwanza,
- Lack of entrepreneurship skills. If the problem had not been addressed the project would have not been sustainable.

2.2 Target Community

The target community for the project is the CBO members (women) and the Musoma municipal women at large. The project is managed and run by the CBO members themselves through performing daily project activities. The community members do enjoy dividends while the rest of the municipal women learn from the project how to run and manage poultry projects.

2.3 Stake holders' Analysis

There are many stakeholders with special skills such as some of the Community Based Organization members involved directly in the daily productive activities, community development officers, social welfare officers, livestock officers and extension workers, trade officers, planning officers, doctors and nurses, water and sanitation employees metrological employees, and Tanzania electric company employees.

The skilled people/stakeholders herein mentioned above are potential providers of a substantial support to the Community Based Organization. For example, the community development officers and the social welfare officers assist the Community Based Organization in strengthening its women group in establishing and management of the project; facilitate recognition in a number of governmental activities, attainment and improvement of social services in general. The doctors and nurses assist in provision of quality health services to the Community Based Organization members; agricultural, officers, livestock officers and agricultural and extension workers provide guidance on how to profitably run the Community Based Organization projects.

The trade officers assist the cooperative society when it started selling its products to the competitive market. Planning officers do guide the cooperative society on areas of conducting its projects as

per municipal master plan: Water and sanitation officers assist in provision of water that is a basic need for house hold consumption; metrologies provide vital information on the climate that the Community Based Organization uses in poultry keeping, whilst Tanzania electric supply Company provides the society with power.

The Community Based Organization can as well tape varieties of human capacity from youth. Within the CBO's building there is a shop that belongs to a group of youth; the reason behind incorporating the group of youth in the cooperative organization is that youth accounts for a lager number in any African community hence enhancing development of the whole community at large.

The only physical resource they have is a well-constructed building for carrying out almost all of their business activities e.g. poultry keeping, running restaurant and a shop. Since the Musoma Municipality is situated close/or at the shore of lake Victoria, the organization can diversify its business by establishing a fishing project, the products of the fishing project, that is, fish can be sold to the fish factories, of which they are three in number within the Musoma Municipality:

- Prime Catch (Export).
- Fish filletors
- Fish pack

There are other players working on similar projects in the vicinity; the under noted is a list of those projects and for whom they are serving:

(i) M. Maregesi Poultry Project

The project is at Mtakuja area within the Musoma Municipality and the breed kept is indigenous poultry. The project is serving the Mtakuja community members.

(ii) W. Moses Poultry Project

The project is situated at Iringo area in the Musoma Municipality serving the Kitaji Ward Community, the project is of Free Range Local Chickens.

(iii) C. Mwambene Poultry Project

The project is at Mkinyerero area within the Musoma Municipality rearing cross-breeding poultry that is hybrid to local species. The project serves restaurants, hotels and members of the community.

2.4 CED Project Goals

- To find out factors contributing to lack of reliable and sustainable market for Poultry products (the case of UWATU poultry project in the Musoma Municipality).
- To raise the living standard and dignity of UWATU members.

The community members were facing poverty in such a way that they were unable to Meet daily life basic needs as they lived below one \$1per day; the project therefore was aiming at eradicating the poverty that prevailed among the CBO members.

2.5 Project Objectives

- To ensure that by February 2006 women (CBO members) shall have acquired entrepreneurship, production and marketing skills necessary for managing their own individual poultry projects.
- To ensure that by December 2006 the CBO members are able to establish their own sustainable individual poultry projects.
- To ensure that by June 2006 the poultry project accesses to a reliable and sustainable market for its poultry products so produced.

In order to achieve the above objectives the CBO embarked on the following prerequisites:

- a) Preparation of a business operational plan that has clearly defined strategies necessary for implementation of the project. E.g. who is to do what, how and when should it be done, what is necessary to be done and where.
- b) To raise fund locally (involving stake holders of within the Municipality)

- c) To writing a proposal to various donors of within and outside the country requesting for financial aids.
- d) To carry out capacity building to the members of the CBO on production, entrepreneurship and marketing skills.

2.5.1 Mission Statement

The fact that women play a very big role in Tanzania households for upkeeping and upbringing of families, UWATU as a CBO is committed to raising the living standard of its members (women) through establishing poultry projects or any other micro- economic income generating projects and cause the same to be sustainable in the Musoma Municipality.

2.5.2 Project Feasibility

The project was established after conducting needs assessment among the women who are members of the Community Based Organization in the Musoma Municipality. The CBO members were involved in performing daily project activities even before starting the poultry project instead of employing outsiders, which means, could have increased outflow of the project funds; this move showed commitment of the CBO towards achieving the prescribed project goals.

On the other hand the donors, Roman Catholic sisters, Mary Reeze and Rosaline Larcote, were willing to support their activities, thereby making the project feasible and viable.

2.5.3 Project Relevance to the Mission of the Organization

The project is relevant to the mission of the organization as it goes in line with the mission statement of the CBO that is alleviating poverty among women who are members of the CBO and the rest of women residing in the Musoma municipality.

2.6 Host Organization

The host organization of the project is UWATU as a CBO; the organization manages the project through its members who are carrying out daily activities. Employed staffs are only two watchmen. Apart from managing the poultry project UWATU is having other projects such as making of coffins, and a restaurant. The CBO members who are doing daily activities as well run these two projects.

2.6.1 Responsibilities of CED Student in the Project

- To advise the executive committee on various issues regarding management of the project.
- To assist the project manager in monitoring and evaluation of the project.

- To advise the treasurer on proper way of book-keeping/maintaining financial records e.g. journals; ledgers, and preparation of financial statements, that is, income statement, cash flow and balanced sheet.
- Linking up UWATU with capacity building organizations to strengthen their capacities in entrepreneurship, marketing and production skills.

CHAPTER THREE

LITERATURE REVIEW

Literature survey entails reading literature related to the topic and from several sources including those cited by other researchers. It introduces the study challenges that are being studied. Thereafter, the researcher introduces the nature of the problem, quoting previous researches of the problem (Drew, I.C. (1980). In this study the researcher has cited literature from researches that have been carried out in Tanzania, Malawi, USA and Vietnam while policy review has been quoted from poultry policy that guide poultry industry in Tanzania and internationally from Millennium Development Goals.

3.1 Theoretical Literature Review

3.1.1 Marketing of Poultry Products

In 1996 Heifer Project International (HPI) received a grant from the Southern Region SARE (Sustainable Agriculture Research and Education) program to test the Salatin model of pastured poultry production with limited resource farmers in five southern states. Over the next three years over thirty farmers were trained on this model of poultry production, processing and marketing.

The farmers were then given the opportunity to try the model on their own farms. All the farmers started on a very small scale (100

chickens or less) in order to learn the system. As with any new enterprise, the learning curve is steep during the first year or two. Many of the farmers liked the system very much and had gone on to raise more pastured poultry on their own.

The information provided in this paper is largely taken from the experiences of these farmers concentrating on marketing. Heifer Project International is a non-profit organization that works in partnership with others to alleviate hunger, poverty and environmental degradation by providing animals, training and community development assistance. HPI projects improve family nutrition, generate income, and build self-reliant grass root organizations, and help beneficiaries share resources and skills with neighbors through the "passing on the gift" principle.

According to Salatin Joel (1993) a relationship must be developed which is beneficial to both the farmer and the customer, the farmer must be dedicated to producing an exceptionally high quality product required by his customer and the customer in turn, knows how his/her food is produced, gets to know the farmer and is willing to pay a little more for the value of the product received.

One needs to his/ her product: big names like Mercedes, sonny and Microsoft directly their respective products are of higher value. In the same manner farmers' customers need to have this idea in mind when they think of farmer's chickens the writer says that salatin

chickens are raised in a humane way. They receive no antibiotics or growth stimulants in their feed, for that matter they taste wonderful.

The writer insists further that a farmer must eat plenty of his / her chicken so as to be a believer in his / her product if he / she wants others to believe in It, Salatin says that it is easy to find a customer through relationship marketing by introducing products to church members, local community mates, co-members in agricultural organization and friends. This is where relationship marketing starts. Established customers are the best advertisers. A developed customer base needs to be maintained so as to attract others by sending out annual order letter and ask customers for their opinion.

In setting price many poultry farmers make mistakes in setting prices too low. Consideration should be made on the costs of processing equipments and supplies, pens electricity fuel and most important producer's time. A producer must pay himself/herself. The above-discussed marketing skills are recommended to be used by UWATU as well.

3.1.2 Smallholder Poultry Production in Vietnam.

3.1.2.1 Marketing Characteristics and Strategies

According to D.X.Tung (2003) on a study conducted to characterize marketing practices of poultry farmers and traders in Northern provinces Vietnam and to design strategies for improving marketing systems the following results were noted:

- Semi-subsistence farmers in highland areas consumed more poultry products rather than selling them to market because of the market distance, poor road quality and lack of transport, which all together cause high transaction costs for both poultry keepers and traders in the region.
- A marketing constraint in smallholder poultry production is small quantity of poultry products per sale, which restricts most farmers to reach the right buyer at timely manner with reasonable prices.
- For semi-subsistence farmers, variables of sale ratio and market distance had a significant effect on farmer's choice of marketing channels. Households with a higher sale ratio and shorter distance to markets were more likely to sell their poultry products in open markets.
- For semi-commercial farmers, poultry output and market distance had negative effect on their choice of open market channels.
- Transportation costs were accounted for as the largest part of marketing costs for all agents participating in poultry marketing.
- The most important problems that the poultry traders are facing are lack of capital; followed by unstable markets, too much inspection, high transaction costs, and high competitiveness level and limited market information.

3.1.2.2 Strategies for Improvement of Marketing Systems

Marketing problems were widely perceived as high market transaction cost due to small-scale production, market fragmentation and lack of information. Poultry markets are characterized by long marketing channels where there are several intermediates participating, a majority of them being small-scale traders who rely mainly on their business, leading to a high margin per unit.

Improving poultry marketing could be a means of enhancing profitability for both poultry farmers and traders. While a majority of semi-commercial poultry producers sell their products mainly at farm gates, large quantity of birds or eggs available per a transaction have attracted traders to buy directly from farms.

This marketing channel is still limited for semi-subsistence poultry keepers due to their relative small flock size and lack of information on their product's availability due to poor contact.

3.1.3 Main Problems in Poultry Marketing

- Low and erratic supply due to small-scale production and low productivity.
- Inefficient marketing systems, due to thin markets, poor infrastructure and long marketing channel. These circumstances result in high risk and high marketing costs,

which in turn leads to low prices for producers and high prices for consumers.

- Less safety of poultry meat reflecting by low hygienic conditions in production, slaughtering areas and presence of diseases. What can be done in order to enhance market opportunities to promote the Smallholder poultry production, especially during the pressure of avian influenza outbreaks? Strategies for poultry marketing are focused to improve the existing channels and promote new channels.

3.1.4 General Strategies

Generally, the most appropriate thing for the government to do is to improve all agricultural products in general, and for poultry marketing in particular is to improve infrastructure such as road network and market information. This improvement could lead to reduction of transaction costs for both poultry farmers and traders and thereby enhance of their efficiency. A good network among traders and between traders and farmers may lead to a reduction of transaction costs, risks, and insurance of supply. Since traders have to buy poultry products from a number of small-scale poultry producers spread out in vast areas, the coordination among the traders becomes more difficult.

The government should establish a regulator framework to maintain fair competitions by promoting new entry of poultry

traders by providing credits and training on business and form poultry trader associations to pool resources and share benefits:

- Both farmers and traders should be trained on disease management and agribusiness to ensure regular contact between them, which in turn promoting supply.
- To establish market information systems to facilitate the participation of different stakeholders. This would improve the decision-making process of poultry producers, traders and other involved in profitable poultry marketing chains. This can help The government should poultry producers increase their income, reduce risk and provide incentives for poultry producers to produce what consumers want. Better access to relevant and up-to-date market information can support the poultry farmers in bargaining with traders as well as in planning their production in line with market demand.

3.1.5 Specific Strategies

The following three marketing strategies should be promoted:

(i) Farm-gate Marketing

This channel accounted for the majority of poultry products sold by semi-commercial poultry keepers, even though the prices offered by assemblers were higher than the open market, which in turn bring high gross margin to poultry keepers because they do not need to transport a high quantity of products to open markets where they are not sure whether they can sell all at acceptable price or not.

(ii) Contract Marketing- Link of Rural Poultry Producers with Urban Premium Markets.

This marketing form often offers pre-fixed prices for certain quality and time of delivery. This marketing type is still rare in Vietnam. This is a long-term strategy, because this kind of marketing is only effective when the number of birds or eggs is big enough to minimize transaction cost per transaction and meet some strict requirements.

This mode of marketing is based on the mechanism that risk should be shared between farmers and buyers; this marketing form provides opportunities for small-scale poultry producers with higher price and more stable markets, sometime it does not require more capital for production, because buyers can provide some inputs in form of loans. This form has high potential in light of bird flu outbreak.

Direct observation from supermarkets indicates that urban consumers are willing to pay higher prices for safe poultry products sold in the supermarkets, because the consumers believe these poultry products are safer for their health than in open markets. They are willing to pay an additional price for the safety of the products.

During the outbreaks of bird flu, urban consumers, especially high-income consumers, are very concerned about the safety of poultry products they buy. That means this segment of markets becomes stronger during avian influenza outbreaks for safe poultry products. Taking this opportunity, foundation of this marketing channel should be considered and promoted.

The contract marketing will help farmers to reduce transportation and transaction costs due to large quantity per a transaction. Collection action is highly recommended with participation of different stakeholders such as producers, feed suppliers, veterinary services, marketers and the local community. This model can be initiated by forming a group of poultry farmers to sell their products directly to supermarkets or urban wholesale markets, initially in festival seasons, and then extend to year round sales. With this marketing form it is necessary to coordinate the production to ensure reliable supply and quality.

In order to promote this model of linking between poultry producers and marketers, some supported mechanism should be implemented:

- Farmers must be trained on technologies required for production of safe poultry products as well as consumer's preferences and requirement for uniform and high quality products and to meet demands and preferences to high-income consumers. Poultry

producers should be advised on which breeds, feeds and husbandry practice they should apply.

- Local authorities with assistance of professionals to verify poultry farms and offer certificates to those farms that meet pre-defined requirements. This is important to encourage consumers to pay premium for products that are certified as disease free.
- Advertisements of quality of products to make consumers have confidence in certified products. Supermarkets or urban wholesale marketers should in advance negotiate the price to be paid for required products, as well as consider to which degree the additional price (premium) should be transferred to the poultry producers to balance the costs and benefits between the two sides. The supermarkets can also, alone or in collaboration with other input providers, provide supply feeds, breeds and veterinary inputs on credit to poultry farmers.

3.2 Empirical Literature Review

3.2.1 Chicken Marketing Constraints in Rural Malawi

According to Ahlers C. (1997) three major constraints in marketing village chickens are identified as low prices of the respondents, low marketable output of respondents and long distances to reliable markets. Constraints that farmers face in chicken marketing have been attributed to the nature of the production system. Minga et al

(2000) reported that the nearly zero-input extensive husbandry system, to which free-range local chickens are subjected, couldn't be expected to have any significant output.

The supply of indigenous chickens is therefore frustrated by absence of adequate quantities under the low management regimes typical of the smallholder-farming sector (Kusina and Mhlanga 2000). The low marketable output generates limitations to explore other distant but rewarding markets due to high transaction costs arising from high transportation costs and time involved. Consequently, chickens are sold within the villages where market outlets tend to be limited and trader cartels erode their bargaining power. The prices, which markets generate, are the means through which they determine what and how much is produced from finite resources; determine which methods are used in production and how products are distributed (Scarborough and Kydd 1992). Therefore, access to input and output markets by rural households needs to be improved so that they can be assured of reasonable prices for the wide range of products from which they earn a living.

3.2.2 From the Study the following Points are derived

- (i) Improvements in production and marketing systems would lead to improved Marketing of eggs and chickens by UWATU's poultry project.

(ii) Constraints that farmers face in chicken marketing is due to low production of the free range system, as there is nearly no input used. UWATU can solve the problem by increasing production through injecting more inputs in the project such as entrepreneurship, production and marketing skills.

3.2.3 Marketing of Free Range Chickens: A case of Morogoro and Kilosa Urban Markets in Tanzania

According to Melewas (1989); Minga et al (1996) in Africa, free-range local chickens (FRLC) are found everywhere in most smallholder African households. Generally, FRLC are raised in free-range and/or backyard systems in traditionally extensive husbandry. Because of low productivity of FRLC, farmers, most livestock and agriculture, veterinary and extension officers, and policy makers have denigrated or even ridiculed FRLC. For example, farmers consider FRLC as an insignificant secondary occupation when compared with other agricultural activities.

Despite the small flocks reared by rural families, the contribution of this traditional poultry sector to most African countries national egg and meat production is substantial. They supply most of the meat and all eggs in villages and 20% of urban and peri-urban demand (Melewas 1989; Minga et al 1996). FRLC provide eggs and meat for farmers' own consumption, are sold to earn money, serve as savings, investment, insurance and serve in traditional medicine. In

most African urban areas, FRLC eggs and meat are more expensive than the intensively reared poultry because the former are considered free of antibiotics, hormones and other harmful chemicals. Urban consumers talk about the meat of FRLC chicken being more delicious than that of broilers.

FRLC numbers in Africa are increasing annually despite the menace of diseases such as Newcastle, Fowl typhoid and other problems such as poor management, endo-parasites and vermin attack. Gueye (1998) writes that between 1984 and 1990, Ivory Coast, Sudan, Tanzania, Togo, The Gambia, and Zimbabwe had 15.4, 21, 21, 3.9, and 0.9, 10.7 million FRLC respectively. And, between 1991 and 1997, Ethiopia, Kenya, Lesotho, Mali, Nigeria, The Central African Republic, Senegal, and Uganda had 55.9, 16.1, 1.6, 18, 123.9, 2.2, 11.1 and 16 million, respectively. Boki (2000) estimated the FRLC numbers in 1995 at 26 million, while for Kenya; Nyange (2000) estimated them to be 22 million for 1997.

Evidence shows that most consumers prefer FRLC than commercial ones derived from imported flocks and that FRLC fetch premium prices. For example, in Dar es Salaam, an indigenous chicken egg is sold at TShs 300 while that of a layer at between TShs 80 and TShs 100 and such eggs are plentiful in the streets (Business Time, Tanzania, Friday, August 17th, 2001, p. 5).

Studies on marketing of free range local chickens (FRLC) can provide clues for management strategies of these birds especially in reducing annual chicken losses that smallholder farmers experience annually due to the menaces of diseases, especially Newcastle disease. Of the 27 million chicken populations in Tanzania, free range local chickens (FRLC) accounts for about 93.3%, which are mainly kept in rural areas (MOA 1995). This sector supplies almost 100% of poultry meat and eggs in rural areas and about 13 – 20% of the product to urban dwellers (Melewas 1989; Minga et al 1996).

Elsewhere in Africa, scavenging local chickens contribute a significant portion of the rural as well as national economy (Sonaiya 1990). In Tanzania, rural and urban marketing of FRLC and its contribution to the national economy is not known. Recent studies on FRLC have been carried out mainly on diseases (Minga et al 1989; Yongolo 1996; Mdegela 1998), productivity and nutritional status (Mwalusanya 1998), and little on transportation (Mlozi et al 2000).

3.2.4 Prices of FRLC and other Protein Sources

The study found that important consumable protein substitutes for local chickens were broiler, beef, fish and beans. Mean prices of all consumable protein alternatives to local chicken were lower than for FLRC. A cock averaging 1.5 kg live weight was sold at significantly higher prices than any other consumable protein

substitute, followed by a hen, which averaged 1.2 kg live weight. One kg of beans was sold at the lowest price compared to other protein sources.

Raymond and Richards (1970) proposed that the quantity of a commodity that a consumer purchased depends on a complex of factors including the individual taste and preferences, the price of other commodities and her/his income. In the present study the prices of FRLC were higher than other protein substitutes even when the supply of FRLC was low. This could probably be due to better taste of FRLC than some other substitutes Horst (1990) reported that scavenging local chickens have superior taste than the commercial type.

According to Horst (1990) despite higher prices of FRLC they are more highly demanded than any other alternative protein substitutes because they are considered free of antibiotics, hormones and other harmful chemicals while urban consumers talk about the meat of FRLC chickens being more delicious than that of exotic/broilers.

3.3 Policy Review

3.3.1 The Poultry Industry in Tanzania

The poultry industry in Tanzania is guided by the poultry policy of the year 2002, which insists on promotion of indigenous poultry breeding and development of the traditional flocks so as to exploit their production potential. The poultry industry in Tanzania is

categorized according to the type of production as traditional and commercial production systems.

The traditional system is the largest contributing to more than 50% of the flock, supplying most of the poultry meat and eggs consumed in rural and about 20% in urban areas. The common indigenous chicken types include Kuchi, Kishingo, Sukuma, Kinyavu and Kiduchu.

Poultry kept in the traditional system offers the potential for a relatively quick increase in productivity through the introduction of improved husbandry practices, technical support services, diseases control and breeding. Commercial poultry production is mostly practiced in urban and peri urban areas where they are confined. Productivity levels in the commercial poultry production system, which produces most of the poultry meat and eggs for urban consumers, are constrained by disease, poor quality feeds and weak enforcement of hatchery regulations.

The policy objective is to increase quantity and improve quality of poultry and its products to satisfy domestic demand, increase export and promote sustainable poultry production. The policy further stipulates that development of traditional flocks and indigenous poultry breeding shall be promoted.

3.3.2 The National Strategy for Growth and Reduction of

Poverty. (NSGRP) or (MKUKUTA)

Mkukuta (Mkakati wa kukuza Uchumi na Kupunguza Umaskini Tanzania) was approved by the cabinet of Tanzania in February 2005 for implementation over five years. MKUKUTA says that “the small and medium scale enterprises (SMEs) lacks Financing; technical and managerial skills; infrastructure; market information; and contacts with external markets.

Rural areas lack road networks and telecommunications hence constraints markets, foreign and domestic trade, employment and restricts access to social services. The strategy identifies three clusters one of them is growth and reduction of income poverty; this cluster supports objectives of the poultry project.

The cluster focuses on scaling up investments towards modernizing small, medium and large scale agricultural enterprises, promoting off-farm activities including Small and Medium size Enterprises with emphasis on agro-processing, and promoting more sustainable use of natural resources for the benefit of poor communities. The strategy gives attention to trade, services and markets, infrastructure, and creating conducive environment to attract private investments. Internationally, the project objectives go in line with

the millennium Development Goals – goal I eradicate extreme poverty and hunger:

- Reduce by half the proportion of people living on less than a dollar a day.
- Reduce by half the proportion of people who suffer from hunger.

CHAPTER FOUR

PROJECT IMPLEMENTATION

Implementation means carrying out what has been planned. In implementing the poultry project the project implementation plan was followed as guidance. The plan consisted of objectives with corresponding activities, timeframe, and resources needed and responsible person. Table 12 attached at the end of this project paper shows the project implementation plan.

5.1 Project Products and Outputs

The expected product and output of the poultry project was to acquire training skills in entrepreneurship, production and marketing skills so as to enable the project produce according to the market demand and capture a reliable and sustainable market for the poultry project products.

The project has accomplished the following:

- 25 CBO members have been trained in entrepreneurship, production and marketing skills in poultry business.
- The CBO's project has accessed to reliable and sustainable market for its poultry products.
- Ability of the CBO members to establish their own individual poultry projects

5.2. Project Planning

Project planning is the central component in the project development process. The project planning involved the following major steps:

- Identifying activities
- Sequencing activities
- Developing timeframe for activities.
- Assigning responsibilities for carrying out the activities.
- Assessing facilities equipments and service needed
- Preparing the budget

(i) Identifying Activities

Identifying project activities is the most important step in the project-planning phase. Time and effort invested in this specific step guaranteed the success achieved. Identification of the project activities was carried out in a participatory way by involving all the CBO members basing on the project objectives and taking into consideration the resource and constraints.

(ii) Sequencing activities

After having identified the activities then they were sorted out as some of them had to be completed before others source of the activities had to conducted concurrently with others. Hence sequencing them was imperative.

(iii) Time frame

After identifying and sequencing the next activities of the project, the next task was to determine when to do these activities as it this helps to determine the earliest date that each activity will be started and completed within the framework of available resources and expected constraints.

(iv) Assigning responsibilities

Assigning Responsibilities for different activities to specific individuals was done in a systematic manner involving all the CBO members, as it was important to gather information about skills and interests of the community members who will be actively involved in the project, and to take steps to match tasks with skills and interests of individuals.

(v) Facilities, Equipments, Materials and Services.

Carrying out activities of project requires various kinds of facilities, equipments materials and services. The community members Lord to collectively determine the facilities and services needed for each activity in the project.

(vi) Preparation of the Budget

Preparation of budget is critical in project planning. A budget is generally a statement of income and expenditure. In community development projects budgets can take many forces. In certain

projects, priority is given to preparing an estimate of expenditure for project activities, because the money will be provided by a funding agency or a development organization Gajanayake & Gajanajake (1993). However, in this particular project there was no prior pledge for funding, hence an estimate had to be made of the money required and how the money was to be raised before commencement of the project.

Table 7 Performance Indicators

NO.	OBJECTIVES	INDICATORS
1.	To ensure that within the period of two months from January 2006 to February 2006 CBO members acquire entrepreneurship, production and marketing skills in poultry keeping.	Number of CBO members trained in the entrepreneurship skills.
2.	To ensure that the CBO's project within the period of 6 months from July 2006 to December 2006 accesses to a reliable and sustainable market for the poultry products produced.	Numbers/volume of poultry products sold
3.	To ensure that for the period of 6 months from July 2006 to December	Number of CBO members

	2006 CBO members are able to establish their own individual poultry projects.	established their own poultry projects
--	---	--

5.3 Inputs

The following are what have been invested in the project:

- (i) Number of hours spent in training CBO members were 20 hours
- (ii) Amount of money spent for the training was....Tshs.100, 000.00
- (iii) Amount of money spent as salaries and wages was..... Tshs 300,000.00
- (iv) Amount of money spent as direct cost was.Tshs. 60,000.00
- (v) Amount of money spent for product promotion was Tshs.50, 000.00

5.4 Staffing Pattern

5.4.1 Staffing Plan

Implementation of the project lies upon the Project manager, who is assisted by project secretary and the CED student. The treasurer is responsible for financial transaction/accounting and management of the project all of the three persons are reporting to the Project Manager. Under the project secretary there a deputy project secretary responsible for supervising CBO numbers who are performing daily project duties and watchmen.

5.4.2 Training Needs

Project manager, Secretary, Deputy Secretary and CBO members performing daily duties are scheduled to be trained in entrepreneurship and marketing skills for the sake of adhering to the vision and Mission of the CBO for producing high quality of poultry products and accessing to reliable sustainable and sustainable market for maintaining a big market share.

5.5 Project Implementation

The life cycle of a community development project consists of three major phases: Planning, implementation and evaluation.

Implementation means carrying out what has been planned. Among the major activities in project implementation are securing community participation, coordination of activities, monitoring and taking care of contingency situation.

A number of groups, institutions and individuals in the community have been involved in implementing the project. Constant coordination has been done to prevent duplication of activities, to promote efficiency and to reduce costs. Monitoring has been carried out for checking whether the work is proceeding according to the plan, and in case of shortcomings to take stock of the situation and effect the necessary correction actions.

5.5.1 Project Implementation Report

The project implementation had three major implementation areas namely community capacity building, actual poultry rearing and marketing of products produced.

5.5.1.1 Community Capacity Building

Capacity Building was done to all CBO members. The members were trained on entrepreneurship, poultry production and marketing skills. Under entrepreneurship skills, the training comprised of bookkeeping, preparation of financial statements and financial accounting, whereas in poultry production, the training was based on scientific ways of poultry rearing, poultry diseases, prevention and how to treat them.

In marketing the training was centered on micro-marketing. Micro-marketing is the performance of activities that seek to accomplish organizational objectives by anticipating customer's or client's needs and directing a flow of need satisfying goods and services from producer to customer or client. Micro-marketing is not first selling and advertising; the aim of marketing is to identify customer's needs and to meet those needs so well that the product almost "sells itself".

If the whole marketing job has been do so well, the customer does not need much persuading, he/she is ready to buy. Marketing

should begin with potential customer's needs, marketing should try to anticipate needs and then marketing rather than production, marketing should determine what goods and services are to be developed including decisions about product design and packaging process or fees, credit and collection policies if middlemen are to be used, transporting and storing policies when and how products are to be advertised and sold. (www.micro-marketing.i).

A table 12 attached herewith summaries the project activities carried out to accomplish each objective.

5.5.1.2 Poultry Rearing

By applying scientific techniques obtained from the community capacity building brought about a success in the poultry project keeping.

5.5.1.3 Marketing of Products Produced

Marketing of the poultry project products was done before production started so as to establish the customers' needs first, thereafter production started according to the market demand especially in terms of quality and quantity.

5.6 Accomplishment of the Goals and Objectives

The members of the CBO now have knowledge and skills in entrepreneurship, poultry production and marketing.

The knowledge has enabled them to produce poultry products of the standard quality required by the market, again the survey has revealed out that one of the obstacles faced by the CBO poultry project to access a reliable and sustainable market for their poultry products is the type of poultry reared which is exotic.

The municipal residents prefer indigenous poultry. So the CBO has been advised to change from keeping exotic to indigenous poultry, the move shall enhance accessibility to a reliable and sustainable market for the poultry project products. Members of the CBO have now been able to establish their own individual poultry projects that sustain their lives economically due to increase in income.

CHAPTER FIVE

MONITORING, EVALUATION AND SUSTAINABILITY

Monitoring, evaluation and sustainability are important to project implementation. A project has to be monitored throughout the implementation process to check whether it is on track and it has to be evaluated to determine its relevance, effectiveness and impact to the target community. Project designers have to ensure that projects have the required capacity of sustainability supported by its human, material and financial resources. The poultry project was monitored throughout its implementation and was evaluated twice after every six months. This chapter is going to explain how the project was monitored and evaluated.

6.1 Monitoring

Monitoring is a continuous process of gathering information on all aspects of the project. The process is important because it helps to understand the current situation, identifies problems and finds solutions, discovers trends and patterns so as to keep activities schedules and measures progress towards objectives, formulates or revises feedback to the executive committee and the donors.

Monitoring was done to take care of the following issues, type of chicks bought, enough food is available preventive drugs are

available and the, required temperature is kept all the time, record is kept for daily laid eggs and if the number of eggs hatched per day drops why? Availability of market through promotion, advertisement and visiting restaurants and hotels.

6.2 Monitoring Process

Before carrying out monitoring, Management Information System was designed taking into account the following steps.

- Indicators as they show whether progress has occurred.
- Category of information, work plan activities staff and supervision, cost and expenditure, products, and results.
What worked well was in area of work plan activities; cost and expenditure whilst in logistics did not work well.
- CBO members involved in daily activities were collecting information twice per week.
- Persons who use the information were the project manager, executive committee and donors.
- Formats and procedures for collecting, recording and reporting data were designed.

6.3 Research Methodology

Information gathered during monitoring was used to assess the progress of the project and take appropriate measures where necessary. Primary and secondary data methods were used to collect data whereas interview, questionnaires and CBO meeting

minutes and various reports were tools used for gathering the monitoring information.

Table 8 Monitoring Indicators

OBJECTIVE	ACTIVITIES	INDICATORS
1.To ensure that by February 2006 CBO members shall have acquired entrepreneurship, production and marketing skills	(i) Inviting veterinary Officers and entrepreneurship experts to train the CBO Members (ii) Training of the CBO Members	Numbers of CBO members trained on the skills
2.To ensure that by June 2006 the project accesses to a reliable and sustainable, market for its poultry products	(i) Advertisement of the products through radios e.g. Radio Victoria and Radio Free Africa, (ii) Searching for new markets elsewhere e.g. Mwanza city. (iii) Search for individual customers by CBO Members through relationship marketing	Volume of products sold
3.To ensure that for the period of	Training CBO members or entrepreneurship, production and	Members of CBO Members

six months from July 2006 to December 2006 CBO members are able to establish their own individual poultry project	marketing skills Writing of a project proposal for soliciting funds from interested donors. Monitoring.	Established their own poultry Projects
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The methods used for data collection are as follows:

6.3.1 Primary Data

(i) Interview

This tool was used to collect data from CBO members who could not read and write whereby interview questions were used as discussion guide. Interviewees provided data freely and both the interviewees and the interviewers had a chance to ask each other questions for clarification. The researcher used purposive sampling to interview members of the CBO as there was no need for the respondents to write. Questions were centered on the development of the project and whether there were any problems on implementation of the projects. One of the questions asked was: Is there any difference between current production status and the previous one prevailed before acquiring entrepreneurship, production and marketing skills? Out of 27 members of UWATU 25

members said that the project current production status is higher than the previous one.

(ii) Questionnaire

Both closed and open-ended questionnaires, that means for some of the questions respondents were required to provide short answers of yes or no and for others they were required to write explanations, the self-Administered Questionnaires were disseminated to UWATU leaders and government officers especially those from the District Community Development through purposive sampling, who freely described on the status of the project development. One of the questions was: Are you satisfied with the services offered by the UWATU's poultry project? Most of them acknowledged that the project was going on well.

6.3.2 Secondary Data

(ii) Review of Records

This tool was applied to know what the project management has done and recorded. The researcher took time to review the project reports, project management meeting minutes and bank statements. Information gathered by using this tool was mainly number of eggs and chickens sold with their associated cost per month; the findings are shown here below:

Table 9 eggs and chickens sold from Jan, 2006 to December, 2006

MONT H	No. OF EGGS		COST	No. OF CHIKENS		COST
	SOLD @ TSHS. 150/=			SOLD @ TSHS. 3,500/=		
	NO	TSHS		NO	TSHS	TSHS
January 2006	320	48,000.00	19,200	114	399,000.00	234,897.00
Februar y 2006	328	49,200.00	19,680	125	347, 500.00	257,562.50
March 2006	392	58,000.00	23,520	148	518,000.00	304,954.00
April 2006	424	63,600.00	25,440	174	609,000.00	358,527.00
May 2006	544	81,600.00	32,640	257	899,500.00	529,548.50
June 2006	632	94,800.00	37,920	293	1,025, 500.00	603,726.50
July 2006	684	102,600.00	41,040	342	1,197,000.00	701,691.00
August 2006	665	99, 750.00	39,900	362	1,267,000.00	745,901.00
Septemb er 2006	807	121,050.00	48,420	380	1,330,000.00	782,990.00

October 2006	887	133,050.00	53,220	395	1,382,500.00	813,897.50
Novemb er 2006	886	132,900.00	53, 160	406	1,421,000.00	836,563.00
Decemb er 2006	928	139,200.00	55, 680	407	1,424,500.00	838,623.50

6.3.3 Data Analysis:

Data so collected were analyzed by using Microsoft excel; whereas the results are shown in the figures below:

Figure 5

Value of Eggs vs cost per month

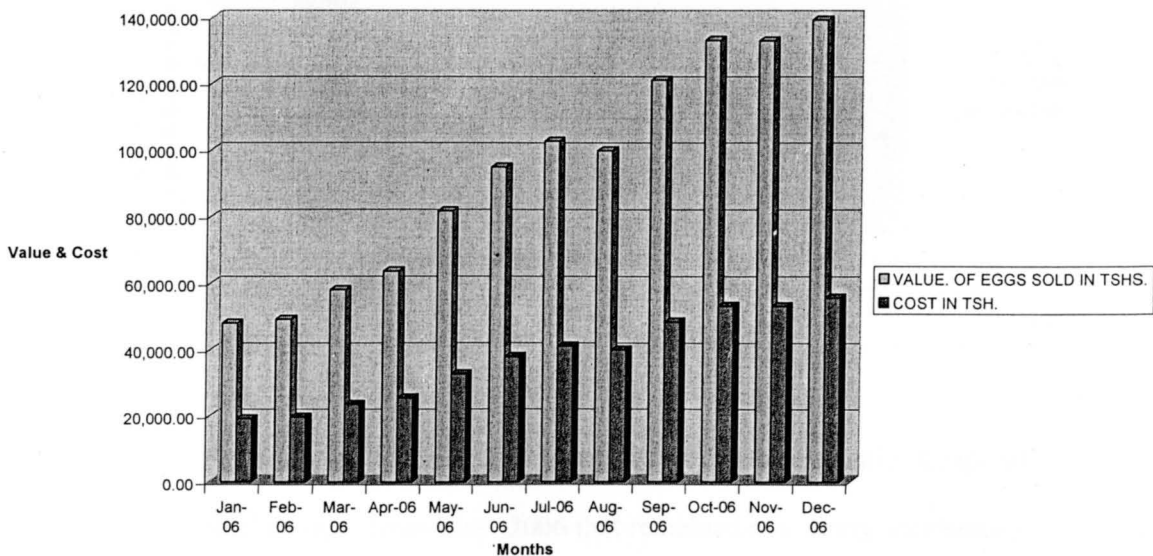


Figure 5 above shows sales trend of eggs per month with the cost involved; the trend is from January to December, 2006. The trend

shows a positive increase in every month, this is an indicator of the capacity building carried out to the members of the CBO, as some of the members are the ones who are doing daily project activities. An average of increase per month from January to June was sales amounting to Tsh.10, 800.00 and the cost involved was Tsh.5, 040.00 bringing increased gross profit of Tsh.5, 760.00 per month; while from July, 2006 increase in sales was Tsh.18, 225.00 per month and cost involved was Tsh.6, 817.50 bringing increased gross profit of Tsh.11, 407.50 per month.

Figure 6

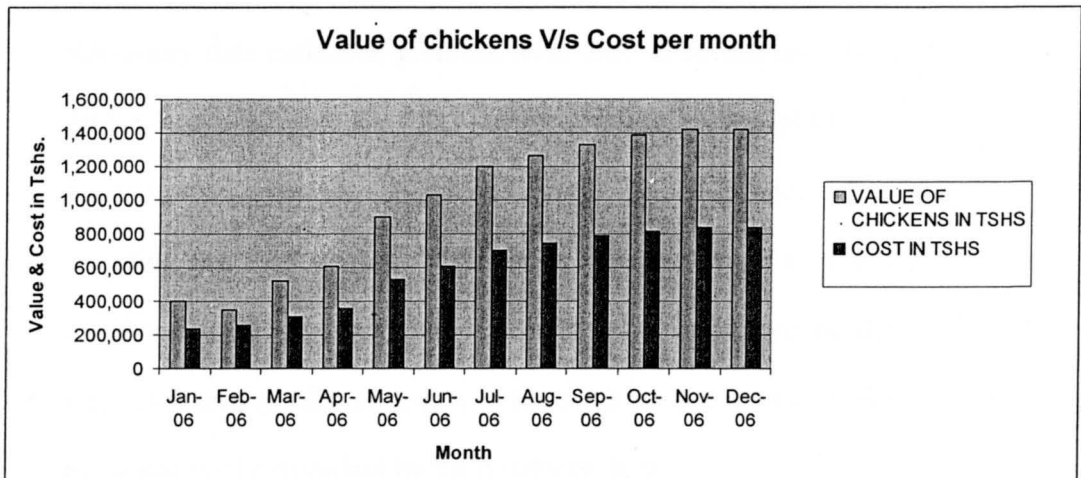


Figure 6 above shows that generally there was a drastic change of chicken sales from May, 2006 that remained constantly accelerating up to December, 2006. In May 2006 sales of chickens was Tsh.910,000.00 and in December was Tsh.143,500.00, so for the period of six months sales of chickens increased from to

Tsh.910,000.00 to Tsh.1,435,000.00 that is an average sales increase of Tsh. 87,500.00 per month. Correspondingly the cost involved increased from Tsh.535, 750.00 for sales of Tsh.910, 000.00 giving out gross profit of Tsh.374, 270.00 to Tsh.844, 805.00 for sales of Tsh.1, 435,000.00 giving out gross profit of Tsh.590, 195.00.

6.4.0 Evaluation

This is another important part of the project implementation. It is the process of gathering and analyzing information so as to determine the project performance. It measures the extent to which the project has achieved its prescribed objectives. Primary and Secondary data collection methods were used to collect data from respondents who were the CBO members, purposive sampling was used to gather information from the UWATU leaders, while random sampling was used to gather information from the rest of the CBO members whereby an individual member was interviewed by the researcher giving him or her to express his or her views on the economic position reached by the poultry project.

6.4.1.0 Research Methodology

The research objective of carrying out evaluation was to collect data that would be used to assess as to what extent the objectives and the intended goal of the poultry project had been achieved. Formative and Summative evaluation was done by the project manager, CED student and CBO members; whilst research tools used were interview, review of documents and structured questionnaires. Methods that were used in gathering information are as follows:

6.4.1.1 Primary Data

(i) Interview

This interview was used to collect data from CBO member whereby interview questions were used as discussion guide. Interviewees provided data freely and both the interviewees and the interviewers had a chance to ask each other questions for clarification. This tool was applied to members of the CBO who could not read and write through random sampling as the respondents were not required to write in order to establish as to whether the project has any impact to the community members. One of the questions asked was whether the project has brought any positive impact to the community. 24 members of UWATU replied that there was an impact the other three members did not attend the evaluation sessions.

(ii) Questionnaire

Self-Administered Questionnaires containing Closed and Open-ended Questions were disseminated to the CBO and project leaders who were purposively selected so as to gather information regarding performance of the project in terms of eggs and chickens produced and sold per month. One of the questions contained in the questionnaire states: To your understanding is the project progressing according to the community expectations? The respondents freely described on the status of the project development, all of them said the project was proceeding well.

6.4.1.2 Secondary Data

(ii) Review of Records

This tool was applied to know what the project management has done and recorded. Meeting Minutes and reports were reviewed in order to gather information on issues discussed and decisions reached during the CBO meetings as the move facilitated assessment of the project performance. By using this tool number of eggs sold, value of eggs sold, number of chickens sold, value of chickens sold and their associated cost were written down and the findings have been presented in the tables below:

Formative evaluation was done at the end of June 2006. It can be observed from table 10 that at the end of June the average of eggs

and chickens sold per week were 84 and 48 respectively, however, after conducting summative evaluation (Table 11) at the end of December 2006, it was found out that average of eggs and chickens sold per week was 194 and 97 respectively, the condition which is very close to the predicted outcome of 200 eggs and 100 chickens respectively.

Table 10 Eggs and Chickens sold from January, 2006 to June, 2006

MONTH	NO OF EGGS COLLECTED AND SOLD @ TSHS.150		NO. OF CHICKENS SOLD @ TSHS.3500/=	
	No.	Tshs.	No.	Tshs.
January 2006	320	48,000.00	120	420,000.00
February 2006	328	49,000.00	130	455,000.00
March 2006	392	58,000.00	156	546,000.00
April, 2006	424	63,600.00	178	623,000.00
May, 2006	544	81,600.00	260	910,000.00
June, 2006	632	94,800.00	302	1,057,000.00
Total	2,008	30,120.00	1146	4,011,000.00
Average per month	335	50,250.00	191	668,500.00
Average per week	84	12,600.00	48	167,125.00

Table 11 Eggs & Chickens sold From July, 2006to Dec. 2006

MONTH	NO OF EGGS		NO. OF CHICKENS	
	SOLD	@	SOLD	@
	TSHS.150		TSHS.3500/=	
	No.	Tshs.	No.	Tshs.
July, 06	684	102,600.00	355	1,242,500.00
August, 06	665	99,750.00	367	1,284,500.00
September, 06	698	104,700.00	383	1,340,500.00
October, 06	807	121,050.00	405	1,417,500.00
November, 06	886	132,900.00	408	1,428,000.00
December, 06	928	139,200.00	410	1,435,000.00
Total	4668	700,200	2,328	8,148,000.00
Average per month	778	116,700.00	388	1,358,000.00
Average per week	194	29,175.00	97	339,500.00

6.4.2 Data Analysis

Analysis of data was done by using Microsoft excel and the results are shown in tables and figures below. Project implementation was executed as it was scheduled; activities such as community needs assessment and capacity building have made the project to meet its objectives.

Figure 7

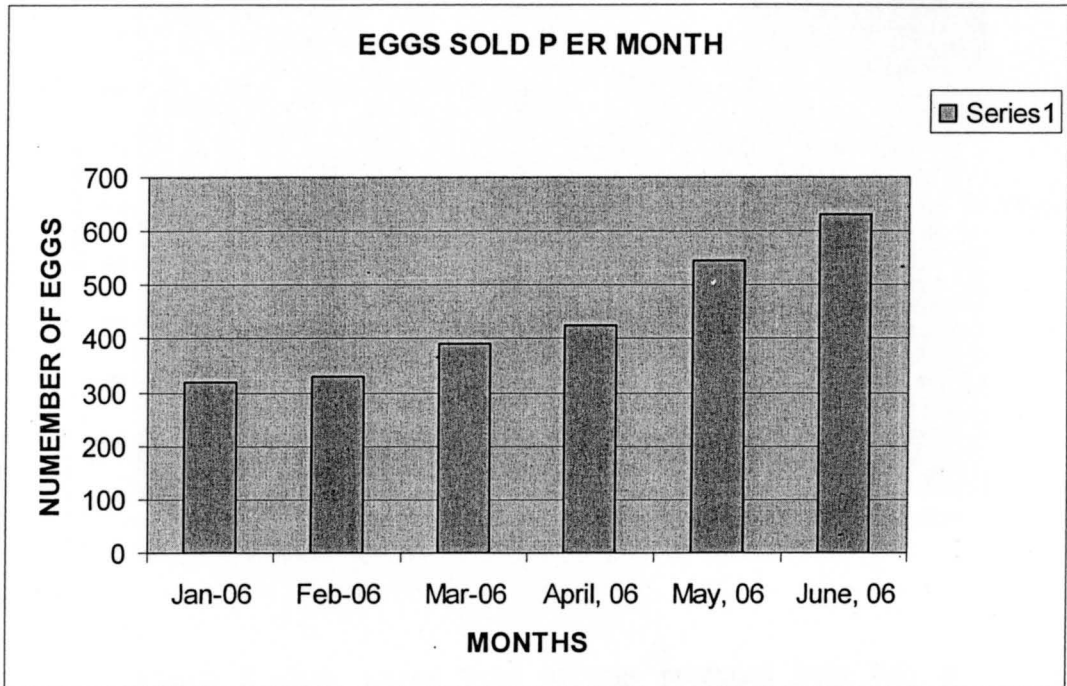


Figure 7 above shows trend of eggs produced and sold per month, the trend is from January to June 2006. The trend shows a positive increase in every month, this is an indicator of the capacity building carried out to members of the CBO especially those who perform daily project activities.

Figure 8

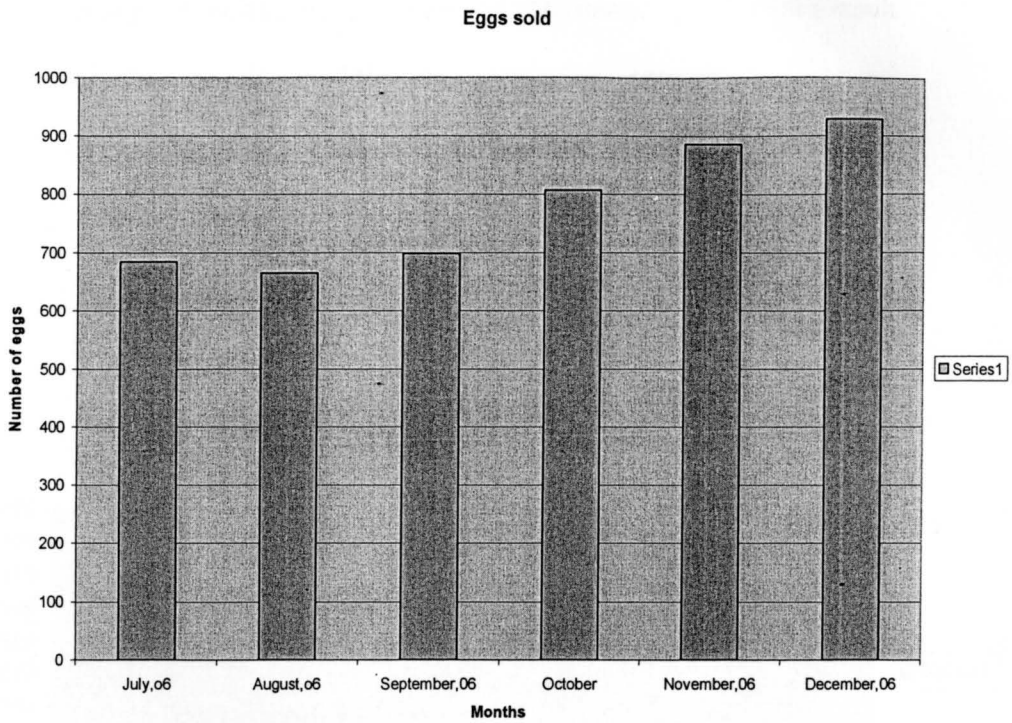
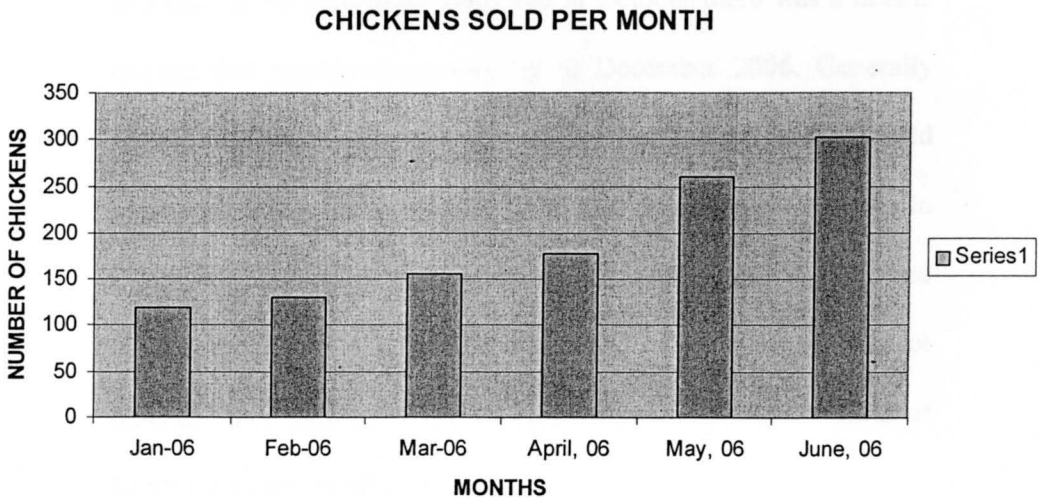


Figure 8 above shows trend of eggs produced from July to December 2006. The trend as well indicates positive increase in eggs produced and sold.

Figure 9



According to figure 9 above in May 2006 there was a drastic change in chickens sold per month, the change again was the result of the capacity building in production, entrepreneurship and marketing skills that was done to the CBO members in January and February, 2006.

Figure 10

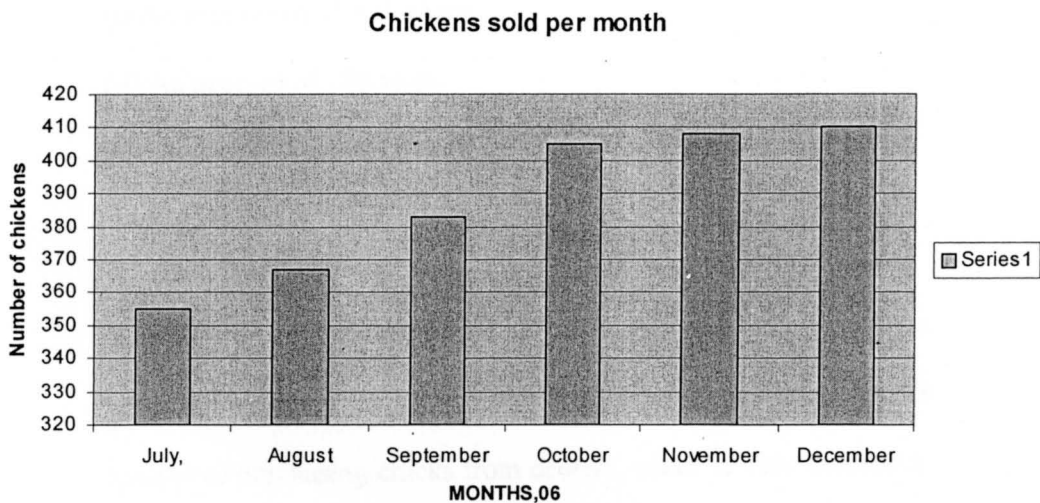


Figure 10 above shows constant acceleration in chickens produced and sold up to September 2006 and in October there was a drastic change that remained constant up to December 2006. Generally figures 7&8 show that production and number of chickens sold increased drastically from May 2006 the trend that went on up to December 2006. In May 2006 number of chickens sold was 260 and in December was 410, so for the period of six months sales of chickens increased from 260 to 410, that is an average increase of 25 chickens per month.

Before training the CBO members in entrepreneurship, production and marketing skills, products sold per week were: -

- (i) An average of 30 chickens and
- (ii) An average of 80 eggs.

After training the CBO members, especially those who are doing day-to-day project activities; currently products sold per week are as here below:

- (i) An average of 100 chickens
- (ii) An average of 200 eggs.

A summary of evaluation table 14 is attached herewith.

6.5 Sustainability

In ensuring sustainability of the project the project has purchased a hatching incubator so as to hatch chicks at the project premises instead of purchasing chicks from dealers, which is very expensive. Formerly the project used to purchase chicks/poultry feed from dealers but now days the project prepares the feed at the project premises.

On the other hand, in order to avoid paying huge salaries to employed staff that can definitely drain their dividends; chosen CBO members are doing the daily project activities. As far as soliciting for customers is concerned the members of the CBO have reached a consensus in such a way that every member of the CBO

must search for a customer, and whoever brings a customer her dividends increase by 10%.

Politically the CBO and the project have gained support of the local government authority through its department of community development within the Musoma Municipality as a result the CBO now can access to loans from a number of financial institutions following provision of soft loans to groups of entrepreneurs and specified individual entrepreneurs by the government. The later formerly promised better life to every Tanzanian and to increase employment to its citizens.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

This chapter reviews the results of the project's work; it conveys information about objectives that have been fully achieved and those not yet achieved. Factors contributed towards inability on part of the project to achieve all of its prescribed objectives have also been reported. The chapter as well states experience acquired during the project implementation and provides recommendations to others who are interested in establishing similar project as far as strategies and the best practices are concerned.

7.1. Conclusions

The goals and / or objectives have changed the life of the project because the members of the CBO who were performing daily activities had acquired entrepreneurship, production and marketing skills; henceforth, they were able to produce products according to quality and quantity demanded by the market. Furthermore the CBO members after acquiring the aforesaid skills they were as well able to establish and manage their own individual poultry projects that raised their living standard.

The positive results of the project described above were brought about by the following fully achieved objectives:

1. To ensure that by February, 2006 women (CBO Members) shall have acquired entrepreneurship, production and marketing skills necessary for managing the CB's poultry project as well as their own individual poultry projects profitably
2. To ensure that by December, 2006 the CBO members are able to establish their own individual poultry projects.

However, the third objective that states: *to ensure that by June 2006, the poultry project accesses to a reliable and sustainable market for its poultry products produced*, has not been fully achieved because the market, by far, prefers indigenous poultry products while the project produces exotic poultry products.

The management of the project has already been advised to keep indigenous poultry. If the project produces indigenous poultry products, it shall ultimately own and maintain a big market share within the Musoma Municipality, which will finally lead to increasing the living standard of the community members by fully achieving the set goals and objectives of the poultry project.

7.2 Recommendations.

A poultry project is a simple one and less costly the same can be undertaken by any body provided that one has acquired entrepreneurship, production and marketing skills. Now since the CBO has got the above-mentioned skills and the fact that the CBO is surrounded by many stakeholders (women) within the Musoma

Municipality, the CBO can transfer knowledge and skills so acquired to the other women through informal training of zero cost, for those who come to purchase the poultry project products.

The CBO Members again can embark on establishing other micro-economic income generating projects such as construction of fish ponds, through taking advantage plenty of fish available in lake Victoria, because it is easier to harvest fish from a pond than from a lake; furthermore fish reared in a pond are the best as they are fed on special feed prepared in a scientific and professional manner. , As far as availability of the fish market is concern, within the Musoma Municipality there are three fish factories, so fish reared in the pond projects can be harvested and sold to the fish processing factories; in so doing poverty is reduced and the economic status of the CBO members shall be raised.

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