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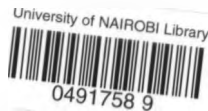
**FACTORS AFFECTING IMPLEMENTATION OF GOVERNMENT
STRATEGIES IN AGRICULTURE TO REDUCE POVERTY IN
KENYA – A CASE OF MERU CENTRAL DISTRICT**

BY

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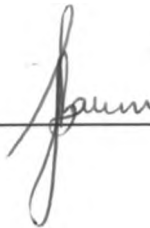
DECLARATION

This research project is my original work and has not been submitted for a degree in any other university.

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_____ 07-11-2005 _____

This research project has been submitted for examination with my approval as the university supervisor.

Signature:


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Date:

_____ 7-11-2005 _____

Dedication

This research work is dedicated to my daughter, Makena Kithinji.

ACKNOWLEDGEMENTS

I wish to acknowledge my supervisor, Dr. John Yabs for the guidance he has given me in carrying out this study.

Preparing the research material of questionnaire and travelling through Meru Central district was costly. I greatly appreciate the support and concern my brother Nyagah shouldered for me. Together, my mother, brother and sisters deserve principle recognition for their enthusiastic counsel and encouragement.

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ABBREVIATIONS

CBO	Community Based Organisation
DPP	District Development Plan
GDP	Gross Domestic Product
GOK	Government of Kenya
HIV/AIDS	Human Immuno-deficiency Virus / Acquired Immuno-deficiency Syndrome
MOARD	Ministry of Agriculture and Rural Development
NAEP	National Agricultural Extension Policy
NDP	National Development Plan
NGO	Non-Governmental Organisation
NPEP	National Poverty Eradication Plan
PPA	Participatory Poverty Assessment
SAP	Structural Adjustment Programme
SIDA	South Imenti Development Agency
UNDP	United Nations Development Programme
WMS	Welfare Monitoring Surveys

ABSTRACT

Strategies are a critical element in institutional functioning, but whereas most organisations have good strategies, successful implementation remains a major challenge. The notion of strategy implementation might seem quite straightforward, but transforming strategies into action is a far more complex, difficult and challenging undertaking than one would assume.

This objective of this study was to establish and document factors that affect implementation of government strategies in agriculture to reduce poverty in Kenya. The findings of the study indicate that the government as the implementing agency, the extension officers as the strategy implementers and the farmers as the beneficiary, all have a role to play if strategy implementation is to result in reduced poverty levels. All the three play an important role in strategy implementation, and challenges in strategy implementation emanate from these three sources. Inadequate human, physical, financial and technological resources were established to be the main barrier limiting implementation of government strategies. Low morale and an organisational culture not supportive of strategy implementation was the main factor affecting extension workers, while low farmer perceptions and decreasing agricultural land sizes was found to be the limiting factor with farmers.

A number of recommendations have been put forward to address the situation. The government should increase its budgetary allocation to agriculture, enact policies that effectively regulate the sector, put in place staff training and development programme, develop an effective monitoring and evaluation system that links performance to rewards and improve rural infrastructure. All the stakeholders at the district level should harmonise their activities and have a common front in approaching farmers' challenges. The gap between research and extension should be bridged to bring information and technology to farmers, and the community should be involved during strategy formulation and implementation. The strategies implemented should have sustainability in mind and should be holistic to cover the major challenges faced by farmers.

Lastly, the research puts forward recommendations for further research, in order to shed more light on the factors that hinder development of the agricultural sector in Kenya and consequently poverty reduction.

CHAPTER 1

INTRODUCTION

1.1 Background

The core concept of strategic management is strategy. It is a fundamental planning process since strategic decisions influences responses to the environment. Schendel and Hofer (1979), define strategy in terms of its function. They assert that the purpose of strategy is to provide directional cues that permit achievement of objectives while responding to opportunities and threats in the environment. According to Juach and Gluek (1984), strategy is a unified comprehensive and integrated plan that relates the strategic advantages to the challenges of the environment and is designed to ensure that the basic objectives are achieved through proper execution.

Pearce and Robinson (1997) define strategy as large scale, future oriented plans for interacting with the competitive environment to optimise achievement of objectives. According to Hax and Majluf (1991), strategy selects the business the organisation is to be in or is in, determines and reveals the organisational purpose in terms of long-term objectives, action plans and resource allocation priorities, attempts to achieve a long term sustainable advantage in each of its business by responding properly to opportunities and threats in the environment. Strategy is therefore a coherent, unifying and integrative pattern of decisions, engages all the hierarchical levels of the firm, and defines the nature of the economic contributions it intends to make.

Organisations and institutions, whether for profit or non-profit have found it necessary to engage in strategic management process in order to achieve their objectives. Strategic management is the set of decisions that result in the formulation and implementation of plans designed to achieve organisational objectives.

Strategies are a critical element in institutional functioning, but whereas most organisations have good strategies, successful implementation remains a major challenge.

The notion of strategy implementation might seem quite straightforward, but transforming strategies into action is a far more complex, difficult and challenging undertaking than one would assume.

Organisations today face major unpredictable changes that make strategy implementation more difficult and complex than in the past. Harvey (1988) and Holman (1999), writing on the importance of strategy implementation points out that 80% of organisation directors believe that they have good strategies, but only 14% believe they implement them well.

This research focuses on factors affecting implementation of government strategies in agriculture to reduce poverty in Kenya.

1.1.1 Agriculture in Kenya

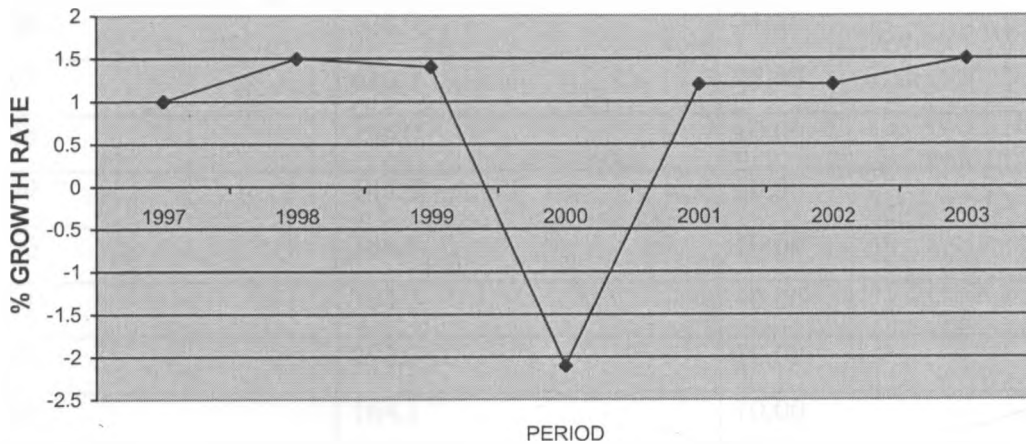
The importance of the agricultural sector in Kenya's economy is such that its performance affects the whole national economy because of its direct and indirect contribution to the GDP. Poor performance in the agriculture sector results in low economic growth. Food production accounts for the lion's share of small-scale agriculture with cash crops like tea and coffee following a distant second.

Agriculture is the main source for obtaining the resource necessary to ensure food security, health care and education, and is therefore the means whereby members of rural households participate in the economic and social development of the country. According to the *Poverty Reduction Strategy Paper* (PRSP, 2001), the Agriculture and Rural Development sector contributes over 80% of employment and 60% of national income. Agriculture generates the bulk of the country's food requirements, and provides a significant proportion of raw materials for the agricultural resource –based industrial sector.

The agriculture sector grew on average at a slower pace than overall GDP during the past 30 years. The sector recorded a 1.2 % GDP growth in the year 2001 as compared to the

negative 2.1 % in 2000. In 2003, the sector recorded a 1.5% growth rate, which was the highest then.

Chart 1 Agricultural GDP growth 1997-2003



(Source: *The Economic Survey 2004*)

The agriculture sector is dominated by the smallholder sub-sector comprising of approximately 2.8 million small scale farm families who hold over 60% of the total arable land estimated to be 19 % of the total national land area. Overall, the smallholder sub-sector accounts for about 75% of the country's total value of agricultural output, 55% of the marketed agricultural output, and provide just over 85% of total employment within agriculture (*First Report on Poverty in Kenya*. Vol. II 1998).

1.1.2 Agriculture in Meru Central District

According to South Imenti Development Association of Meru Central district (SIDA, 2005), poverty is a serious threat to the lives and development of the people in Meru. It is the result of the failure of previous development initiatives to pay sufficient attention to increased agricultural production. For people in Meru, agriculture is the center of gravity of all development efforts. You cannot improve the lives of the people of Meru without improving agricultural production and marketing (SIDA, 2005). Coffee has been the major cash crop in the district, and there is a direct relationship between coffee and

poverty. However, like other crops it has faced declining production as shown in the table below

Table 1 Ten-year coffee production and received prices.

Year	Production (Tons)	Prices per kg (Kshs)
1994/95	878.7	22.30
95/96	628.9	21.57
96/97	620.0	25.89
97/98	236.0	10.00
98/99	145.3	10.00
99/00	384.5	10.00
00/01	104.2	10.00
01/02	292.0	10.00
02/03	164.1	10.00
03/04	199.5	10.00

(Source: SIDA, 2005)

There has been a decline in the production of other food crops as well and poverty is rampant in the district. According to the District Development Plan (2002 – 2008), about 50% of the population is considered poor. In some divisions, there are people who cannot afford decent meals or rarely have enough to provide for all the members of the household per day. According to the Welfare Monitoring Survey III carried out in 1997, Meru Central had 41% of food poor and contributed 1.32% towards the national poverty level. The analysis trend shows that poverty in Meru has been growing at a rate of 1% per annum since 1997(DPP, 2004)

1.1.3 Challenges facing agricultural development in Meru Central district.

According to South Imenti Development Agency of Meru Central, the main constraints to agricultural growth were identified as,

- Inadequate rural infrastructure including poor roads and transport systems.
- High dependence on rain fed agriculture.
- Inadequate input application.

- Inaccessibility to credit for smallholder farmers especially women.
- Limited application of agricultural research findings because of inadequate extension activities and support staff.
- Low budgetary provisions for agricultural sector.
- Cultural constraints related to gender discrimination in the ownership, transfer and usage of land with respect to perceived ethnic exclusion and traditional inheritance practices leading to land fragmentation.
- Poor coordination of major actors in the sector e.g. infrastructure development, lands and settlement including poor coordination between the Ministry of Agriculture, Livestock Development and Marketing.
- Multiple taxes.
- Unfavourable external environment.
- Low and declining fertility of land.
- High costs and increased adulteration of key inputs.
- High incidences of pests and diseases.
- Shortage of storage and processing facilities and capacities.
- Increased incidences of HIV/AIDS, malaria and water borne diseases.
- Poor governance and corruption in key institutions supporting agricultural production and marketing.
- Inadequate markets and marketing infrastructure.
- Inadequate quality control infrastructure.
- Shortage of knowledge on good crop husbandry.

MOARD has been the main player in providing and directing agricultural extension service before and after independence. Over time however, other interested players have come into the scene such as private companies, NGO's, and CBOs such as religious groups. At the same time, the macro economic environment in the country has changed significantly over the last ten years. The most significant amongst the changes are the fiscal and monetary policies implemented by the government as elements of the structural adjustment programme. According to the National Agricultural Extension Policy (NAEP,

2001), the impacts of these policies on the agricultural sector have been quite conspicuous largely through a deliberate effort to liberalize both inputs supply and the market for agricultural produce. As a result of the speed at which these changes occurred, a number of institutions including agricultural extension services have not been able to respond satisfactorily. During the same period the country started the process of democratisation and decentralization calling for stronger involvement of stakeholders and beneficiaries at grass root level. The interplay of all these changes coupled with poor weather conditions have contributed to the decline in agricultural sector performance in terms of gross production, marketed output and gross value with a consequent increase in national poverty levels.

1.2 Statement of the Problem

Mintzenberg and Quins (1996) stated that 90% of well formulated strategies fail at implementation stage, while according to David (1997); only 10% of formulated strategies are successfully implemented. The reasons that have been advanced for the success or failure of the strategies revolve around the fit between the structure and strategy, the allocation of resources, the organisational culture, leadership, rewards, as well as the nature of strategy itself.

Kenya's strategic approach to a stable and growing economy has been the development of strategies and implementation of macro-economic policies. Since independence, poverty, ignorance and disease have been major development challenges in the country. The desire to promote agriculture and alleviate poverty has been a priority, as spelt out in the various National Development Plans and policy documents, including the National Poverty Eradication Plan (NPEP, 1999 – 2015), the Poverty Reduction Strategy Paper (PRSP, 2001 – 2004), the National Development Plan (NDP, 2002 – 2007) and the sessional paper No. 10 of 1965 on African Socialism and its application to Planning in Kenya.

Despite the elaborate planning process and strategies undertaken by the government to address the problems in agriculture, poverty is overwhelmingly a rural phenomenon

where agriculture is widely practised. In view of the raising poverty levels in the rural areas in the country despite the many strategies employed by the government, it was imperative that a study be undertaken to find out the factors affecting their implementation. Are the government strategies reaching the people? Why is the implementation of government strategies not being realised in declining poverty levels?

1.3 Objectives of the Study

The broad objective of this study was to establish and document the factors that affect implementation of government strategies in agriculture in its efforts to reduce poverty. The study will document the factors that have affected the implementation of government strategies, in the realisation of increased agriculture growth and reduced poverty levels.

1.4 Importance of the Study.

The findings of this research will be useful to,

- NGO's.
- The Government.
- The Private sector.
- Academics.
- The community (farmers)

An understanding of the factors affecting implementation of government strategies by the people will not only shed light on their predicament, but also convey implications for the most suitable interventions that NGOs, the government and other stakeholders could most usefully employ to alleviate the situation.

The government can use the findings in formulating effective implementation, monitoring and evaluation framework for its strategies. The findings will also serve as a basis for further research into other factors that affect government strategies in realisation of increased agricultural growth and poverty reduction.

CHAPTER 2

LITERATURE REVIEW

2.1 The Concept of Strategy Implementation.

Strategy implementation is one of the components of strategic management. Hofer (1984) defines strategic management as a process, which deals with functional organisational renewal and growth with development of strategies, structures and systems necessary to effectively manage the strategy formulation and implementation process. Management issues to strategy formulation include establishing annual objectives, devising policies, allocating resources, altering existing organisational structure, restructuring and re-engineering, revising reward and incentive plans, minimising resistant to change, matching managers with strategies, developing a strategy supportive culture and developing an effective human resource function, David (2003).

The implementation process of a strategy typically impacts every part of the organisation structure, from the biggest organisational unit to the smallest frontline work group (Thomson and Strickland, 1998). According to Aosa (1992), once strategies have been deployed, they need to be implemented; they are of no value unless they are effectively translated into action

A brilliant strategy that cannot be implemented creates no value to the organisation. Effective implementation begins during strategy formulation. Strategy implementation results when organisation, resources and actions are tied to strategic priorities and key success factors are identified and performance measures and reporting are aligned. (Koskei, 2003).

According to David (2003), it is always more difficult to do something (strategy implementation), than to say you are going to do it (strategy formulation). Implementing of strategy does not therefore follow strategy formulation; it exhibits its own resistance,

which can invalidate the planning efforts. (Ansoff and McDonnel, 1990). Implementation of strategy calls for alteration of existing procedures and policies. In most organisations, strategy implementation requires a shift in responsibility from strategists to divisional and functional managers. However, the problems of strategy implementation relate to situations or processes that are unique to a particular organisation even though some problems are common to all organisations. The key decision-makers should therefore pay regular attention to the implementation process in order to focus on any difficulties and on how to address them.

Regardless of how well conceived, a competitive strategy without a proper organisation of human resources is doomed to suboptimize, if not fail completely. Since strategies can only be implemented by and through people, the manner in which human resources are co-ordinated through hierarchical and lateral assignments of responsibility and authority becomes a central management challenge. Strategy must be translated into concrete action, and that action must be carefully implemented; otherwise accomplishment is left to chance.

2.2 Tools for Effective Strategy Implementation.

Once strategies have been developed, they will need to be implemented. Unless they are successfully implemented, an organisation cannot obtain her desired results. According to Pearce and Robinson (1997), shifting from strategy formulation to implementation gives rise to three interrelated concerns namely, identification of measurable, mutually determined annual objectives, development of specific functional strategies and, communication of concise policies to guide actions.

2.2.1 Annual Objectives.

They translate long-range aspirations into this year's budget, Pearce and Robinson (1997). If annual objectives are well developed, they provide clarity, which is a powerful motivating factor of effective strategy implementation. A critical step in successful implementation of a grand strategy is the identification and communication of annual operating objectives that relate logically to the strategy's long-term objectives. Alexander

(1985) argues that annual objectives serve as guidelines for action, directing and channelling efforts and activities of organization members. They provide a source of legitimacy in an enterprise by justifying activities to stakeholders. Accomplishment of these annual objectives adds up to successful execution of the business overall long-term plan.

According to Pearce and Robinson, annual objectives are specific, measurable statements of what an organisation sub-unit is expected to achieve in contributing to the accomplishment of the business's grand strategy. To maximise these objectives' contribution, they assert that certain basic qualities must be developed in developing and communicating them.

2.2.1.1 Linkage to long-term objectives.

An annual objective must be clearly linked to one or more long-term objectives of the business grand strategy i.e. the annual objectives add breadth and specificity in identifying what must be accomplished in order to achieve long term objectives.

2.2.1.2 Integrated and co-ordinated objectives.

Implementation of grand strategies requires objectives that are integrated and co-ordinated within the operating units. This provides a focal point for raising and resolving conflicts between organisational sub-units that might otherwise impede strategic performance. Participation is essential both to establish the relationship of short term operating activities and long-term strategy and to integrate and co-ordinate operating plans and programmes.

2.2.1.3 Consistency.

Annual objectives are more consistent when each objective clearly states what is to be accomplished, when it will be done and how accomplishment will be measured. Objectives can then be used to monitor both the effectiveness of an operating unit and collective progress towards the business long-term objectives.

2.2.1.4 Measurability

Successful implementation requires setting measurable annual objectives, which can be evaluated to gauge progress, especially during the monitoring and evaluation process.

2.2.1.5 Prioritised

Due to timing considerations and relative impact on strategic success, annual objectives should have priorities. Timing considerations often necessitate initiating or completing one activity before another is started.

Good annual objectives should be acceptance, flexible, suitable, motivating understandable and achievable. They should be compatible with employees and managers' values and should be supported by clearly stated policies.

2.2.2 Functional Strategies.

A functional strategy is the short-term game plan for a key functional area within a company. Such strategies clarify grand strategy by providing more specific details about how key functional areas are to be in the near future. According to Aosa (1992), functional level strategy focuses on achieving maximum use of resources i.e. attaining maximum resources productivity. Functional strategy addresses issues regarding the co-ordination and integration of activities within a single function (Hax and Majluf, 1991)

2.2.3 Concise Policies.

Policies are directives designed to guide the thinking, decisions and actions of managers and their subordinates in implementing an organisation's strategy. Policies provide guidelines for establishing and controlling ongoing operations in a manner consistent with the firm's strategic objectives (Pearce and Robinson, 1997).

According to Hussey (1998), policies let both employees and managers know what is expected of them, thereby increasing the likelihood that strategies will be implemented successfully. Whatever their scope and form, policies serve as a mechanism for

implementing strategies and obtaining objectives. Policies represent the means for carrying out strategic decisions and hence should be stated in writing whenever possible.

Although annual objectives, functional strategy and concise policies provide important means of communicating what must be done to implement the firm's strategy, more is needed to implement the strategy successfully. While organisations and groups may be assumed to take strategic actions, it is individuals who ultimately, in practical terms, take actions and are responsible for driving an organisation or a group towards objectives.

2.3 Institutionalising the Strategy.

According to Pearce and Robinson (1997), a new strategy must be institutionalised – must permeate the very day – to –day life of the company – to be effectively implemented. Aosa (1992) observed that strategic implementation is likely to be successful when congruence is achieved between several elements. These are categorised as structure and process elements. Of particular importance includes organisational structure, leadership, culture, resources and systems.

2.3.1 Organisational Structure.

Structure is the division of tasks for efficiency and clarity of purpose, and co-ordination between the interdependent parts of the organisation to ensure organisational effectiveness. If activities, responsibilities and interrelationships are not organised in a manner that is consistent with the strategy chosen, the structure is left to evolve on its own (Pearce and Robinson, 1997). Structure balances the need for specialisation with the need for integration; it provides a formal means of decentralising and centralising consistent with the organisational control needs of the strategy.

According to Robins and Coalter (2002), organisational structure influences the types of strategy used by an organisation. An organisation structure means the formal framework by which job tasks are divided, grouped and co-ordinated.

2.3.2 Organisational Leadership.

Within the organisational structure, individuals, groups and units are the mechanisms for organisational action. The Chief Executive Officer is both symbolic and substantive in strategy implementation. The CEO's actions and perceived seriousness in the commitment to a chosen strategy, exerts a significant influence in the intensity of subordinate managers' commitment to implementation (Pearce and Robinson, 2003). A major role of the leadership within any organisation is to create an appropriate strategy - culture fit (Kazmi, 2002)

The leadership of the organisation should be at the forefront in providing vision, initiative, motivation and inspiration. The management should cultivate team spirit and act as catalyst in the whole strategy implementation process.

2.3.3 Organisational Culture.

Organisational culture is the set of important assumptions (often unstated) that members of an organisation share in common (Pearce and Robinson, 1997). Every organisation has its own culture. Culture is a strength that can also be a weakness. It is strength because culture eases and economises communications, facilitates organisational decision-making and control, and may generate higher levels of co-operation and commitment in the organisation. Culture becomes a weakness when important shared beliefs and values interfere with the needs of the business strategy, and the people working on the company's behalf.

According to Thomson and Strickland (1989), it is the strategy implementer's task to bring the corporate culture into alignment with the strategy and keep it once a strategy is chosen. Aosa (1992) states that it is important that the culture of a company be compatible with the strategy being implemented.

2.3.4 Organisational Resources.

Organisations have at least four types of resources that can be used to achieve the desired objectives. Financial, physical, human and technological resources are the most valuable assets of any organisation. Once a strategic option has been settled upon, management attention turns to evaluating the resource implications of the strategy. Harvey (1998) states that the operating level must have the resources needed to carry out each part of the strategic plan.

2.3.5 Organisational Systems.

This means all the procedures, formal and informal, that make the organisation go day by day and year by year; capital budgeting systems, training systems, cost accounting procedures and budgeting systems (Mintzberg and Quinn, 1996) Attention to the development of systems and procedures is also an integral part of the problem of co-ordinating efforts to achieve key strategic purposes.

2.4 Challenges in Strategy Implementation.

There are many organisational characteristics, which act to constrain strategy implementation. Challenges that occur during the implementation process of a strategy are important areas of research because even the best strategy would be ineffective if not implemented successfully. Some of the issues that contribute to ineffective strategy implementation include.

2.4.1 Communication

Muthuiya (2004) states that the amount of strategic communication in most of the organisations is large, both written and oral communications is used, mostly in the form of top down communications. Communication should be two way so that it can provide information to improve understanding and responsibility, and motivate staff. Communication should not be seen as a once off activity focusing on announcing strategy. It should be an ongoing activity throughout the implementation process.

2.4.2 Understanding the Strategy.

Before any strategy can be implemented, it must be understood. Clear understanding of a strategy gives purpose to the activities of each employee and allows them to link the task at hand to the overall organisational direction.

2.4.3 Matching Structure to Strategy.

While the strategy should be chosen in a way that it fit the organisational structure, the process of matching structure to strategy is complex. The structure that served the organisation well at a certain size may no longer be appropriate for its new or planned size. According to Campbell et al (2002), the existing structures and processes in the organisation should support current ways of doing things and if the strategy indicates that the organisation need to behave in different ways, there is likely to be problems should the existing structures be used to implement the changes. The fundamental challenge for managers is the selection of the organisation structure and controls that will implement the chosen strategy effectively. When an organization changes its strategy, the existing organisational structure may become ineffective (Wendy, 1997)

2.4.4 Culture.

The implementation of a strategy often encounters rough going because of deep-rooted cultural practises (Muthuiya, 2004). This causes resistance to implementation of new strategies. Creating an organisational culture, which is fully harmonised with strategic plan, offers a strong challenge to the strategy implementer's administrative leadership abilities.

2.4.5 Resource Shortage.

According to Johnson and Scholes (1999), analysing the strategic capability of an organisation is clearly important in terms of understanding whether the resources and competencies fit the environment in which the organisation is operating, and the opportunities and threats that exist. Resource configuration is concerned with both the identification of resource requirements and how those resources will be deployed to create the competencies needed to underpin particular strategies. It is therefore necessary

to undertake a resource audit, in order to establish whether the available resources will be adequate for the strategy implementation.

2.4.6 Reward and Incentives.

Incentives such as salary raises, fringe benefits, promotion, praise, increased job autonomy and awards can encourage employees to push hard for successful strategy implementation. According to Thomson and Strickland (1998), if strategy accomplishment is to be really a top priority, then the reward structure must be linked explicitly and tightly to actual strategic performance. A common first step is to move to a system of measurement of outputs through a series of agreed performance indicators. This may be accompanied by incentives and rewards, which relate to the achievement of targets – either for groups or individuals (Johnson and Scholes, 1999)

2.4.7 Resistance to Change.

The behaviour of individuals will ultimately determine the success or failure of organisational endeavours and top management concerned with strategy and its implementation must realise this. Change may result to conflict and resistance. People working in organisations sometimes resist such proposals and make strategy difficult to implement. This may be due to anxiety, fear of economic loss, inconvenience, uncertainty and a break in normal social patterns (David, 2003).

2.4.8 Organisational Politics.

It is important to overcome the resistance of powerful groups, because they may regard the change caused by a new strategy as a threat to their own power. The challenge that organisations face is that internal structure of power always lags behind changes in the environment because in general, the environment changes faster than the organisation can respond.

2.4.9 Lack of Continuity and Consistency.

Senior managers might leave too soon after implementation process has started. This could undermine staff commitment and enthusiasm for strategy. Frequent changes of

strategies before previous ones have gained roots could also lead to low morale in staff. In such circumstances, there is reluctance by staff as they may feel that the organisation is not serious enough in the strategy being implemented.

Organisations exist in the context of a complex, commercial, political, economic, social, technological and legal world. This environment changes and is more complex for some organisations than for others (Thompson, 1997). For successful strategy implementation, an organisation should understand the impact on strategy on external environment, internal resources and competencies and the expectations and influence of stakeholders.

2.5 Previous Government Strategies

The fight against poverty, ignorance and disease has been a major goal of the government since independence in 1963. Since the early sixties, the government has relentlessly been involved in developing strategies geared towards the removal of barriers hindering the development of the agricultural sector and industrial development. Some of the strategies touching on agriculture include,

2.5.1 National Development Plans.

Through various National Development Plans (NDP) the government has attempted to address the concerns of disadvantaged groups. Poverty alleviation, increased agricultural production and unemployment have been the subject of subsequent National Development Plans, Presidential Commissions, Task Forces and studies in Kenya. The range of contributions reflects the pressure to find solutions to the persistent poverty in Kenya.

- The first two National Development Plans of the 1960's focussed on rapid growth, which would alleviate poverty and reduce unemployment. Although high growth rates were achieved in the early years of independence, the twin problems of poverty and unemployment persisted and income disparities widened.

- The 1970 – 1974 Development Plan focussed in more intensive production technology and the promotion of small-scale rural industries and crafts. During that period, a high population growth was recorded while unemployment and income disparities persisted.
- The 1974 – 1978 Development Plan. The 1974 world oil crisis undermined the prospects for achieving the 1974 – 1978 projected growth rate with redistribution strategy, which was outlined in the sessional paper No.4 of 1975, *Economics Prospects and policies*. It sought to shift the economy from capital – intensive and improve agricultural production and basic rural infrastructure, including rural access roads and water supply.
- The Fourth National Development Plan of 1979 – 1983 sets targets for food, healthcare, water and housing. It laid emphasis on employment expansion and productivity enhancement to increase the incomes of the poor.
- During the 5th and 6th National Development Plans (1984 – 1988 and 1989 – 1993), the country recorded major macro-economic imbalances. The government took measures to liberalise the economy in line with structural adjustment policies. The specific measures were set out in the sessional paper No. 1 of 1986: *Economic Management for Renewed Growth*. Greater emphasis was put on the removal of structures and administrative constraints and promotion of rural development and agricultural expansion.
- The 1997 – 2001 National Development Plan deviates from all previous ones by shifting emphasis to private investment industrial production. The aim was to transform Kenya from a largely agricultural economy to a newly industrialised country by the year 2020.
- The current 2002 – 2008 National Development Plan aims at effective management for sustainable economic growth and poverty reduction. The plan emphasises the contribution to poverty reduction in the agriculture and rural development sector

through promotion of food security, agro-industrial development, trade, water supply, rural employment and sustainable utilisation of natural resources.

2.5.2 Other Initiatives

Other government initiatives include,

- The National Poverty Eradication Plan - This was launched on 11th March 1999 and covers the period 1999 - 2015. It provides a national policy and institutional framework for urgent action against poverty in Kenya.
- Millennium Development goals – In September 2000, at the United Nations Millennium Summit, world leaders agreed to a set of time-bound and measurable goals and targets for combating poverty, hunger, disease, illiteracy, environmental degradation and discrimination against women, which needed to be achieved by 2015. One of the goals is to reduce poverty by half by the year 2015.
- Poverty Reduction Strategy Paper, September 2001 - 2004 – It outlined the priorities and measures necessary for poverty eradication and economic growth.
- The Economic Recovery Strategy for Wealth and Employment Creation (2003 – 2007) – It identifies key policy measures and programmes the government is committed to pursuing over the next five years.
- Strategies for Revitalization of Agriculture (2004 – 2014) – This harmonises the recent government initiatives on agriculture, and sets out various ways to revitalise the agricultural sector in Kenya

Despite all these efforts by the government, action plans have been developed; money has been spent yet there is no significant change in the lives of Kenyans.

In his forward to the government's *Economic Recovery Strategy for Wealth and Employment Creation* (2003 – 2007), the Minister for Planning and National

Development Hon. (Prof.) Anyan'g Nyong'o acknowledges the situation in a succinct paragraph, "the poor economic performance that our country has experienced in the last two decades has profoundly and negatively affected the overall welfare of the people of Kenya. The poverty situation has worsened and some 17 million people or 56% of the population do live in poverty. Given the foregoing scenario, there is little doubt that the greatest challenge facing the government today is to restore economic growth, generate adequate employment and reduce the high levels of poverty".

But what has been happening to previous government attempts?

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

The research was conducted through a case study and it investigated the factors affecting implementation of government strategies in agriculture, and it focused Meru Central district. Data was collected from the district agricultural technical and extension staff in Meru, to bring out key findings that would shed light on the subject.

3.2 Data Collection Methods.

The study relied on primary data. Personal interview guided by a questionnaire consisting of both open and closed-ended questions was used. The respondents of this study were drawn from the Ministry of Agriculture office in Meru Central district and mainly consisted of technical agricultural and extension officers.

3.3 Data Analysis Technique

The nature of the information obtained from the questionnaire was descriptive. Statistical analysis was employed, where calculations of percentage, frequencies and tables was shown where necessary, to measure and compare outcomes.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS.

4.1 Introduction

Questionnaires were edited for completeness and consistency and the open-ended questions were assigned appropriate codes. The responses were tabulated and presented as below.

4.2 Respondents Background Information

The study involved a total of 27 respondents, all of whom were employees of the Ministry of Agriculture, Meru office.

4.2.1 Staff Academic Qualifications.

The table below shows the academic qualifications of some of the respondents in the interview.

Table 2

Academic Qualifications	Frequency	Percentage (%)
Post graduate	1	03.7
Graduate	3	11.1
Diploma	6	22.2
Certificate	17	63.0
	27	100

(Source: Research Data)

Majority of the respondents (85.2.%) have academic qualifications of a diploma and below. 14.8% of the respondents had graduate and postgraduate qualifications. The

research revealed that certificate holders were referred to as frontline extension workers (FEW), and were based at the location grass root levels. Diploma holders and few graduates were based at the divisional level, while graduates were based at the district level. It was established that the more academically qualified, skilled and “youthful” employees were based more at the district level, while the less academically qualified and more field experienced staff were based at location level.

4.2.2 Number of Years worked.

The research sought to find out the number of years worked in the Ministry of Agriculture. This was to establish whether staff had enough experience in their work to be able to carry out strategy implementation. The table below summarises the findings.

Table 3

Number of years worked	Frequency	Percentage (%)
Below 5 years	0	0.00
5 – 10	03	11.1
10 - 15	04	14.8
Over 15	20	74.1
	27	100.00

(Source: Research Data)

88.9% of the respondents interviewed had worked in the MOARD for 10 years and above. Only 11.1% of the respondents have worked in the Ministry for 9 years and below. This shows that all the respondents, (100%) were working in the Ministry during the development of the current 2002 – 2008 National Development Plan. They were therefore involved in its development and design.

4.2.3 Other Experience

In order to find out whether the staff had other experience outside their current job, the respondents were asked to state whether they had worked elsewhere prior to joining the Ministry.

The table below summarises the findings.

Table 4

First Employment	Frequency	Percentage (%)
Ministry of Agriculture	24	88.9
Not Ministry of Agriculture	03	11.1
	27	100

(Source: Research Data)

Most of the respondents interviewed (88.9%) joined the MOARD as their first employer since finishing school. These employees know MOARD as the only employer and have no experience working elsewhere. However, the remaining 11.1% had been employed on non-permanent basis before their current employment.

4.3 Strategy Formulation

Strategy formulation is one of the components in strategic management. It is a crucial phase because all that follow is determined by decisions and commitments made during this period.

4.3.1 Vision and Mission Statement.

A mission statement clarifies the main intentions and aspirations of the organisation and the reasons why it exists, while a vision is a desired future state of the organisation. The research sought to establish whether the district agricultural office had a vision or mission

statement that guides them in their day-to-day work. It was found out that indeed there is a vision and mission statement; but the statement set out by the Ministry of Agriculture headquarters in the National Development Plans and other strategy documents, is the one adopted by all the district offices.

The vision and mission statement is the same in all the district offices for the current development plan, and there are no specific statements unique to different places.

4.3.2 Long term Plans

The research sought to find out whether there were long term plans at the district level. It was established that there were no long term plans at the district level. However the Ministry has 5-year development plans, which sets out key areas that needed to be addressed to improve the sector. The plans are not renewed until their end, or until when a task force is set to review it and come up with another strategy.

4.3.3 Annual Objectives

In addition to long-term plans, the researcher asked respondents whether they existed annual objectives to translate the long-term plans into this year's budget. It was found that the district office has annual plans that support the current National Development Plan. Indeed, every year, the district office draws their annual plans and budgets, which are sent to the treasury for allocation of financial resources. The budget that is presented to parliament every year is a result of annual plans and budgets for all government ministries.

4.3.4 Strategic Fit

Strategic fit is about developing strategies by identifying opportunities arising from an understanding of the environmental forces acting upon the organisation. Respondents were asked to describe the extent to which they felt the current development plan addresses the challenges facing farmers. The results are summarised in the table below.

Table 5

Parameter	Frequency	Percentage (%)
Very Adequate	04	14.8
Adequate	06	22.2
Slightly Adequate	14	51.9
Not Adequate	03	11.1
	27	100

(Source: Research Data)

22.2% of the respondents felt that the current development plan in agriculture addressed adequately the challenges facing the sector, while 11.1% felt that the plan did not adequately address the challenges. Upon being probed further, it emerged that whereas all the respondents agreed that the government was very good and punctual in planning, the plans were good only in content but poor in implementation. Some respondents argued that the plans were just mere government statements of intent, and that was all. Respondents who argued against the development plans fitting the challenges faced by farmers said that some of the government strategies had been surpassed by events taking place in the global scene.

4.3.5 Strategy Development,

The research sought to find out how strategies were formulated in the MOARD at the district level. It was established that planning was a thorough and consultative process that begins from the grass roots. Each of the divisions in a district serves as the first level in strategy development. The divisional heads plan according to the priority areas in the locations, and the challenges that affect the people. In the second level, all the divisional plans are consolidated at the district level to form the District Development Plan. The district department head of various ministries, under the co-ordination of the District Commissioner (DC), assisted by the District Development Officer (DDO) and members of the planning team, in consultation with various stakeholders prepare the District Development Plan.

The third level in the strategy development is where all the District Development Plans are consolidated to form the National Development Plan, which articulates the challenges in various sectors, and how they will be overcome. The linkage between the National Development Plan (NDP) and the District Development Plan (DDP) is that the formulation of the NDP is derived from the DPP, which makes the two documents have similar objectives and focus. Planning in the government is therefore an extensive process with wide consultations.

At the national level however, a task force appointed by the minister is used to review existing strategies and give new guidelines.

4.4 Institutionalising the Strategy.

4.4.1 Government Policies

The respondents were asked whether government policies supported the current national development plan. Their views are summarised below.

Table 6

	Frequency	Percentage (%)
Very adequately	-	0
Adequately	05	18.5
Less adequate	13	48.2
Not adequate at all	09	33.3
	27	100

(Source: Research Data)

Of the 27 respondents, only 5, (18.5%) thought that government policies supported the current national development plan in agriculture. 33.3% of the respondents said that the government policies were not adequate at all, while 48.2% thought the policies were less adequate. None of the respondents expressed complete satisfaction with the governments'

policies in supporting the development of agriculture in the country. Overall, the research established that the current government policies did not support strategy implementation (81.5%).

4.4.2 Organisational Structure.

The respondents were asked whether the organisational structure within the district office was well structured in supporting implementation of strategies in agriculture. 26% of the respondents felt that the structure was good enough to support the implementation process, while 55.5% thought the structure slightly supported implementation of strategies. Those who supported the structure argued that it is set in such a way that the Ministry was well represented from the district level, to the location grass root level. Thus, the Ministry staff is in constant contact with farmers at all levels in the district. Those who are against the structure argue that the most qualified and skilled personnel are based at the district level, while leaving the less qualified staff to deal with farmers. The table below summarises the findings.

Table 7

	Frequency	Percentage (%)
Very Supportive	0	0
Supportive	07	26.0
Slightly Supportive	15	55.5
Not Supportive at all	05	18.5
	27	100.00

(Source: Research Data)

4.4.3 Culture

The research sought to find out whether the culture in the office was conducive enough to support implementation of strategies. The table below shows the results.

Table 8

	Frequency	Percentage (%)
Very Supportive	02	07.4
Supportive	06	22.2
Less supportive	14	51.9
Not supportive	05	18.5
	27	100

(Source: Research Data)

The research established that the culture in the Ministry of Agriculture was not supportive of strategy implementation. There is reluctance and apathy within staff and the morale is generally low. More than half of the respondents (51.9%) said that the culture was not conducive enough for strategy implementation. 18.5 % said that the culture was not supportive at all. Probed further, most respondents said that due to financial constraints within the Ministry, there wasn't much enthusiasm as they sometimes would be idle for a long time. They however expressed confidence that they were up for their jobs and that if the Ministry was well funded, the morale would be high and the culture would change.

4.5 Resource Support

4.5.1 Human Resource

The research sought to find out the human resource base in the District Agricultural office in terms of staffing, skills, training and development and incentives.

4.5.1.1 Staffing

The respondents were asked whether there were enough personnel in the office to effectively implement the various agricultural strategies. It was established that the Meru Central agricultural office is understaffed, and that there is inadequate personnel to effectively implement strategy.

Meru Central district has an area of 3012 sq. km of which over 90% is arable. With over 90,000 farm families, the district has only 130 field extension workers, giving a staff farmer ratio of 1:700. With that ratio, the respondents said that it was impractical to follow up on strategy implementation in the district.

4.5.1.2 Skills

The research sought to find out whether the field extension staff possessed the necessary skills to enable them implement strategy successfully. With 37% of the respondents having attained academic qualifications of a diploma and above, respondents argued that the Ministry of Agriculture staff had the necessary skills to implement strategy effectively. Shortage of resources to implement strategies was sighted as the major obstacle. 66.7% of the respondents said the skills were adequate. The table below shows the responses.

Table 9

	Frequency	Percentage (%)
Adequate Skills	18	66.7
Skills slightly adequate	09	33.3
Skills not adequate	0	0
	27	100.00

(Source: Research Data)

4.5.1.3 Staff development

On staff development, the respondents were asked whether they received any technical or other training from the government to enhance their ability to implement strategies effectively. It was established from the research that the ministry has no pre-arranged training development plan for its staff. Respondents said that staff training in the Ministry was rare and mostly occurred to senior employees. In some cases however, staff were taken for workshops ranging from a day to a week to orient them with developments in the sector.

4.5.1.4 Incentives

Respondents were asked whether there was a performance appraisal in place and whether the reward policy in the Ministry was supportive of performance in strategy implementation. All the respondents expressed dissatisfaction with the performance appraisal system. Although a performance appraisal system existed, it was seen as a mere formality that did not reflect on one's performance and consequently, remuneration. All the respondents also said that the reward policy in the Ministry was poor and did not encourage good performance. There was no link between performance and reward and except for extreme cases of gross misconduct, staff performance was neither seen to be recognised, nor appreciated.

4.5.1.5 Monitoring and Evaluation

Monitoring and evaluation is a key element in determining whether activities are being implemented as planned. The research sought to find out whether there existed a monitoring and evaluation system, and how effective it was. The study established that the monitoring and evaluation system in the Ministry of Agriculture was poor and that writing of reports on status or progress of implementation was the only monitoring and evaluation system in place. All in all, a monitoring and evaluation system was found to be lacking.

4.5.2 Financial and Physical Resources.

The research sought to find out whether there were adequate financial and physical resources necessary for implementation of strategies. All the respondents (100%), said that the resources provided for strategy implementation in the Ministry were inadequate i.e. resources were scarcely available for strategy implementation.

The research concluded that the resources in the Ministry of Agriculture were far from sufficient in supporting strategy implementation. The Ministry of Agriculture can therefore be said not to have been providing adequate human, financial and physical resources necessary for successful strategy implementation.

4.5.3 Strategy Communication

In order to successfully implement strategy, it should not only be communicated, but should be clearly understood by all the implementers. The research sought to find out how strategy is usually communicated to implementers. It was established that during planning sessions and departmental meetings, the strategy is well communicated to all department heads, who pass it to divisional heads of department who in turn pass it to location frontline extension workers. The frontline extension workers expressed dissatisfaction with the way strategies are communicated to them, and argued that as the real implementers of strategy on the ground, they ought to be thoroughly acquainted with new strategies.

4.5.3.1 Co-ordination

In order to have a big impact and to avoid duplication of activities, it is essential that organisations, departments, Ministries and other agencies serving the same client co-ordinate in their activities. Respondents were asked whether there was adequate co-ordination between their office and other partners addressing farmers in the district. The research established that there was weak co-ordination between the Ministry of Agriculture and other stakeholders in the agriculture sector. All the respondents (100%) expressed weak co-ordination. It was established that activities at the district level seemed uncoordinated and each stakeholder in the agricultural sector seemed to work on their own with little if any liaison and coordination with others.

CHAPTER 5

CONCLUSION

5.1 Summary, Discussions and Conclusions

The study examined the factors affecting implementation of government strategies in agriculture to reduce poverty in Kenya. The objective of the study was to document the factors that affect the implementation of government strategies, in the realisation of increased agriculture growth and reduced poverty levels.

The findings of the study indicate that the government as the implementing agency, the extension officers as the strategy implementers and the farmers as the beneficiary, all have a role to play if strategy implementation is to result in reduced poverty levels. All the three play an important role in strategy implementation, and challenges in strategy implementation emanate from these three sources.

5.1.1 Factors Affecting Strategy Implementation

Government

- Shortage of resources from the government for effective strategy implementation. There is general shortage of human, physical, financial and technological resources to support strategy implementation.
- Short time frames in implementing agricultural strategies. Some initiatives have short time frames, which gives them little time to mature. As a result they are left incomplete or fall as soon as project time is over.
- Programs/projects that do not link implementation to the end results. Lack of a holistic approach while implementing projects.

- There is lack of ownership of some projects by the community, either due to lack of a baseline or foreknow how on the best project for a given area.
- Some projects are not implemented with sustainability in mind and fall off as soon as project cycle is over.
- Lack of a provincial administrative force to disseminate and enforce agricultural practises and regulations.
- Low motivation by the government for extension officers. There is no link between effort and reward.
- Lack of a clear focus on how the government wants to empower farmers in improving their welfare.
- Poor co-ordination between government departments in addressing agriculture. The gap between research and extension has not been bridged.

Extension

- Low morale within the extension staff and a culture that is not conducive to successful strategy implementation.
- Lack of continuous update of extension staff on upcoming/modern/latest agricultural practises and methodologies.
- Ill equipped extension staff to guide farmers on market, demand, supply and prices of farm produce.
- Poor co-ordination/liaison/communication between different departments/players in the agriculture sector leading to frequent meetings covering small scopes.

- Conflicting information between government extension officers and other extension agencies at the grass roots.

Farmers

- Low farmer perceptions on projects. Farmers have been introduced to so many projects that have failed and there is apathy and mistrust from farmers; that the project is another “passer by” that will come, fail and go.
- The younger generation who are recipient of information are not the owners of land and so when other opportunities come up they leave.
- Due to very small agricultural land sizes, some government strategies may not be economically viable.
- Some farmers are not keen on following guidelines/information as given by extension staff i.e. farmers who are resistant to new agricultural techniques.
- Low farmer turn out for farmers during agricultural training and demonstrations.

Overall, inadequate resources, unsupportive culture coupled with a skewed organizational structure can be said to be the main barrier for successful implementation of government strategies in agriculture.

5.2 Limitations of the study.

Meru Central district is expansive and collecting data for the research involved travelling long distances, as a result, the field extension officers targeted for the research who were not reached during the first visit were not visited again and hence their valuable data was not included in the research. Also funds for travelling from location to location during the interview process was a limiting factor. Time was also a limiting factor in conducting this

research. Many anticipated in-depth discussions did not take place as scheduled because some respondents were in hurry to attend to other matters.

5.3 Recommendations for further research

The research sought to establish the factors affecting implementation of government strategies in agriculture. The research therefore addressed implementation issues only. Further research needs to be done on other strategic management issues.

This study should be replicated to other government ministries in order to understand better, whether planned initiatives are reaching the beneficiaries and how to improve service delivery.

The respondents used in this research were agricultural technical and extension officers, farmers, who are the recipient of government strategies in agriculture, were not interviewed. In order to understand comprehensively the factors affecting implementation of agricultural strategies, farmers also need to be interviewed to hear their case.

5.4 Recommendations for policy and Practice.

Given the importance of the agricultural sector to the economy, the following measures are recommended in order to revamp the sector and reduce poverty in Kenya.

1. Increased funding of the agricultural sector. Inadequate resources were found to be the most limiting factor limiting implementation of government strategies. The financial, physical, human and technological resources committed by the government is not sufficient enough to give any significant effect to increased agricultural productivity, more resources are needed.
2. Strict regulation of the agricultural sector by the government to curb unscrupulous traders of agricultural inputs and produce, and also to enact policies guiding subdivision of agricultural land.

3. Staff training and development. The government should have staff training and development programme, to keep the Ministry extension staff continually well equipped with skills, knowledge and methodologies relevant to current farming practises. This will keep staff well informed and build their confidence in extension work.
4. Staff motivation. The current culture in the Ministry of agriculture does not adequately support strategy implementation. The government should motivate its staff by providing them with incentives that link performance to reward. This way, staff can be able to associate good performance to reward.
5. Organisational Structure. The current organisational structure is such that the most academically qualified and skilled employees are at the top while most of the less skilled are at the grass roots. This structure needs to be reviewed so that more qualified people with skills are in touch with the farmers.
6. An effective and efficient monitoring and evaluation system needs to be put in place. Clear measurable targets that each individual or group of individuals need to meet at predetermined times will need to set, against which staff will be appraised. This will keep staff continually aware of their duties and responsibilities and hence strive towards achieving their targets.
7. Improvement of feeder roads. The rural infrastructure is dilapidated as the roads are inaccessible during the rainy seasons, hence making it hard for agricultural produce to reach consumers.
8. All the stakeholders in the agricultural sector at the district level should be planning their activities in harmony, and wherever possible hold joint field days so that farmers can get wide knowledge within single attendances.

9. Strengthen the link between research and extension. The gaps between what researchers know and what farmers practise is wide. Therefore, research institutions should link up with extension staff in the dissemination of information to farmers.
10. Before any development project is initiated in the community, a thorough baseline survey should be done with the community at all levels. This will enable good understanding of the project area; give community a chance to give their views besides establishing the viability and sustainability of the project.
11. Holistic approach to strategies. Agricultural strategies implemented should address the challenges faced by farmers across the board. For example, a strategy targeting increased agricultural production should also look into how the targeted production will be marketed.
12. Information on markets and market information should be made available to farmers. Farmers do not have adequate information on where to sell their produce, when, how and at what price. Information on prices, markets, demand and supply should be readily available to farmers to enable them plan before planting
13. The provincial administration and extension staff should be empowered to deal with unscrupulous traders and errant farmers and in the mobilisation of farmers during training, field days and demonstration.

In my opinion, if the government adopts the above recommendations, not only will there be an increase in agricultural productivity and employment opportunities, but also a reduction in poverty levels in the country.

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Questionnaire

A. Details of the respondent.

1. Position held _____
2. Academic qualifications _____
3. Number of years worked _____
4. Was the Ministry of Agriculture your first employer? Yes () No ()
If No, please explain.

B. Strategy Formulation.

1. Is there a **Vision** and or **Mission Statement** for the Meru Central Agricultural office? Yes () No ()

Please explain.

2. Are there long-term plans in the Meru Central Agricultural office?
Yes () No ()

Please Explain.

If yes, what is the scope?

1 year () 2 years () 3 years () 4 years () 5 years ()
More than five years.()

3. If yes to No.2 above, how often do you review your long-term strategies?

- a) Quarterly ()
- b) Annually ()
- c) Bi annually ()
- d) Others (Specify)_____

4. Does the district office have Annual Objectives to achieve?

Yes () No ()

Please explain your answer.

5. If yes to No.1 above, how often are your Annual Objectives reviewed?

- a) Monthly ()
- b) Quarterly ()
- c) ½ yearly ()
- d) Yearly ()
- e) Others (Specify)_____

6. Do you think that the current District Agriculture Development Plan adequately addresses the core challenges facing farmers?

- a) Very adequately ()
- b) Adequate ()
- c) Slightly adequate ()
- d) Not adequate ()
- e) Others (Specify)_____

Please explain.

7. How are strategies planned in the Ministry of Agriculture,

a) At the National Level?

b) At the district level?

C. Institutionalising the Strategy.

1. Do you think the government policies adequately support the current National Development Plan in Agriculture? (Please tick the choice that best describes the status)

- a) Very adequately ()
- b) Slightly adequate ()
- c) Less adequate ()
- d) Not adequate ()
- e) Others (Specify) _____

Please explain

2. Does the Organizational Structure in the district offices support implementation of agricultural strategies?

- a) Very adequately ()
- b) Slightly adequate ()
- c) Less adequate ()
- d) Not adequate ()
- e) Others (Specify) _____

Please explain.

3. Do you think the culture in the District Office / Ministry, supports implementation of Agricultural strategies? (Please tick the choice that best describes the situation)

- a) Very supportive ()
- b) Supportive ()
- c) Slightly supportive ()
- d) Not supportive ()
- e) Others (Specify)_____

Please explain your answer.

D. Resource Support

1. Are there enough personnel in the office to implement the various government strategies in Agriculture? Yes () No ()

Please explain.

2. Do you think that the Agricultural Officers have adequate skills necessary for successful strategy implementation in Agriculture?

- a) Skills adequate ()
- b) Skills slightly adequate ()
- c) No adequate skills ()
- d) Others (Specify)_____

Please explain.

3. Have you been trained on technical skills needed for the implementation of the current development plan? Yes () No ()

4. Do you receive staff training from the Ministry to enhance your ability to implement Agricultural initiatives? Yes () No ()

If yes, how frequent are the trainings?

- a) Quarterly ()
- b) ½ yearly ()
- c) Annually ()
- d) Rarely ()
- e) Others (Specify) ()

Please explain.

5. Is there a staff performance appraisal system in your office?
Yes () No ()

If yes, how often are you appraised? _____

6. Is there a Monitoring and Evaluation System in place to evaluate staff performance against set targets? Yes () No ()

Please explain.

7. Does the reward policy in the Ministry support performance in the implementation of Agricultural initiatives? Yes () No ()

Explain your answer.

8. Are financial resources required for implementation of documented strategies available?

- f) Readily available ()
- g) Scarcely available ()
- h) Not available ()
- i) Other (Specify)_____

Explain your answer.

9. Are the physical resources required for implementation of documented strategies available?

- j) Readily available ()
- k) Scarcely available ()
- l) Not available ()
- m) Other (Specify)_____

Explain your answer.

E. Communication

1. How are strategies within the Ministry communicated to staff?

2. Is the communication mode sufficient enough for clear understanding of the government strategies? (Please tick the choice that best describes the situation)

- a) Sufficient enough ()
- b) Lowly sufficient ()
- c) Not sufficient ()
- d) Other (Specify)_____

3. Is there adequate co-ordination in implementing activities between your office and the various Ministries, NGO's and other agencies in the district? (Please tick the choice that best describes the situation)

- a) Strong co-ordination. ()
- b) Weak co-ordination ()
- c) No co-ordination ()
- d) Others (Specify)_____

F. Conclusion

What, in your own view, do you think are some of the factors affecting implementation of government strategies in Agriculture?