Entrepreneurial Agriculture for Human Development: A Case Study of Dotito Irrigation Scheme, Mt Darwin

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Abstract

Agriculture is viewed as the main economic activity which contributes to the overall creation of wealth in the country. This then calls for both small scale and large scale farmers to practice entrepreneurial agriculture. However, this study examined the relationship between entrepreneurial agriculture and human development in the context of public policy. Human development has emerged as the main indicator of the country's ability to promote human rights. Therefore, the study documented the relationships that exist between entrepreneurial agriculture and human development .Qualitative methodology was employed in the collection and analysis of data. The study was enforced by Hitt et al's (2003) strategic entrepreneurship model.

Key Words: entrepreneurial agriculture, human development and agricultural productivity

Introduction

Entrepreneurship has been regarded as a viable engine for the country's economic growth in the contemporary society .However, the call for entrepreneurship has been considered as a new phenomenon in agriculture especially in developing economies. For the farmers to increase productivity, they need to harness all their skills so that they will be able to withstand harsh conditions which are as a result of environmental changes .Agricultural productivity is believed to be enhanced by the incorporation of strategic entrepreneurship skills .In addition to that, an increase in agricultural productivity can successfully promote human development .Farmers have different levels of skills that can reflect on their strengths and weaknesses.

Human development is a recent concept which is inclined towards the improvement of the individual standards of living .It is a multi-dimensional concept which encompasses the economic, physical, social and psychological growth of individuals in the country. Human development directly leads to a health society. This study is aimed at examining the relationship that exists between entrepreneurial agriculture and human development. Human development is based on the concept of the well being that can help define public policy. The profound changes in the contemporary society calls for an increasing attention to the aspect of human development. Previous development policies focused on the provision of public services. However, it has become a need for the developing nations to focus more on empowering policies.

Gries and Naude (2010) note that entrepreneurship matters for human development. According to Human Development report (2000), individuals should be put at the centre of development process and should not be marginalized or made mere logs in the process of development. Hence forth, distributing land is one step towards achieving human and social development and is the starting point of expanding the capabilities of individuals. Deng (1985) points out that raising the quality of life of the community should be the main objective of any public policy in the context of human development. An increase in agricultural productivity can improve the rural people's quality of life. The United Nations Development Report (1998) note that as the family becomes entrepreneurial and economically empowered, it begins to enjoy self respect, a sense of belonging to the community and self fulfillment. All these are dimensions of human development. Thus, entrepreneurial agriculture can speed up the individuals' social and psychological growth. Agriculture is not only an engine for growth in the developing economies, but also a key factor in alleviating poverty and promoting family dignity.

The issue of entrepreneurship in the agricultural context has been neglected by several scholars. Recently, entrepreneurship has gained value in the farming context. Human development has also emerged as a cornerstone of public policy yet little has been done in terms of examining the linkages or an association that exists between entrepreneurial agriculture and human development. The study is aimed to answer the following question, is there a link between entrepreneurial agriculture and human development? If so how then does entrepreneurial agriculture promote human development and to what extent can it promote human development?

Background to the study

The UNDP (2013) embraced the importance of entrepreneurial skills in the agricultural context as this has significantly improved the well being of the rural poor's small scale farmers in Egypt. The programme (Pro-poor Horticulture Value Chains in Upper Egypt), is based on improving small scale farmers position in the chain -value -adding activities that comprise food production plans with existing demand and market driven technique known as contract farming. The UNDP (2013) highlights that in 2012 ,67 small farmers from Awlad Yahia Village joined hands and resources to establish their own shareholding agribusiness company named Salasel Co. Currently the farmers are not only involved in production, but in business aspect to supply a major food processor of 1000 tones of onions with Gross Profit of 150 000 (UNDP, 2013).Thus, the life of these rural – small- scale farmers have improved as a result of applying strategic entrepreneurship skills in the farming business.

Human development can generally be defined as the expansion of the capabilities of individuals. United Nations Development Programme (1995) defines it as the process of enlarging the choices of all the people and not just one part of the society. Human development informs policy choices in many areas such as poverty reduction, sustainable development, gender inequalities and good governance. Human development requires the implementation of people- centered policies .The main purpose of human development in this context, is to improve human lives so that the individuals will be knowledgeable, healthy and well nourished as well as be able to participate in the community's life. Restoring family dignity and empowering individuals are also characteristics of human development.

Entrepreneurial agriculture is defined as the strategic growing of crops and keeping of animals. It can also be explained as the incorporation of entrepreneurship skills and models to farming business. De Wolf and Schoorlemmer (2007) define an entrepreneurial farmer as a person who is able to create and develop a profitable farming business in a changing business environment.

Objectives:

- to determine the dimensions of human development;
- to discuss the components of entrepreneurial agriculture;
- to investigate the impact of increased agricultural productivity on individual social, physical and psychological growth; and
- to recommend on improved strategies that may promote human development in the country.

Conceptual Framework

The study is informed by the strategic entrepreneurship model by Hitt et al (2003).Strategic entrepreneurship model combines entrepreneurship and strategic management and all these are concerned with the growth and wealth creation. The model has six dimensions which are the entrepreneurial mindset, entrepreneurial culture, managing resources strategically, applying creativity and developing innovation, competitive advantage and finally wealth creation. Entrepreneurial mindset contributes to a competitive advantage and is necessary for creating wealth. Even when clouded with uncertainty, the entrepreneurially minded persons can identify and exploit new opportunities that cause them to have cognitive abilities that allow them to impart meaning to ambiguous and fragmented situations (Averrez and Barney, 2002).

Effective entrepreneurial culture is characterized by multiple expectations and facilitates the firm's efforts to manage the resources strategically. An effective entrepreneurial culture is one in which new ideas and creativity are expected ,risk taking is encouraged ,failure is tolerated ,learning is promoted and a continuous change is viewed as a conveyor of opportunities. Entrepreneurial leadership is linked to the success of all sizes and types of firms (Daily, et al 2002).

A specific type of leadership has been explained as the ability to influence others to manage resources strategically in order to emphasize both opportunity seeking and advantage seeking behaviours (Covin and Slein 2002).

Creativity and innovation are increasingly important especially for business operating in a market with multiple opportunities to differentiate goods and services (Barney and Arikan,2001). Creativity in the business is a continuous process rather than an outcome of single acts. Creativity is regarded as the basis of innovations and is supported when the resources are managed strategically. Competitive advantage in this context entails the exploitation of entrepreneurial opportunities that contribute to the firm's efforts to form sustainable competitive advantages and create wealth.

All the five above mentioned dimensions, lead to the creation of wealth. When wealth is created, there will be an improvement in the standard of living, creation of employment, and the individuals in the society will be able to access their day- to -day needs for survival adequately. In fact, the creation of wealth reduces extreme poverty, thereby promoting human development. Thus the strategic management of resources, entrepreneurial mindset and innovation and creativity lead to the overall creation of wealth which promotes human development.

The strategic entrepreneurship model which includes opportunity and advantage seeking behaviours significantly contributes to one's understanding of how firms and farming businesses create wealth which improves the well being of individuals in the society.

Methodology

The research employed a qualitative grounded theory approach and was based on a sample of 34 farmers in the scheme,5 respondents in key positions in the district. Grounded theory design is a systematic, qualitative procedure that the researcher uses to generate a general explanation that explains a process, action or interaction among people (Maree, 2007). In this research, the researcher tries to generate explanation regarding the nature of the relationship that exists between entrepreneurial agriculture and human development.

Research Paradigm

This research was underpinned by the principles of qualitative research which seeks to gain meaning and insight into the chosen research subject by using people's real life experiences. Maree (2007) notes that qualitative research typically serves one or more of the following purposes:

- Description- it can reveal the nature of certain situations, settings, processes, relationships, systems or people;
- Interpretation-it enables the researcher to gain new insights into a particular phenomenon;
- Verification-It allows the researcher to test the validity of certain assumptions, claims, theories or generalizations within the real world context; and
- Evaluations-they provide a means through which a researcher can judge the effectiveness of particular policies and practices.

A qualitative approach is adopted by the researcher to gain an insight into the relationship between entrepreneurial agriculture and human development. This approach is adopted to test the validity of the assumption which states that entrepreneurial agriculture is a catalyst for human development. Thus, the qualitative approach can generate a fine-grained understanding of the synergies that exist between entrepreneurial agriculture and human development .Thus, qualitative approach allows a detailed exploration of a particular phenomenon and the reasons of its existence (Maree, 2007).

The study area

Dotito Irrigation Scheme started in 2003. It is just 3 kilometers from Dotito Growth point along Harare-Mkumbura road. The project started with less than 70 people and now there are about 95 farmers. Farmers grow crops such as onions, potatoes, green beans, green maize, okra, cabbage and leafy vegetables. They get irrigation water from the dam which is 3-4 kilometers away from the irrigation scheme. Each farmer in the scheme has 0.6 hectares of land. There is a chairperson and vice chairperson who monitor the operations in the scheme.

Sampling

The researcher used random sampling to select 30 respondents for the questionnaires. This method was chosen because it eliminates bias in selecting the respondents. Case study respondents were conveniently selected. Respondents in key positions such as the district administrator and the chief were purposively selected because they have a special role to play in the community.2 village heads and councilors were conveniently selected in the study.

Data collection instruments

Case study

The research employed a case study method to collect data from some of the respondents. According to Yin (1984) a case study method leads to in depth investigation which addresses the and the how questions. The approach explores deep data that provide a thick description of the phenomenon in a particular context whilst giving a more human face to the investigation (Creswell, 1994).

Three cases comprised of 2 female and 2 male respondents were purposefully selected in Dotito Irrigation Scheme. The main purpose of undertaking case studies was to complement the results from the interviews and to increase validity and reliability of the research findings. Case studies also focus on gaining an in-depth understanding of a particular entity or event. The researcher used the case study design to trace the farmers' way of living from the time they started operating in the scheme.

Questionnaires

The researcher made use of the questionnaire to collect data from the farmers. Collins and Hussey (2009) define questionnaires as instruments of collecting primary data from respondents who are asked a list of carefully structured questions chosen after considerable testing in order to entice for reliable responses. Blaikie (2010) notes that a questionnaire is a valid, reliable, objective and popular tool as it is cost effective. It enables the researcher to gather data from a large population within a short period of time and it ensures anonymity of respondents. This instrument reduces bias that may be experienced under the interview method. The researcher delivered 30 questionnaires after pretesting them. The respondents were given a minimum of 4 days to complete the questionnaire. Questions on the questionnaire were very short and precise and were also open-ended questions to allow the respondents to clearly explain their experiences.

Key informant interviews

The researcher interviewed respondents in key positions in Dotito District. The researcher interviewed the district administrator, a chief, two village heads and counselors to find out what the farmers were doing and feeling and how the community is benefited from irrigation project. Good interview skills were required on the part of the researcher when asking questions, listening, observing and recording of information. Key informant interviews, allowed the verification of some major issues which rose in questionnaires, case studies and observations.

Observation

The researcher observed the farmers in the field to find out how they were operating. The researcher was also able to observe gestures and behaviours of respondents. The researcher observed how people were benefiting from entrepreneurial agriculture.

Data presentation and analysis

The researcher used the content analysis to analyze data from the case studies, key informant interviews, observation and open ended questions from the questionnaires. The qualitative data were grouped into themes. Data from closed-ended questions on the questionnaires were analyzed using statistical packaging for social sciences. Tables and pie charts were also used to present the findings.

Presentation of Findings

Research findings from the questionnaire.

Age of the respondents

The researcher wanted to know the ages of the respondents. The table below shows the ages of the respondents.

Age	Frequency	Percentage
Under 30	2	6.7
30-50	10	33,3
51 and above	18	60
Total	30	100

Majority of the respondents (60 %) were 50 years old and above while 6,7 % indicated that they were below the age of 30. 33,3% indicated that they were between 30-50 years old.

Marital Status

Marital status	frequency	Percentage
Divorced	3	10
Married	22	73,3
Single	2	6,6
Other	3	10
Total	30	100

Majority of the respondents 73,3% were married while 10 %, indicated that they were divorced, 6,6% were single while10% did not explain their marital status but they said that they had children. All the respondents indicated that they had families and children to feed.

Gender of the respondents

Gender distribution table of the participants

Gender	Frequency	Percent
Female	16	53,3
Male	14	46,6
Total	30	100

Dotito irrigation scheme is dominated by females but most of the respondents highlighted that they were managing the projects together as a family. Some female respondents explained that their husbands were doing other tasks at home while others explained that their husbands were formally employed. The researcher observed that the majority of women liked to work on horticultural projects whilst their husbands were doing other tasks.46, 6% were male respondents.

Percentage number of respondents who attributed agricultural productivity to entrepreneurship skills.



Findings have shown that 80% of the respondents the increase in their agricultural productivity to the application of strategic entrepreneurship skills whilst 20 % disagree.

Respondents' Level of Education

Table 3 which	n shows the	e level of mos	t farmers education.
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Level of education	frequency	Percentage
Ordinary	23	76,6%
level and		,
below		
Certificate	5	16,6%
Diploma	2	6,7%
Degree	0	0
Total	30	

Respondent's perceptions on the performance of strategic entrepreneurship in agriculture



N=30

20% of the respondents indicated that entrepreneurship skills were assisting them to perform excellently in agriculture. They explained that they had noticed the importance of strategic management skills in the farming context.

Farmer's constraints and opportunities

Respondents reported that one of the challenges they were facing was the lack of finance to upgrade or improve their roads to facilitate an easy transportation of their outputs to the markets. They said that their income was not sufficient enough to maintain their roads. All the respondents also reported that there was short supply of water during the dry season. Their income was not sufficient enough to buy more pipes which would supply adequate water to all the farmers. All the respondents also indicated that their income was insufficient to buy the transformer which enabled continuous pumping of water during the dry season.

The respondents cited that lack of markets was also one of the challenges being faced by the farmers. They reported that agricultural outputs flooded all the market to the extent that the prices fell. The respondents lamented that the over flooding of these agricultural outputs had reduced their capacity to make profit from their agricultural business. Findings showed that selling their outputs to the local market also reduce their profits because the local people in the rural areas did not have money to buy the outputs and as such they ended up negotiating for prices which would reduce the farmers' profits.

All the respondents at Dotito Irrigation Scheme lamented the lack of security as one of the challenges they were facing. They complained about the marauding of cattle beast vandalizing their crops. They also complained about thieves. These respondents explained that their income was not sufficient to buy the fence to protect their crops. Respondents reported that they had a bigger chance of exporting their outputs with government assistance. 60% of the respondents highlighted that their opportunities of becoming popular suppliers of quality agricultural products

in the country could be high provided that there were not going to face power cuts.

They reported that some of their outputs such as beans (green beans) were able to meet international standards. Managers of the supermarkets reported that the farmers were producing quality outputs but were unable to consistently supply large quantities because they all had smaller pieces of land.

Cases	Mai Gumbo	Gamuchirai	Mr Dube	Mr Nduru
Sex	Female	Female	Male	Male
Age	52	31	58	48
Marital Status	Married	Divorcee	Married	Married
Year of joining the irrigation scheme	2007	2008	2003	2003
Year witnessed an increase in Productivity	2011	2011	2012	2011
Highest level of Education	Ordinary level	less than ordinary level	Zimbabwe Junior Certificate	Less than grade 7
Number of children	4	2	7	3
Who inspired him/her	Friends	Relatives and friends as a result of poverty	Friends	Green beans,tomatoes,onions,leaf y vegetables
Crops grown	Potatoes, Onions, Tomatoes,G reen Beans,green maize, okra and leafy vegetables	Green beans,Tomatoes,Onions,leaf y vegetables,Okra	Tomatoes,potatoe s, green beans and onions	Tomatoes, Green Beans, and leafy vegetables
Number of people employed	Less than 10	10	3	7
How does he/she benefit from farming?	-Able to support the family, Food security, income, send children to school and building modern houses	Able to send her children to school. Able to support her family. Economically emancipated Provision of adequate food. She built a 2 roomed roofed with asbestos.	-Farming enabled him to bring income to support the family. -Stabilized his marriage. -Able to send children to school. -improved his standard of living.	-Able to send his children to school. -Providing adequate food to the family -Improving the family's standards of living. -Earning a continuous income. -Upgrading accommodation.
Expectations	To increase productivity	To increase productivity	To increase productivity and to supply outputs in bulk.	To produce a bumper harvest. To produce outputs for which are suitable for exporting.

Summary of the findings from Case Studies

Discussion of the main findings

Age of Respondents in the scheme

Most respondents in the scheme were 51 and above followed by the ages 31-49 and only 2 below 25 age group. However anybody can be a successful farmer no matter what age the person is.

Timmons and Spanelli,2009 say that Bill gates and Phil Knight of the United states of America ,started and grew companies that have permanently revolutionalised today's world of commerce and these were very young when they started. Thus youth should also be involved in entrepreneurship farming. Youth who are from school have skills which may also promote agriculture.

Relationship between entrepreneurial agriculture and human development

The research has shown that entrepreneurial agriculture lead to an increased productivity. An increased agricultural productivity promotes family dignity that is the family will be able to meet its day to day needs for survival. Increased agricultural productivity instill the spirit of harmony and togetherness within the family. When there is adequate food for the family the mother has a piece of mind in the African context. In our culture, the father is the sole bread winner and the mother is expected to prepare food for the family and when there is no food it is the mother who suffers the consequence and normally when there is no food in the family children will cry out to the mother hence the mother will be mentally disturbed. If the mother is able to feed the family she is more likely to be happy though there are some secret challenges she might be facing. Women who are also breadwinners are able to raise their voices in the family and they are more likely to rescue themselves from being man's subordinates .Chandramouli et al (2004) notes that rural women understand entrepreneurial farming creates employment possibly near their homes, which foster autonomy .This clearly shows that entrepreneurial agriculture promote human development. Increased agricultural productivity may also improve the health of family members due to the provision of adequate nutritious food to the family. Farmers can also use the farming income to buy nutritious food for the family. Increased agricultural productivity through entrepreneurial skills economically empowers the society's marginalized groups such as women and the poor and these are also some the dimensions of human development promotion in the African context. Entrepreneurial agriculture is sustainable in the sense that the individuals will be able to provide for themselves or to feed themselves persistently .Individuals working on their piece of land know what is best for their environment, what to do to protect their soil for future generations. The improvement of entrepreneurial skills in agriculture is an important condition to generate sustainable rural development (De Wolf and Schoorlemmer, 2007) .The ability to send children to school as well as buying them what they want is also one of the dimensions of human development. Research has shown that the characteristics of human development such as the ability to participate in the community's life, to be employed, to be healthy and well nourished, to be knowledgeable through education and the abolishment of gender inequalities in the family or in the society are possible through entrepreneurial agriculture which leads to an increase in productivity. It is accepted that entrepreneurship including family entrepreneurship is an instrument driving economic development and creating wealth, developing technology and producing employment (Chengini and Khoshitnat, 2010).

Entrepreneurial skills as regulatory strategies in farming

The research has shown that entrepreneurship skills in agriculture act as regulatory strategies. They equip farmers with skills which enable them increase productivity. These entrepreneurial strategies act as a regulatory mechanism which enables the farmers to adopt methods which will lead to an increase in productivity. All the respondents from the case studies explained that their productivity remained very low for years before these farmers were equipped with strategic entrepreneurship skills. An increased agricultural productivity was witnessed in 2011 when the farmers were now equipped with entrepreneurship skills. Capitanio and Adnolfi (2010) note that many farmers are quite entrepreneurial if one accepts that it means creatively determining how, and then acquiring additional income from strategic farm development, or services, retail or wholesale new entries undertaken to entrepreneurial opportunities. Farmers should be guided by skills which will enable them produce quality produce .Farmers also need to be equipped with sound marketing and resource management skills to avoid looses and increase productivity. Entrepreneurship skills guides the farmers' day to day activities and this will lead to the attainment of bumper harvest. Improvement of subsistence farming and agricultural business is possible with effective exploitation of human and material resources (Dabson, 2011).

Farms are somewhat like other small rural businesses. Farmers are business owner managers. Farmers who initiate new business activities by realizing and exploiting entrepreneurial opportunities and still maintaining the farm business are therefore entrepreneurial portfolio (Alsos et al, 2003). These farmers are thus able to increase productivity as well as creating wealth for the nation. Hence forth, these farmers enable the country promote human development

Conclusion and Recommendations

Entrepreneurial agriculture is an important tool for promoting human development as well as promoting human rights in the country. Entrepreneurial agriculture creates employment, improves the people's standards of living, enhances food security among families, and provides income and assist in alleviation of poverty in the country.

From the findings, it can be concluded that entrepreneurial agriculture in both irrigation and dry land farming can reduce strain and burden to the government as people will be able to provide food for themselves provided that they are given inputs to start on within their agricultural business. More so entrepreneurial agriculture provides a well balanced diet to the farmers and this means that there will be fewer chances of people being attacked by deficiency diseases. This will also improve the performance of children at school.

The research revealed that in order to promote human development it is very significant to promote entrepreneurial agriculture in the country. The research found that entrepreneurial agriculture is the key for promoting human development.

Entrepreneurial mindset and strategic management of resources enable farmers to earn more income and hence create more wealth for their families to enjoy. This can also leads to the overall creation of wealth in the country as some of the outputs will be exported outside the country. Strategic leadership skills, entrepreneurial mindset as well as the strategic management of resources increase the farmer's agricultural productivity. Multiple benefits are gained from an increased productivity and these are improvement in standards of living, creation of employment, reducing extreme poverty as well as empowering people in the communities. Agricultural productivity also enhances peoples well being in the society.

The study has shown that entrepreneurial agriculture enhances the participation of people in the process of income generation. Furthermore, it gives everyone the chance to earn a living and this enable the community to survive sustainably. All the benefits from agricultural productivity further improve human capabilities thus entrepreneurial agriculture is a viable tool for promoting human development. The results from the study have shown that entrepreneurial agriculture in enhancing the capabilities of individuals in the community.

It can also be concluded that entrepreneurial agriculture economically emancipates women to the extent that they will be able to act as breadwinners. It enables women to support their families and be able to meet their day to day needs. Women in entrepreneurial agriculture are able to feed to expand their capabilities.s

In developing economies, successful entrepreneurial agriculture reduces poverty, creates employment and brings continuous income to the poor people. All these, enhance human development. This study will encode the voices which are lamenting for promotion of rural development. The strategic entrepreneurship model can be used to foretell the capacity and ability of entrepreneurial agriculture in promoting human development. The creation of wealth in the model can easily emancipate the marginalized people such as women and the poor people, enable people to easily access quality education and health facilities, improve people's health, creates employment and also enable people to improve their standards of living. The model can be generalized to both the small and large scale farmers.

Local authorities and government policy makers can successfully elevate entrepreneurial agriculture in the country through creating enabling environment for the farmers, improving infrastructure and providing adequate inputs. The research has also shown that good governance can promote entrepreneurial agriculture which will directly lead to the promotion of human development. The government is the key to nurture entrepreneurial agriculture.

The implementation of policies that enable farmers to successfully practice their entrepreneurial agriculture enables the rural poor people reduce extreme poverty.

The government must therefore provide the enabling environment to all the farmers so that they can increase productivity which will lead to the elevation of human development.

Increased agricultural productivity through entrepreneurial skills enable farmers to send their children to school, build modern houses, feed their families adequately and buy whatever they want in order meet their day to day needs.

From the study findings there is need for the government to provide inputs to the farmers as well as creation of markets for the produce .Entrepreneurial agriculture should be encouraged to all the farmers that is both small and large scale farmers in the country to reduce or alleviate poverty.

There is also a need for all the farmers to form cooperatives and work together so that they can easily solve some challenges they face in the farming business .Cooperatives enable small scale farmers supply outputs in bulk to the market. It also gives them more bargaining power to negotiate prices which will enable them make a reasonable profit. Small monthly contributions by the farmers also help them to build cold storage rooms to keep their outputs fresh before they sell them. Cold storage rooms will also help their outputs not to lose quality. This will enhance farmers to increase profit. The government is also required to help farmers build storage rooms so that they can keep their products fresh for some days before selling them.

The study has also shown that the implementation of irrigation schemes in most of the rural areas is a necessity to promote human development in the country. The research has revealed that agriculture in Zimbabwe has the potential to increase the country's Gross Domestic Product which will also promote human development in the country .However; this potential has to be transformed into real action by equipping farmers with strategic entrepreneurship skill which will enable them to deal with the environmental changes. The government should equip the local people with strategic skills in their farming business so that their productivity can increase.

The researcher recommends that in order to promote human development in the country, the practice of entrepreneurial agriculture should be highly prioritized by the government. The government has to make sure that it improves the infrastructure as well as making sure that inputs are available at affordable prices.

If entrepreneurial farming is an instrument for improving the quality of life for families and communities and for sustaining a fit economy and environment, fostering entrepreneurship skills must be considered as an urgently needed development policy in the country. This however should be supported by the provision of adequate inputs to the farmers as well as improving infrastructure.

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