

**COMMUNITY PARTICIPATION AND SUSTAINABILITY OF FARMERS'
ASSOCIATIONS SUPPORTED BY CENTRAL ARCHDIOCESAN PROVINCE
CARITAS ASSOCIATION IN MUKONO DISTRICT, UGANDA**

BY

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DECLARATION

I, BUKENYA JOSEPH, hereby declare that this dissertation is my original work and has not been submitted for any other academic award or qualification. All the work cited has been duly acknowledged.

SIGNED

DATE.....

APPROVAL

We certify that Bukenya Joseph developed this dissertation “Community Participation and Sustainability of CAPCA supported Farmers’ Associations in Mukono district” under our guidance.

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Signed.....

Date.....

LUGEMOI WILFRED BONGOMIN

DEDICATION

This work is dedicated to my parents Mr. Matovu J. and Ms. Namayanja Miriam (RIP) without whose support, inspiration and moral guidance I would not be who I am today. The dedication is also shared to my wife, Dr. Justine Bukenya and my children Henry, Joselyn, Joletta, Jarrod and Jovan for the support accorded to me during the period of study, including sparing me time for completing this study.

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ABBREVIATIONS

ADB	African Development Bank
ADGs	Agricultural Development Groups
AUSAID	Australian Agency for International Development
BDS	Business Development services
CAIIP	Community Agricultural Infrastructural Investment Programme
CAPCA	Central Archdiocesan Province Caritas Association
CBO	Community Based Organization
CDD	Community Driven Development
DFID	Department for International Development
ESCAP	Economic and Social Commission for Asia and the Pacific
FAO	Food and Agriculture Organisation
FAQ	Fair Average Quality
IGA	Income generating Activity
IRF	Internal Revolving Fund
M&E	Monitoring & Evaluation
MP	Member of Parliament
NAADS	National Agricultural Advisory Services
NGO	Non-Government Organization
ODA	Overseas Development Authority
PRODEL	Local Development Program
RDI	Research and Development Initiatives
RMT	Resource mobilization Theory
SHF	Small Holder Farmer
SIDA	Swedish International Development Cooperation Agency
SLF	Sustainable Livelihoods Framework
SMO	Social Movement Organization
SPSS	Statistical Package for Social Scientists
UBOS	Uganda Bureau of Statistics
UGOPAP	Uganda Governance & Poverty Alleviation Programme
UN	United Nations
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

ABSTRACT

The purpose of this study was to investigate the relationship between community participation and sustainability of CAPCA supported farmers' associations in Mukono district. The three objectives were to; establish a relationship between participatory planning and sustainability of the four farmers' associations; examine a relationship between participatory implementation and sustainability of the four farmers' associations; establish a relationship between participatory monitoring and sustainability of the four farmers' associations. The results were obtained using a cross sectional study design that applied qualitative and quantitative approaches. A sample of 232 respondents was selected using probability and non-probability techniques. The findings showed that there was statistically significant relationship between; participatory planning and sustainability of the farmers' associations with $r= 0.534$, participatory implementation and sustainability of the farmers' associations with $r= 0.578$, participatory monitoring and sustainability of the farmers' associations with $r= 0.422$. In conclusion, there is a positive relationship between community participation and sustainability of the four farmers' associations in Mukono district. The study recommends that farmers' associations should be provided with capacity building in sustainability and self-initiative strategies. The farmers should also be trained to participate in decision making for their organizations so that they develop ownership to the associations' planning, implementation and monitoring. Future research should be done under a similar topic beyond the geographical and timing scope of this study and /or using a longitudinal study. Future research should also be carried out using other independent variables that contribute to the sustainability of farmers' associations, besides those used in this study.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study investigated a relationship between community participation and sustainability of farmers' associations supported by Central Archdiocesan Province Caritas Association (CAPCA) in Mukono district. Community participation in this study was conceived as the independent variable while sustainability of the farmers' associations is the dependent variable. This chapter presents background to the study, statement of the problem, purpose of the study, study objectives, research questions, hypotheses, conceptual framework, significance of the study, justification, scope of the study as well as operational definitions of key terms and concepts.

1.2 Background

The background to this study comprised historical background, theoretical background, conceptual background and contextual background, an approach recommended by Amin (2005). The historical background briefly explores the history of community participation globally, in Uganda and by the farmers supported by CAPCA and development agencies. The theoretical background explains the theory that was used to underpin this study while the conceptual background points out the key concepts of the independent and dependent variables. The contextual background then explains the situation of the farmers' associations which then informs the problem statement in this study.

1.2.1 Historical Background

Olukotun, (2008) argues that community participation in community development activity is as old as man itself. From a historical perspective, the UN ESCAP (2009) stated that in the late 1940s and early 1950s, during colonial times, the British pursued a policy of participation, with many similarities to participatory development in Nigeria and India. At

that time it was observed that self-help development could transform the capacity of the poor to identify their own needs and strengthen their abilities to improve their own conditions. A similar community development approach spread to other developing countries in the 1960s, with a modernization ideology and a combination of adult education, institution building, social welfare (especially education and health) and development projects. People's participation as a concept was rediscovered in the 1970s, in response to the growing awareness that the various approaches that had been employed, then, for rural development did not often lead to significant rural development, especially poverty reduction, because there was little involvement in development projects of those undergoing development, particularly the poor (UNESCAP, 2009).

In 1979, the World Conference on Agrarian Reform and Rural Development (WCARRD-Rome) declared that participation by rural people in the institutions that govern their lives is a basic human right. In addition, the conference recommended that development assistance for rural development be channeled through small farmer and peasant groups (UN ESAP, 2009). Throughout the 1980s and 90s, participation in development became more established among governments, donors and international organizations.

In Uganda, social development projects were introduced by NGOs in the 1970s and 1980s, after the collapse of the governments following a series of coupe de tas (Barr et al, 2003). However, as observed by Luba (2010), the social development projects initiated by NGOs in Uganda collapsed as soon as the funding organizations withdrew their support from the communities, partly due to lack of community participation.

In 2006 over 2000 small holder farmers (SHFs) in Central Uganda were mobilized and organized in groups to receive interventions for poverty reduction. The interventions that were provided through capacity building and provision of inputs to farmers, focused on

agricultural production for food security, environment and income generation, among others. The interventions were mainly supported by CAPCA which started community development work in 2006 towards small holder farmers (SHFs) in central Uganda (CAPCA I project proposal, 2006). To-date, the farmers have benefitted from four integrated agricultural related projects with a goal of poverty reduction in order to attain sustainable livelihoods among SHFs. The projects are financed by a Denmark donor and implemented by CAPCA, a Non-Government Organization. Although CAPCA promoted participatory planning among the groups, the SHFs hardly used the knowledge during the earlier phases of CAPCA interventions. This was mainly caused by the relief approach used by development agencies, such as CAPCA, in the interventions where farmers used to obtain free inputs and capacity building yet decision making was dominated the by project staff (CAPCA project evaluation report, 2012). Nevertheless, farmers' welfare was improved with significant achievements in promoting the livelihoods of the SHFs. About 60%, of the targeted 6500 households of SHFs, had attained fairly decent livelihoods in the CAPCA area of operation by 2012 (CAPCA II project evaluation report of 2012). In 2010, CAPCA supported farmers to form 26 associations with a purpose of promoting sustainability of the farmers' organizations, hence the members' livelihoods (CAPCA Progress report, 2012).

1.2.2 Theoretical Background

This study was guided by the Resource Mobilization theory (McCarthy & Zald, 1973). It is a sociological theory that forms part of the study of social movements. The theory (RMT) explains the success of social movements in terms of resource management, leadership, strategies, social networks as well as organizational features (dynamics) that condition the activities and promotes collective action.

RMT was used to explain social movements in the communities of United States of America. RMT supports the use formal organizations to secure resources and foster mobilization. By focusing on resource management, strategy and tactics, RMT underscores the importance of strategic instrumental action and promotes the concept of rational choice and action, emphasizing that actors participate in collective actions because it is the most rational method of gaining resources previously denied to them.

Social movements develop when individuals with grievances are able to mobilize sufficient resources to take action. According to McAdam (1988) communities in USA struggled to progressively capitalize on political opportunities and translate such opportunities into social change to address poverty related issues. A social movement consists of a number of people organized and coordinated to achieve some task or a collection of goals, often the participants are interested in bringing about social change (Bostic, n.d). Compared to other forms of collective behavior, movements have a high degree of organization and are of longer duration. According to the New Social Movement theory (Cohen, 1985 and Melucci, 1985), social movement refers to civil society organizations.

One of the priorities of social movement organizations (SMOs) is self-preservation and hence they have to maintain or increase membership and resource flow (McCarthy and Zald, 1987). RMT suggests that in order to achieve sustainability all stakeholders must actively participate (McCarthy & Zald, 1987). The RMT supports the idea of community participation as a prerequisite for sustainability (McCarthy & Zald, 1987). While resource mobilization theory focuses on how, the new social movement theory (Cohen, 1985 and Melucci, 1985), on the other hand, helps in explaining why the social movements exist.

1.2.3 Conceptual Background

This study examined two concepts of community participation and sustainability.

Komalawati (2008) states that the earliest typology of participation (Table 1.1) to analyze nature and extent of participation was developed by Arnstein (1971), who studied participation of citizens in a country. Citizen’s participation was divided into eight levels which were arranged in a ladder from manipulation and therapy participation, into partnership, delegated power and citizen control (table1.1).

According to Arnstein (1971), at the non-participation end (manipulation/ therapy), the powerful authorities instruct and educate the participants. While at the degrees of tokenism (informing, consultation and placation), the powerless are being consulted and informed but the power holders do not act based on the views expressed. The degrees of citizen power (partnership, delegated power and citizen control) imply that the citizens are not only able to negotiate with power holders but they are able to obtain full decision making power.

Table 1.1: Arnstein’s Typology of Participation

Levels	Nature of participation	Extent of Participation
8	Citizen control	Degrees of citizen power
7	Delegated power	
6	Partnership	
5	Placation	Degrees of tokenism
4	Consultation	
3	Informing	
2	Therapy	Non-participation
1	Manipulation	

Source: Komalawati (2008), who quoted Arnstein (1971).

Participation can also take place in different stages of a project cycle and at different levels of society along a continuum from; contribution of inputs, to predetermined project; to

information sharing, consultation, capacity building, decision making, partnership, ownership and empowerment (Karl, 2000, Lotz-Sisitka et al, 2008). Relatedly, Scheyvens (2002) categorized participation into two types; passive participation at the lower level and active participation at the highest level, which Bigdon & Korf (2002) called participation as a means and participation as an end, respectively.

Passive participation implies participation as a contribution to a project without any control over the resources and decision making (Scheyvens, 2002) and may involve manipulative participation, information sharing, participation by consultation and participation for material incentives (Scheyvens, 2002, Komalawati, 2008 who cited Pretty, 1995). In contrast, active participation implies that the people concerned have access to information necessary for improving their livelihoods and are directly involved in the process of decision making (Scheyvens, 2002). Active participation also involves empowerment, control over resources, transformation, self-mobilization, initiating action, partnership, developmental, educative and genuine (Mohammad, 2010 who cited Khan, 1998 and Uphoff, 1987, Ahmed, 1987 who cited Cohen & Uphoff, 1980, Komalawati, 2008, who quoted Vos, 2005 and Lyons et al, 2001, Khwaja, 2004). FAO (2007) referred to participation as a process of equitable and active involvement of all stakeholders in the formulation of development policies and strategies and in the analysis, planning and implementation, monitoring and evaluation of development activities.

In this study community participation refers to active participation where members of the farmers' associations actively get involved in choosing what benefits them; the members of the associations are involved in and / or influence decision-making at planning, implementation, monitoring stages and have control over their associations and resources. Community participation was conceptualized as participatory planning, participatory

implementation and participatory monitoring. According to Berkowitz (2012) community participation is an approach in which everyone who has a stake in the intervention has a voice, either in person or by representation.

The meaning of sustainability depends on context of individuals, organizations or countries that use the term (Filho, 2000; Garcia & Staples, 2000). Sustainability pertains to multiple aspects of a project, including institutional, social, technical, environmental, economic and financial dimensions, with a purpose of achieving long-term benefits (WELL, 1998, Komalawati, 2008).

In the context of NGO community development projects, sustainability can be defined as the continuation of benefits after major donor assistance has been completed and the continuation of local action stimulated by the project and the generation of successor services and initiatives as a result of project-built local capacity (Luba, 2010, Kamarah (2001), who cited Honadle & Vansant). According to DFID (1999) sustainability incorporates institutional or management sustainability which is achieved when prevailing structures and processes have the capacity to continue their functions over a long time.

In this study sustainability was conceptualized in terms of continuation of benefits to members of the associations through ability of the associations to attain institutional capacity, financial capacity, social capacity and Growth in membership.

Research has found a positive relationship between participation and project sustainability (Komalawati, 2008, p.18). In their study of 52 countries of project evaluations, the United States Agency for International Development (USAID) found a positive relationship between participation and the success of the project (Finsterbusch & Van Wicklin, 1989 as cited in Vos, 2005, p.17). According to Pollnac & Pomeroy (2005, p. 249), research in Indonesia and Philipines presents evidence that a participation indicator is most strongly correlated to

projects' sustainability. The indicator includes the type of participation involved, which includes the contribution of money, time and having influence on both project planning and changes after project implementation.

The new aid paradigm sees participation as useful in enhancing effectiveness, efficiency, coverage of the project benefits as well as in encouraging self-reliance of the project participants (Kleemier, 2000). Thus community participation is regarded as a critical component that could promote sustainability of development initiatives through community capacity building and empowerment (Australian Agency for International Development, 2000; Bigdon and Korf, 2002).

Participation is useful in the achievement of sustainability because sustainability depends on the role played by the key stakeholders to projects or programmes, such as Government, implementers and intended participants, who will gain the benefits (Brinkerhoff & Goldsmith 1992). Sustainable development cannot be achieved unless the community is fully involved in the development process (Eade, 1997). In support, Gonzalez (1998) maintains that projects which treat participation as both a means and an end achieve a higher degree of sustainability.

1.2.4 Contextual background

In 2010, 26 farmers' associations were formed with support provided by CAPCA, a Non-Government Organization. The associations are found in 26 sub-counties located in nine districts of central region of Uganda. Previously farmers had formed groups based at village level for purposes of capacity building in various development interventions and receiving free inputs provided by development organizations to improve their welfare.

With support provided by CAPCA, the associations have been undergoing building their organization capacity with a purpose of promoting sustainability of the farmers' organizations

(CAPCA progress reports, 2012 and 2013). Relatedly, the Africa programme document (2012-2014), which guided the program design and implementation of supporting the farmers' associations by CAPCA, states that the strategy to promote their sustainability is to let the target group's own organizations take over the responsibility to drive their development forward. This is in agreement with the view presented by Komalawati, 2008, who quoted Goulet, 1985, that the concern for sustainability made donors begin to think that it is better to teach people how to fish than to give them donations of food. In support, Eade (1997) maintained that no one develops anyone else, people and societies develop themselves with or without the help of external agencies.

The Africa programme document (2012-2014) highlights the following strategies to ensure sustainability of farmers' organizations; building institutional capacity, use of participatory approaches in managing their affairs, use of local ownership through own contributions, support for self-help, networking & advocacy, partnership, good stewardship and farmer-to-farmer extension. The associations promote collective spirit and actions by the members, in governance, decision making, agricultural production, collective marketing and advocacy (Africa programme document, 2012).

According to CAPCA Progress Report, (December, 2012), each Association is expected to have an executive committee comprising a Chairman, Vice Chairman, Secretary, Treasurer, Publicity Secretary, as well as people in-charge of marketing, advocacy and networking, monitoring, savings and credit as well as investments. Leaders occupying the above posts come from the farmers who are members of the associations. The executive committee is expected to run the association based on set objectives in managing association programmes. In addition, each village is represented by a member at the association executive committee (association leadership).

1.3 Statement of the Problem

Community participation positively contributes to the sustainability of development benefits. Since 2010, four farmers' associations in Mukono district have been undergoing development of their organisation capacity with a purpose of making them sustainable in order to promote members' livelihoods and welfare (Uganda Governance & Poverty Alleviation Programme Document, 2012-2014, CAPCA Progress Report, December, 2013). The development interventions for the four farmers' associations included building their organization capacity, providing knowledge and skills in leadership, financial management, advocacy and collaborations, farming as a business, collective marketing, farmer to farmer extension as well as a grant in form of a maize mill, among others (CAPCA progress reports, December, 2013). The intention was to make the four farmers' associations self-reliant. In addition, the members of the four associations had earlier been equipped with modern farming techniques and supplied with inputs, by various development agencies.

In spite of the support given to the farmers' organizations, the sustainability of the four farmers' organizations in Mukono district has not been achieved to-date. Some of the associations have weaknesses in leadership, financial capacity and advocacy capacity, yet others have no collective marketing going on and are failing to operate the maize mill donated to them (UGOPAP Programme review report, 2014, CAPCA II project evaluation report, June, 2012). This renders the associations vulnerable.

Failure to strive for sustainability by the associations will render the members perpetual beggars for relief aid and are likely to lose their capacity to support their livelihoods. It is this apprehension that motivated the researcher to investigate a relationship between community participation and sustainability of four farmers' associations in Mukono district.

1.4 Purpose of the study

The purpose of this study was to investigate the relationship between community participation and sustainability of four CAPCA supported farmers' associations in Mukono district.

1.5 Objectives

- 1.5.1 To establish the relationship between participatory planning and sustainability of the four farmers' associations in Mukono district.
- 1.5.2 To examine the relationship between participatory implementation and sustainability of the four farmers' associations in Mukono district.
- 1.5.3 To establish the relationship between participatory monitoring and sustainability of the four farmers' associations in Mukono district.

1.6 Research Questions

- 1.6.1 What is the relationship between participatory planning and sustainability of the four farmers' associations in Mukono district?
- 1.6.2 What is the relationship between participatory implementation and sustainability of the four farmers' associations in Mukono district?
- 1.6.3 What relationship exists between participatory monitoring and sustainability of the four farmers' associations in Mukono district?

1.7 Hypotheses

- 1.7.1 There is a positive relationship between participatory planning and sustainability of the four farmers' associations in Mukono district.
- 1.7.2 There is a positive relationship between participatory implementation and sustainability of the four farmers' associations in Mukono district.
- 1.7.3 There is a positive relationship between participatory monitoring and sustainability of the four farmers' associations in Mukono district.

1.8 Conceptual Framework

Independent Variables

Community Participation

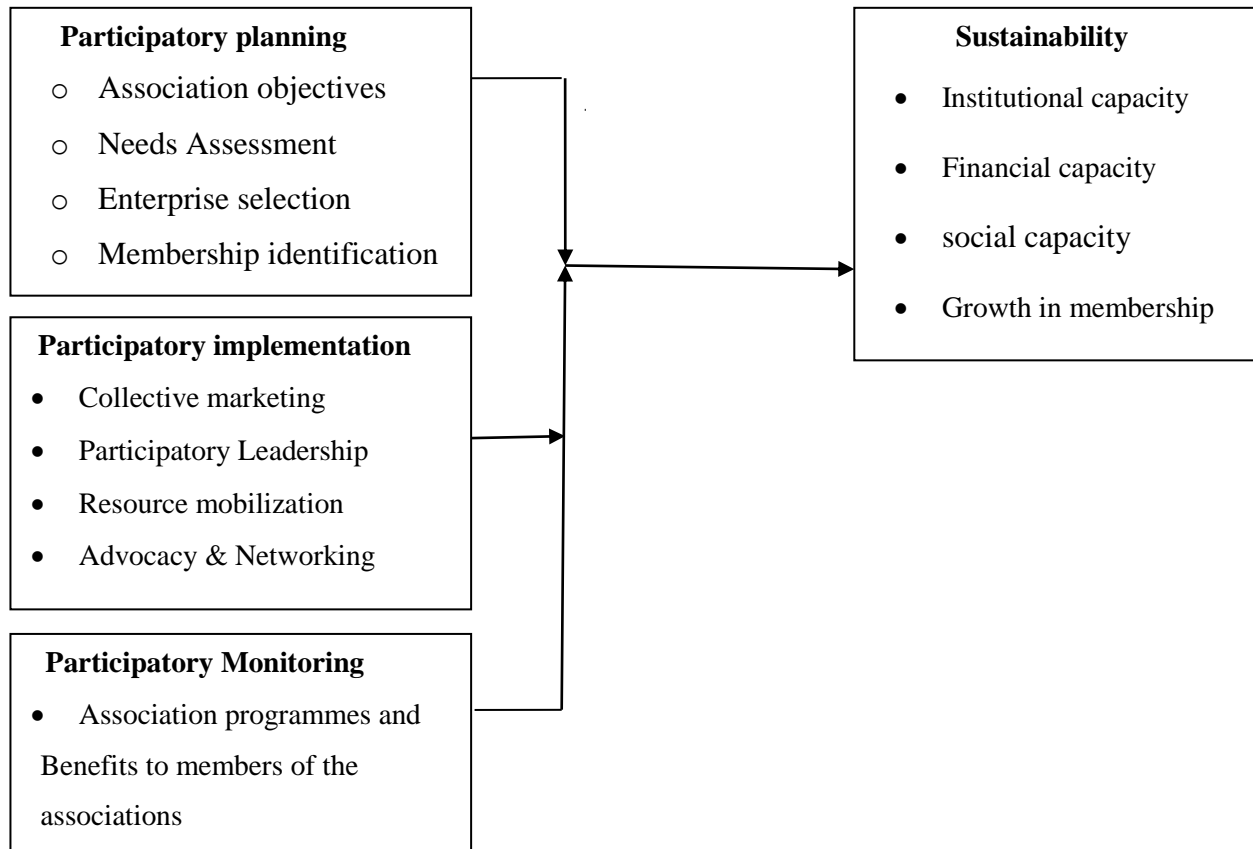


Figure 1.1: Conceptual Framework

Source: Adopted from *Resource Mobilization Theory* (McCarthy & Zald, 1973), *PRODEL Model* (Stein, 2001) and *Sustainable Livelihood Framework* (DFID, 1999).

In the conceptual framework, Figure 1.1, community participation is the independent variable and was conceptualized as participatory planning, participatory implementation and participatory monitoring. Sustainability is the dependent variable and was operationalized in terms of institutional capacity, financial capacity, social capacity and growth in membership.

The conceptual framework presents a relationship between community participation and sustainability of CAPCA supported farmers' associations. The framework depicts that when community participatory planning, participatory implementation and participatory monitoring are carried out, the four farmers' associations, in Mukono district, will be sustainable.

1.9 Significance of the study

The findings from this study are useful to policy makers, Government, practitioners, development organizations, communities, academicians and researchers. The findings offer guidance to policy makers and Government in the formulation of policies and designing sustainable programs for the development of small holder farmers' organizations and communities.

The study also provides practitioners and development organizations with knowledge and skills for building sustainability among farmers' organizations through community participation. The findings of this study contribute to the body of knowledge that can be referred to in managing community programs and farmers' organizations. The findings also benefit academicians, students and researchers who may need to carry out further research to enrich the existing body of knowledge on how community participation can support sustainability.

1.10 Justification of the study

This study is justified basing on the ground that there is hardly any study that has been conducted on the subject matter of investigating a relationship between community participation and sustainability of CAPCA supported farmers' associations in Mukono district.

1.11 Scope of the study

1.11.1 Geographical Scope

The study was carried out among four CAPCA supported farmers' associations in Mukono district. Mukono district is located 17 kilometers from the Capital City of Uganda, Kampala, along Jinja road, towards the East. Its geographic coordinates are 00° 15' 00" N and 32° 55' 00" E. In the north, Mukono district is bordered by Luweero and Kayunga districts. In the

east, the district is bordered by Jinja district, while in the west Mukono district is bordered by Kampala and Wakiso districts. In the south, the district is bordered by Buikwe district and Lake Victoria.

1.11.2 Content Scope

The study focused on community participation and sustainability of CAPCA supported farmers' associations in Mukono district (refer to the conceptual framework in figure 1.1). Community participation was studied in terms of participatory planning, participatory implementation and participatory monitoring. Sustainability was studied with emphasis on institutional capacity, financial capacity, social capacity and Growth in membership.

1.11.3 Time Scope

This study focused on a period commencing 2010 up to 2013. It was during this period that building the sustainability of farmers' associations was operationalized.

1.12 Operational Definitions of Terms and Concepts

Common Interest Organizations: refers to farmers' associations that are member operated and follow established objectives, rules, procedures and systems.

Community: refers to SHFs who are members of farmers' associations.

Community participation: refers to active participation, collective action and control of resources as well as decision making in planning, implementing and monitoring.

Empowerment: refers to building capacity of members of the associations, enabling association SHFs to decide and initiate actions which are essential to their development.

Financial capacity: refers to ability of farmers' association to have strategies for making them financially self-reliant as well as accountable to members.

Growth in membership: refers to increase in SHFs who join associations and are active members in accordance with the relevant membership criteria set by associations.

Institutional capacity: refers to farmers' associations with good governance and managerial practices as well as strategies for making the associations self-reliant.

Local organization capacity: refers to ability of members of the associations to work together, make decisions, mobilize resources to solve problems of common interest & meet their needs.

Needs assessment: refers to determination of important needs for associations' members.

Participatory planning: refers to active participation of members of the associations in identifying the needs of community members, needs assessment, setting objectives determining strategies for achieving set objectives, as well as membership identification with purpose of ensuring sustainability

Participatory implementation: refers to active participation by members of the associations in execution of collective marketing, leadership, resource mobilization, advocacy and establishing networks that contribute to sustainability of farmers' associations.

Participatory Monitoring: refers to active participation and learning for improvement by members of the associations through tracking association programmes and benefits to members.

Social capacity: refers to ability of farmers' associations and members to pursue beneficial collaborations and networks upon which farmers' associations draw when pursuing livelihood and sustainability, including market linkages, capacity building/ technical knowledge, financial linkages, inputs linkages, beneficial Government policies etc.

Sustainability: refers to farmers' associations having institutional capacity, financial capacity, social capacity as well as growth in membership in pursuit of self-reliance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The study investigated the relationship between community participation and sustainability of the four farmers' associations that are supported by the Central Archdiocesan Province Caritas Association (CAPCA) in Mukono District. This chapter presents a theoretical review, a conceptual review as well as actual review of literature on community participation and sustainability of the four farmers' associations in Mukono District. A summary of the literature reviewed will end the chapter.

2.2 Theoretical review

This study was guided by the Resource Mobilization theory (McCarthy & Zald, 1973). The theory (RMT) focuses on resource management, organizational dynamics, leadership, strategies and social networks as well as supporting collective action. McCarthy and Zald (1987) are proponents of economic version of the resource mobilization theory (RMT). The theory emphasizes the importance of resources in social movement development and success. Resources are understood here to include: knowledge, money, media, labor, solidarity, legitimacy as well as internal and external support from power elite. According to the theory, social movements develop when individuals with grievances are able to mobilize sufficient resources to take action. The emphasis on resources offers an explanation why some discontented individuals are able to organize while others are not. RMT stresses the ability of movement's members to acquire resources and to mobilize people towards the furtherance of their goals (Kendal, 2006 and Tilly, 1978).

There are some assumptions considered in the use of the theory. The theory assumes use of formal organizations to secure resources and foster mobilization. RMT argues that individuals are rational actors that are engaged in instrumental actions that use formal

organizations to secure resources and foster mobilization. Individuals join social movements for a resource gain and actors are rational as they weigh the costs and benefits from movement participation. The members are recruited through networks and commitment is maintained by building a collective identity and continuing to nurture interpersonal relationships. The movement organization is contingent upon the aggregation of resources. Social movement organizations (SMOs) require resources and continuity of leadership.

Social movement entrepreneurs are the catalysts which transform collective discontent into social movements; social movement organizations form the backbone of social movements. The form of the resources shapes the activities of the movement (e.g. access to a TV station will result in the extensive use TV media). Movements develop in contingent opportunity structures that influence their efforts to mobilize. Each movement's response to the opportunity structures depends on the movement's organization and resources; there is no clear pattern of movement development or specific movement techniques or methods that are universal.

RMT presumes that such aggregation of resources requires some organization, and so it focuses on understanding the SMOs that are formed. The first priority of SMOs is self-preservation and hence it has to maintain or increase membership and resource flow (McCarthy and Zald, 1987). SMO must use some resources to pursue its goal of self-preservation i.e. sustainability and this is dependent on individuals giving resources to that SMO. The actions of an SMO can be explained by looking at what the SMO has to do to survive Hence the SMO divides its resources between recruiting new people, maintaining its constituents/ membership and directing activity towards its stated goal. RMT explains individual participation in social movements from a behaviorist viewpoint. Individuals will

do something if they are rewarded for doing it. One of the criticisms for the RMT is too much emphasis on resources, especially financial resources.

2.3 Conceptual Review

This study investigated a relationship between community participation and sustainability of the four farmers' associations in Mukono District.

Local participation was seen as one of the solutions to the problem of project sustainability.

Participation of rural poor, in their development, has been measured as a key factor in the success of the projects (Burkey, 1993). Buckey further expounded that community involvement is an essential part of human growth and contributes to the development of confidence, initiative, creativity, responsibility and cooperation. This is seen in terms of increasing self-help capacity and probability of project benefits becoming self-sustaining. In the 1990s, multilateral agencies, such as World Bank, had started placing greater emphasis on stakeholder participation as a way to ensure development sustainability (Gonzales, 1998). In support, McGee (2002) argued that besides contributing to project sustainability, participatory approaches would make projects more efficient and effective. In agreement, Stein (2001) states that when community institutions and individuals participated in decision making process and management of social programs this resulted in community commitment to co- finance and maintain projects and eventually led to poverty reduction, sustainability and empowerment of the poor with capacities in different areas.

The Constitution of Uganda (1995) and Local Government Act (1997), Cap 243 emphasize people's participation. However, the laws and policies, that require participatory planning to be carried out, are not coherent at national level and the resources to implement them have not been forthcoming (Kayom & Cripps, 2014). Improvement in the level of community participation in urban planning processes in South Africa was due to the fact that urban councils adopted strategies for community involvement (Kayom et al, 2015, who quoted Mohamed (2006).

The strategies include; an Integrated Development Plan, Communication Strategy, Community Outreach Programme and a Stakeholder Involvement Strategy.

In this study community participation was conceptualized as participatory planning, participatory implementation and participatory monitoring while sustainability was described in terms of institutional capacity, financial capacity, social capacity and growth in membership.

In participatory planning, the study focused on association objectives, needs assessment, enterprise selection, member identification, while participatory implementation involved collective marketing, participatory leadership, resource mobilization as well as advocacy and networking. Participatory monitoring consisted of tracking association programmes and benefits to members.

Under institutional capacity, the study investigated some management elements that include leadership effectiveness, accountability, internal regulation. In financial capacity researcher examined financial management systems, income generation by members and capacity to resource mobilize. In social capacity the researcher looked at capacity to advocate and influence decisions of local Government, capacity to network and lobby from development partners. Regarding growth in membership, the researcher examined recruitment of new members, members' retention and benefits attracting new members to the associations.

2.4 Actual review of literature

2.4.1 Participatory planning and sustainability of farmers' associations

2.4.1.1 Association Objectives

The process of coming up with common interest groups (CIGs) of farmers' organizations entails participatory planning, developing group goals and objectives (Abaru et al, 2006, Hellin et al., 2007 and Luc, 1999, Kendal, 2006). Ideal farmers' organizations are those that represent farmers' interests and have emerged as a result of their own needs. Collective

action can take place in the absence of a farmer organization; however, the latter is seen as a more formal expression of collective action (Khan, 2006).

2.4.1.2 Needs Assessment and Enterprise Selection

Needs assessments are carried out to make sure that the real needs of communities are addressed by development programmes and projects (Liffman, 2002). NA helps to identify problems and needs and involves the people who are meant to benefit from the project in deciding on the project design. Similarly, Burtler (2007), argues that decision making in communities is a process of empowering communities to identify their needs, plan action, manage projects and evaluate results of their activities. Looking at in another way, needs assessment (NA) is a systematic process of acquiring an accurate, thorough picture of a system's strengths and weaknesses and resources available in a community to meet the needs of children, youth and families (Edwards & Gaventa, 2001). It focuses on capabilities and provides a framework for developing and identifying services and solutions and building communities that support and nurture children and families.

Formation of Common interest groups (CIGs) of farmers' organizations also entails situational analysis, prioritizing needs and selection of priority enterprises (Abaru et al, 2006). Okafor (2005) argued that it is not enough for targeted communities to identify their vision of development but it is also important to get views of their plans to achieve their dreams. Contrary to the above it is said that the process of needs assessment can be time consuming and very hard to administer to very big communities (Fox, 1989).

2.4.1.3 Member Identification

Farmers' organizations must have clear target groups because the interests and problems of different strata of population are not similar (Abaru et al, 2006). In his study of factors that constrain sustainability of NGO development programs in Uganda, Luba (2010) found out that wrong identification of stakeholders, especially processes that ignore the rural poor,

failed sustainability. In support, Abaru, et al (2006), emphasized that homogeneity of groups promotes sustainability of farmers' organizations because it is easy for members to monitor one another, resolve conflicts and increase transparency and accountability. In support, Khan (2006) found out that what failed the performance of community organizations in Pakistan was due to lack of targeting the poor and the elites dominated the organizations.

In investigating community participation and sustainability of the four farmers' associations, this study established a positive relationship between participatory planning and sustainability of the farmers' associations in Mukono District.

2.4.2 Participatory implementation and sustainability of farmers' associations

2.4.2.1 Collective Marketing

The DFID (2005) discussion paper supports collective action and producer organizations as the foci for pro poor market approach. Strong vibrant farmers' organizations (FOs) can provide opportunities to members to effectively play a role in the market economy and benefit from it (Abaru et al, 2006). In support, White (2001) asserts that sustainability can be promoted if incomes of the poor are raised hence the quality of life. The mode of marketing farmers' produce should be able to contribute towards their income enhancement. Relatedly, Hellin et al. (2007) observed that in the context of making markets work for the poor in a liberalized economy, strategies are needed, including strengthening competitiveness in enterprises, value chains and wider business environments on which rural producers depend. Similarly, Gulati et al. (2007) proposed to come up with applicable value chains to coordinate supply and demand and to access key business development services (BDS) such as market information, input supplies and transport services.

2.4.2.2 Participatory Leadership

According to World Bank (2004), rushing to help the poor through participation may be self-defeating unless institutional capacity of the poor is developed. Relatedly, the Health Care Forum (n.d), in USA, observed that sustaining community based initiatives requires effective leadership. The forum further noted that there is need for capacity and skill with which leaders engage the community in developing a common vision, shared ownership and sense of responsibility for the well-being of the community.

Effective participatory leadership would galvanize associations' members to collectively pursue their objectives and plans, implement relevant strategies, facilitate mobilization for collective action and take advantage of opportunities, including collective marketing, resource mobilization, advocacy and collaborations. Committed leadership that is willing to champion the cause of farmers strongly contributes to the strength of farmers' organizations (Abaru et al, 2006). In his study of community organizations in Pakistan, Khan (2006) observed that most of the conflicts and disputes were resolved by the leadership of the agricultural development groups (ADGs) among the community members.

2.4.2.3 Resource Mobilization

Resource mobilization and local participation foster an effective way of tackling local problems and as a result may enable the groups to gain a certain degree of self-reliance (Abatena, 1995, Khan, 2006). In support, Steadman et al. (2002) proposed that financing strategies should be in place. In their study in Asia, Pollnac & Pomeroy (2005) confirmed that the participation indicators that strongly correlated to project sustainability included beneficiary contribution of money and time.

Developing a savings culture is seen as the seed for autonomy of farmers' organizations and a means to overcome chronic lack of finance and inputs for small scale farmers (Abaru et al,

2006). Saving not only helps to finance production but also strengthen bonding and harmony among members. In addition, one of the signs of maturity and sustainability of associations is their ability to mobilize members' savings (Mutua et al, 1996 who was quoted by Abaru et al, 2006), among other factors. There is a need to inculcate a spirit saving within farmers in order to pursue beneficial investments for their development.

However, Governments need to put in place laws and regulations that favor the establishment of village banks. Khan (2006) found out that more than 62 percent of the ADGs in Pakistan had raised no funds due to poor motivation and unwillingness of community members. Three reasons were identified; the first one was that they have a receiving mentality because they used to receive subsidized public services or without any payment. The second reason is that the target groups were not involved in the stage of planning hence they seem to be not convinced to share the cost of services. The third reason is that the purchasing power of poor farmers did not allow them to share the burden of cost of resources.

2.4.2.4 Advocacy and Networking

Communities may initially be successful in implementing their project but they may lack the material resources and connections to sustain their efforts, hence the communities must lobby for continuing support of inputs, training, maintenance, investment and trained staff to sustain project benefits (Mansuri & Rao, 2004, Batte, 2013 who quoted Igboeli (1992). Relatedly, social aspect can contribute to sustainability by having changes in the way society operates and how different actors work together to bring solutions to particular problems, for example public-NGO or NGO-private (Hellin et al., 2007). In support, Abaru et al, (2006), emphasized that farmers need to have strong organizations that can influence policies that benefit farmers.

In his research in Pakistan, Khan (2006) found out that the majority of the targeted poor farmers were not benefitting from the extension services rendered by project staff and there was little interaction with Government institutions and the private Sector. Large and influential farmers utilized the extension services in a better way. The study established a positive relationship between participatory implementation and sustainability of the four farmers' associations in Mukono District.

2.4.3 Participatory monitoring and sustainability of farmers' associations

2.4.3.1 Association Programmes and Benefits to Members

FAO (1997) states that participatory monitoring is geared towards, not only measuring efficiency of programs, but also towards building ownership and taking corrective action to improve performance and outcome. Similarly, community participation in program monitoring promotes stakeholder capacity, attitudinal change, greater management and use of resources for the whole community based program and empowerment (Beck, 2006, Karl, 2000). In agreement, Kleemeier, 2000 advised that supervision mechanisms should be established to ensure that project rules are implemented correctly.

On the other hand, Khan (2006) found out that due to poor institutional capacity, the ADGs in Pakistan could not properly and regularly monitor the performance of community organizations. The monitoring strategy used by project covered only process aspects of community development, leaving out the important aspects of capacity building like sense of ownership, commitment and satisfaction; hence the project staff remained ignorant about the real change going on in the perception and attitude of the target groups.

The farmers' associations need strategies to monitor the association programmes and benefits to members in order to generate lessons that can support the sustainability of the farmers'

organizations. The study established a moderate positive relationship between participatory monitoring and sustainability of the four farmers' associations in Mukono District.

2.5 Summary of literature review

Most of the literature reviewed is in agreement that community participation influences sustainability of farmers' organizations. The literature reviewed is also in agreement with the resource mobilization theory (McCarthy and Zald, 1973) in the aspects of organizational dynamics, leadership, strategies, resource management, social networks as well as members' participation in promoting the objectives of the organizations. However, some of the literature was based on examples of projects and programs other than farmers' associations (Luba, 2010, FAO, 1997, Kleemeier, 2000). In addition, most of the literature was based on qualitative approach and expert opinion but lacking on quantitative empirical findings (Abaru, et al., 2006, Abatena, 1995, Mansuri & Rao, 2004, Karl, 2000, Lundy et al., 2002, Okafor, 2005, DFID, 2005, World Bank, 2004 and Beck, 2006). In addition, the literature reviewed was not based on findings made in Mukono district. Hence by conducting this study, information on community participation and sustainability of CAPCA supported farmers' associations in Mukono District was empirically established.

The study established that there was a positive relationship between participatory planning and sustainability of the four farmers' associations in Mukono District. The study also established that there was a positive relationship between participatory implementation and sustainability of the four farmers' associations in Mukono District. The findings of the study further established that there was a moderate positive relationship between participatory monitoring and sustainability of the four farmers' associations in Mukono District.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The study investigated the relationship between community participation and sustainability of farmers' associations that are supported by the Central Archdiocesan Province Caritas Association (CAPCA) in Mukono District. This chapter presents a methodology that was used in this study. The chapter describes the research design, study population, sample size determination, sampling techniques and procedures, data collection methods, data collection instruments, validity and reliability, procedure for data collection, data analysis and measurement of variables.

3.2 The Research Design

This study used a cross-sectional study design. According to Kumar (2005), across-sectional design is best suited to studies aimed at finding out the prevalence of a phenomenon or attitude. The research design is useful in obtaining an overall picture of the phenomenon as it stands at the time of the study. The researcher used both quantitative and qualitative approaches in the study. The quantitative approach was used to establish relationships between the variables (Amin, 2005). Qualitative approach was used to get an in-depth understanding of what is going on in the relationship between the variables (Gillham, 2005). Both quantitative and qualitative approaches helped to triangulate the findings whereby one approach validated the other (Mugenda and Mugenda, 1999).

3.3 Study Population

In this study the unit of analysis was four CAPCA supported farmers' associations in Mukono District. Data required for the study was collected from; CAPCA staff, District Community Development Officer and members of the associations (SHFs). The accessible population comprised one Project Coordinator and two Project Officers (CAPCA II Project

proposal, 2009), one District Community Development Officer (Personnel records of Mukono District, 2011) and 554 Members of the four associations (Associations' membership registers). Of the 554 members of the associations, 4 are association chairpersons, 550 are the rest of the members in the four farmers' associations. The accessible population totaled to 558 stakeholders.

3.4 Determination of Sample size

Table 3.1 shows categories of respondents, the sample size that was selected from the accessible population and sampling techniques that were used to each category. The sample size was determined by using Krejcie and Morgan table (1970), as adopted by Amin (2005), refer to Appendix I. The table was used because it simplifies sample size decision (Karahukayo, n.d). Hence it saves time in sample size determination. Thus, from an accessible population of 558, the sample size that was selected was 232 as summarized in table 3.1

Table 3. 1: Population, Sample size and sampling techniques

Population Category of respondents	Accessible Population	Sample size	Sampling technique
Project staff	3	1	Purposive
Chairpersons of Associations	4	4	Census
District Community Development Officer	1	1	Census
Members of the four farmers' associations	550	226	Proportionate stratified sampling and simple random sampling
	558	232	

Source: CAPCA II project proposal (2009 -2012), project reports (June, 2013-2014), Association Membership registers/reports (2014) and personnel records of Mukono District (2011).

3.5 Sampling techniques and procedure

The researcher used both probability and non-probability sampling strategies. The goal of probability sampling is to select a reasonable number of objects that represent the target population while in non-probability sampling the researcher is not interested in selecting a sample that is representative of the population (Mugenda and Mugenda, 2003).

3.5.1 Probability Sampling

Proportionate stratified sampling followed by simple random sampling techniques was used in determining the number of respondents that were selected from each of the four associations during questionnaire survey. According to Kumar (2005), in proportionate stratified sampling the sample selected is in proportion to the size of each stratum in the population.

The researcher used proportionate stratified sampling because the four associations (strata) do not have the same number of members. Hence the researcher determined the proportion of each association by dividing total number of each association's members by the total number of members in the four associations i.e. 550 (refer to table 3.1). The number of respondents selected from each association was obtained by multiplying the proportion for each association by the sample size (refer to table 3.1 and table 3.2). Then random sampling was used to select the required number of respondents from each association (Amin, 2005), using the associations' membership registers.

Table 3. 2: Sample size determination for the four associations used in the study

CAPCA supported associations in Mukono district	Accessible Population	Number of respondents per association	Sampling techniques
Ntunda Farmers' Association	173	71	Proportionate Stratified sampling and simple random sampling techniques
Nagojje Farmers' Association	180	74	
Kimenyedde Farmers' Association	97	40	
Kyampisi Farmers' Association	100	41	
Total	550	226	

Source: Association Reports of the four Associations (2014) in Mukono District.

Table 3.2 shows the sample size for each of the four associations under investigation in this study. The sample size was determined by proportionate stratified sampling and simple random sampling.

3.5.2 Non-Probability Sampling

Purposive sampling technique was used to select the following respondents; a Project Coordinator, a District Community Development Officer, four associations' chairpersons, 16 members of executive committees for two associations and 15 ordinary members from two associations. In purposive sampling a researcher uses his/ her own judgment to select a respondent who has information that is required about a subject matter (Amin, 2005).

3.6 Data Collection methods

Data collection entails developing means for recording information and anticipating ethical issues (Creswell (2013). Data collection methods used for the study were; Documentary Review, Questionnaire Survey, Key informant interviews and Focus Group Discussions.

3.6.1 Documentary Review Method

According to Sarantakos (2005), documentary review takes the form of in-depth study of documents. The researcher reviewed documents that included associations' minutes, records/

reports, membership registers, constitutions, strategic plans, training reports, Association Civil Society Collaboration forms, association financial records, program documents and project reports.

3.6.2 Questionnaire Survey Method

According to Sekaran (2003), administering a questionnaire is one of the most effective methods of conducting a survey. In addition, it is a quick method for data collection (Mugenda & Mugenda, 2003). The questionnaire method helped to generate statistical data that was used in quantitative analysis so as to meet the objectives of the study. The researcher and his research assistants administered structured questionnaires to 226 ordinary members of the four associations because most of the respondents had difficulty in reading and writing.

3.6.3 Key Informant Interview Method

The researcher conducted six key informant interviews to the following interviewees; a Project Coordinator, a District Community Development Officer and four association Chairpersons. The interviewees were subjected to open ended questions that were useful in making follow-ups to filled questionnaires to further understand the perceptions and explanations behind the questionnaire responses (Amin, 2005). The researcher used a recorder after seeking permission from the interviewees.

3.6.4 Focus Group Discussion (FGD) Method

The goal of a focus group is to draw out ideas, feelings and experiences about certain issue (s) that would be obscured or stifled by more structured methods of data collection (Burns & Bush, 1995). Four FGDs were carried out to collect data from 16 association executive members and 15 ordinary members of the associations who do not hold any position on the association Executive Committee. The researcher used an experienced moderator that helped to ensure that the discussions generated the required data for the first three objectives of the

study. A recorder was used during the FGDs after seeking permission from the interviewees. The FGDs lasted between 1 hour 30 minutes and 2 hours.

3.7 Data collection instruments

Burns & Bush (1995) refer to data collection instrument as forms that are used to ask and gather data to meet objectives of a research project. The data collection instruments for this study comprised document review checklist, a questionnaire, an interview guides and FGD guide. The instruments were preferred because they generated data that was required to meet the objectives of the study.

3.7.1 Documentary Review Checklist

A documentary review checklist is used to systematically review key documents in line with research objectives (Kumar, 2005). A documentary review checklist (Appendix V) was used with a list of relevant documents that were reviewed.

3.7.2 Questionnaire

The researcher used structured questionnaires with closed ended questions (Appendix II) and were administered to members of the associations by trained research assistants. The use of administered questionnaires helps to motivate respondents to offer frank answers as well as collecting all completed responses within a short period of time (Sekaran, 2003). The questionnaire had questions that would generate responses of nominal and ordinal scales that generated quantitative data required to meet the objectives of the study.

3.7.3 Interview Guide

Kumar (2005) describes an interview guide as a written list of open ended questions prepared for use by an interviewer in a person to person interaction. An interview guide, in appendix III, was used to generate qualitative data that was triangulated with data collected using other instruments so as to meet the objectives of the study.

3.7.4 Focus Group Discussion (FGD) Guide

A FGD guide is a plan that contains themes to be discussed between the researcher and the respondents (Burns & Bush, 1995). A FGD guide (Appendix IV), with open ended theme questions, was used to generate qualitative data required for the first three objectives of the study.

3.8 Validity and reliability tests

3.8.1 Pre-testing of the questionnaire

A pre-testing study was carried out on the questionnaire by administering it to ten respondents who were not involved in the final study. As a result of the pre-testing Q7 and Q18 were dropped because of unnecessary repetition. The results from the pretesting exercise were used to modify the items in the instruments. Table 3.3 shows values of reliability test of the original questionnaire before pre-testing and validating it.

3.8.2 Validity

Validity refers to the ability of an instrument to measure what it was designed to measure (Kumar, 2005). Both face validity and content validity were used. On face validity, the researcher used three experts to verify the validity of the instruments. Validity focused on relevance of each item/ statement in the instruments vis avis the study objectives. On the questionnaire, two statements were modified to become relevant i.e. Q12 and Q24, while two statements under section B.4 on Government policy were found irrelevant, i.e. Q43 and Q44. The statements that were modified included; under section B.1 in the questionnaire, one expert advised to separate a double barreled question into two separate statements which became “participation in determining association strategies and participation in determining association work plan”, then under section B.2, a second expert advised to articulate a statement on “opinions of members are considered about association issues”. The third expert

advised to remove section B.4 together with the following statements; Government policies support farmers' associations and Government policies support commercialized farming.

Content Validity Index (C.V.I) was then computed. C.V.I=Items rated relevant by the judges divide by the total number of items in the original questionnaire, before pre-testing.

$$\text{CVI} = \frac{\text{Number of items rated relevant}}{\text{Total number of items}} = 57/60 = 0.95$$

The instrument was therefore found to be valid, since the CVI of 0.95 is greater than 0.7 recommended by Amin (2005).

3.8.3 Reliability

Reliability is the extent to which a research instrument yields consistent results across the various items when it is administered again at a different point in time (Sekaran, 2003). The researcher performed a test on the reliability of the questionnaire by applying Cronbach's alpha test, using computer software called SPSS (Statistical Package for Social Scientists). Cronbach's alpha provides a measure of internal consistency of a test and describes the extent to which all the items in a test measure the same concept or construct (Tavakol and Dennick, 2011). According to Sekaran (2003), as a rule of thumb, some professionals require a reliability of 0.70 or higher before they use an instrument.

Reliability Analysis before Pre-Testing and Validating the Questionnaire

Before validating and pre-testing the original questionnaire, the researcher performed reliability test of the questionnaire by applying Cronbach's alpha test. Table 3.3 shows values of Cronbach's alpha (alpha Cronbach's coefficients) for each variable and for the entire original questionnaire, before pre-testing and validating the questionnaire.

Table 3.3: Reliability Analysis Table before pre-testing and validating the questionnaire

Variable	Alpha Cronbach's coefficient	No. items retained
Participatory Planning	0.591	10
Participatory Implementation	0.787	19
Participatory Monitoring	0.558	6
Government Policies	0.303	2
Sustainability	0.708	23
Entire data collection tool	0.888	60

(Source: Primary data)

Table 3.3 shows a Cronbach alpha of 0.591 for Participatory planning with 10 items, 0.787 for Participatory implementation with 19 items, 0.558 for Participatory Monitoring with 6 items, 0.303 for Government Policies with 2 items, 0.708 for Sustainability with 23 items and 0.888 for all the variables under the study, totaling 60 items. Given that the level of Cronbach that is adequate is any value equal to or greater than 0.7 (Sekaran, 2003), the original questionnaire did not pass the reliability test for Participatory planning (0.591), Participatory monitoring (0.558) and Government policies (0.303), hence the need for validating and pre-testing the questionnaire. At that time, the instrument was therefore not suitable for data collection.

Reliability Analysis after Pre-Testing and Validating the Questionnaire

Table 3.4 has a summary of values of Cronbach's alpha (alpha Cronbach's coefficients) for each variable and for the entire instrument, after pre-testing and validating the questionnaire. The table shows Cronbach alpha of; 0.735 for Participatory planning with 10 items, 0.829 for Participatory implementation with 18 items, 0.784 for Participatory Monitoring with 6 items, 0.853 for Government Policies with 2 items, 0.865 for Sustainability with 23 items and 0.923 for all the variables under study totaling 59 items. The tool therefore passed the test of reliability for each of the variables and for all the variables since they were all greater than 0.7 (Sekaran, 2003). This meant that the instrument was suitable for data collection.

Table 3. 4: Reliability Analysis Table after pre-testing and validating the questionnaire

Variable	Alpha Cronbach's coefficient	No. items retained
Participatory Planning	0.735	10
Participatory Implementation	0.829	18
Participatory Monitoring	0.784	6
Sustainability	0.865	23
Entire data collection tool	0.924	57

Source: Primary Data

3.9 Procedure of data collection

Upon successful defense of my research proposal at UMI, the researcher was granted permission from Caritas Lugazi, a CAPCA agency operating in Mukono district. Data collection tools were tested for validity and reliability. The researcher also contacted the Chairpersons of the four CAPCA supported farmers' associations for purposes of leading us

to the members of the associations in their respective villages where farmers selected for data collection were interviewed. Validated questionnaires were administered by trained research assistants to 226 respondents in the four associations. The researcher also worked with a qualitative research assistant to interview respondents in KIIs and FGDs. Secondary data was sourced from relevant CAPCA and associations' documents, as listed on the documentary review checklist (Appendix V).

The researcher and the research assistants took note of ethical issues during data collection. Ethical issues have increased attention today, hence researcher needs to take care of them (Creswell, 2014). The researcher sought voluntary participation of respondents, ensured informed consent to the respondents, assured respondents of anonymity to their identities, respected privacy of interviewees and assured respondents confidentiality of their responses. Permission was sought from interviewees to use a recorder during KIIs and FGDs. Respondents were assured that the data they provided would be used for purposes of this study only.

3.10 Data analysis

According to Yin (2003), data analysis consists of examining, categorizing, tabulating, testing or otherwise recombining both quantitative and qualitative evidence to address the initial propositions of a study. The researcher used both quantitative and qualitative methods to analyze data that was collected.

3.10.1 Quantitative data analysis

Quantitative data was collected using closed ended questionnaires. The filled questionnaires were edited for completeness and accuracy. Data from questionnaires was entered in a computer and analyzed using SPSS (version 18). The analysis carried out generated descriptive and inferential statistics.

Descriptive statistics was in form of frequency tabulations and percentages to present background information of the respondents and to determine their opinion about community participation in planning, implementation, monitoring and sustainability of CAPCA supported farmers' associations in Mukono district. Respondents' opinion was also sought on Government policy. Mean scores were used to determine positions of agreement or disagreement regarding the opinions of respondents.

In inferential statistics, Pearson's correlation was used to establish the strength and direction of the relationship between the independent variables and dependent variable as well as testing the hypotheses between the independent variables and dependent variable. In addition, multi-linear regression was also used to determine the effect of a change in the independent variables on the change in the dependent variable.

3.10.2 Qualitative data analysis

The responses from KIIs and FGDs were edited for completeness and consistency to ensure correctness of data. Qualitative data was analyzed in such a way that relevant data that corresponded with relevant themes was arranged accordingly in line with the study objectives. Qualitative data from documentary review was analyzed and relevant data content was extracted and aligned according to the themes under the relevant study objectives. Relevant qualitative data, arranged under each theme and in relation to questions in the data collection tools, was presented in narrative form along the quantitative results, hence triangulating quantitative and qualitative data in pursuit of the study objectives.

3.11 Measurement of variables

According to Kumar (2005), the choice of measuring a variable on a measurement scale is dependent upon the purpose of your study and the way you want to communicate the findings to the reader. The researcher used both nominal and ordinal scales of measurement in the

questionnaire. The nominal scale of measurement was used for the background information in the questionnaire, such as sex, age, marital status, level of education, occupation and duration of membership in an association. Nominal scales are used for purposes of identification (Mugenda and Mugenda, 2009). In order to investigate the relationship between independent variable and dependent variable, the researcher used ordinal measurement scale. The researcher used a five point Likert scale with a response continuum (1-5) to collect opinion data on the questionnaire items regarding the relationship between community participation and sustainability of CAPCA supported associations, as recommended by Sekaran (2004). The scale ranges from 1-Strongly Disagree (SD), 2 – Disagree (D), 3 - Neutral (N), 4 – Agree (A) and 5 - Strongly Agree (SA). This helped to convert responses into quantified data. Coded data was converted to mean values that were used in analyzing the relationships between the independent variables and dependent variables. Agree and strongly agree was considered to represent agreeing while disagree and strongly disagree represent disagreeing.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction.

This study investigated the relationship between community participation and sustainability of CAPCA supported farmers' associations in Mukono District. This chapter presents study findings, their analysis and interpretations arising from the data collected by the researcher. The first part of this chapter presents the response rate and background information regarding the respondents. This is followed by a presentation of the analysis and interpretations of the study findings pertaining to the objectives of this research.

4.1 Response Rate

The response rate from the various categories of respondents is summarized in table 4.1, below:

Table 4.1: Response rate from the various categories of respondents

Category of respondents	Targeted Sample size	Actual number of respondents	Response rate (%)
CAPCA Project Coordinator	1	1	100
Chairpersons of Associations	4	4	100
District Community Development Officer	1	1	100
Members of the associations	226	220	97
Total	232	226	97

(Source: Primary data)

The overall response rate was 97.4% ($226/232 * 100$). The response rate indicates that data was collected from a reasonable number of respondents, as per sample; hence the findings and results were considered to be representative of the study population and can be relied on (Mugenda and Mugenda, 1999).

In this study the response rate was 100% for the project coordinator,

100% for the chairpersons of associations, 100% for the District Community Development Officer and 97.4% (220/226*100) for Members of the associations. The high response rate (97.4%) was because of the timely communication to the respondents as well as a high level of co-operation from the respondents.

4.2 Results on the background characteristics of respondents.

This section presents distribution of respondents, to whom the questionnaire was administered, based on their background characteristics. The characteristics that were considered included sex, age group, marital status, level of education, occupation and duration of membership in an association. The researcher considered investigating the background information of the respondents because it helped to establish whether these characteristics had any bearing on their responses.

4.2.1 Distribution of respondents by Sex

The findings on distribution of respondents by sex, are summarized in the figure 4.1;

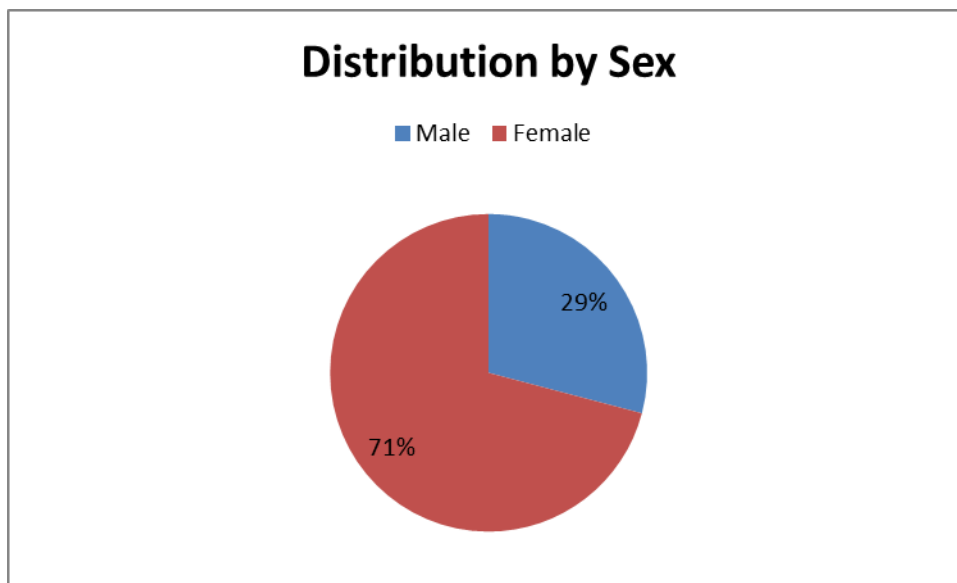


Figure 4. 1: Distribution of respondents by sex (n=220)

(Source: Primary data from field study)

The findings show that the female respondents, 70.9% (156) were the majority, as compared to the male respondents, 29.1% (64). This suggests that females are more active in

association activities than males. Attendance registers for association minutes/ meetings also indicate that the majority of members who attend association meetings are women, which implies that women are more active in association activities.

4.2.2 Distribution of respondents by Age groups (n=220)

The findings on distribution of respondents by age group, are summarized in table 4.2;

Table 4.2: Showing the distribution of respondents by age groups

Age	Frequency	Percent	Cumulative Percent
20 - 30 years	30	13.6	13.6
31 - 40 years	38	17.3	30.9
41 - 50 years	70	31.8	62.7
51 years and above	82	37.3	100.0
Total	220	100.0	

(Source: Primary data from field study)

The findings indicate that the majority of the respondents, 69.1% were aged 41 years and above, while 30.9% were aged below 40 years. The table indicates that the most active age group in association activities is 51 years, followed by 41-50 years age group. This suggests that the majority of the association members are aged 41 years of age and above. In most cases by the time people make it to the said age group in rural areas, they have acquired land and the majority is also involved in farming. The number becomes less as the age goes down, with the 31- 40 years age having 17.3% and 20-30 years’ age group having 13.6%, only. This implies that few people of young age are available for association activities and farming. It may also imply that there are few young people available to take over the leadership and membership of the associations, when the ageing members cease to be active hence a potential threat to the future sustainability of the associations.

4.2.3 Distribution of respondents by marital status

The findings on distribution by marital status are summarized in figure 4.2. The findings indicate that the majority of the respondents, 67.3% (148) were married, while 15.9% (35) were widowed, 12.7% (28) were single and only 4.1% (9) were separated. This is partly explained by the fact the majority of the respondents 69.1% were 41 years and above. The findings show that majority members of the associations are married. This is because CAPCA started its work within households of married farmers, a status encouraged by the Catholic Church. The widows and separated farmers were also married before.

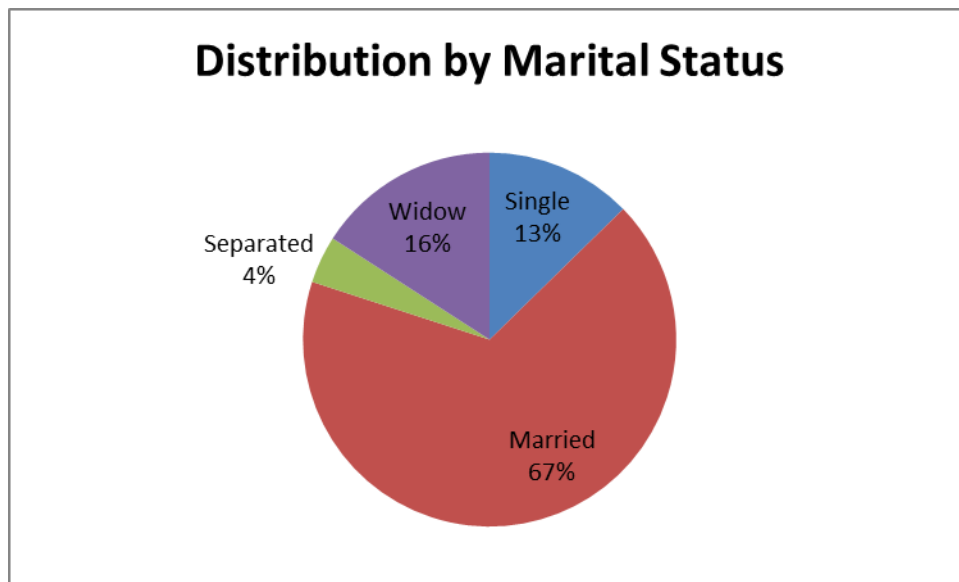


Figure 4. 2: Showing the distribution of respondents by marital status (n=220)

(Source: Primary data from field study)

4.2.4 Distribution of respondents by level of education

The findings on distribution of respondents by level of education are summarized in figure 4.3. The findings indicate that the majority of the respondents, 51.8% (114) were of Primary level of education, while 29.1% (64) had no formal education, 16.8% (37) were of Secondary level of education and only 2.3% (5) were of other levels. The findings further indicate that

80.9% (178) of the respondents were of primary level of education and below. This implies that majority of the respondents, who have low education or no formal education at all, participate in associations' activities as well as farming. This level of education is typical of most village dwellers and SHFs in general, in Uganda. However, in terms of literacy levels, 70.9% of the respondents are literate and this is consistent with the overall literacy rate of 71% in Uganda for adults of 18 years and above (UBOS, 2010).

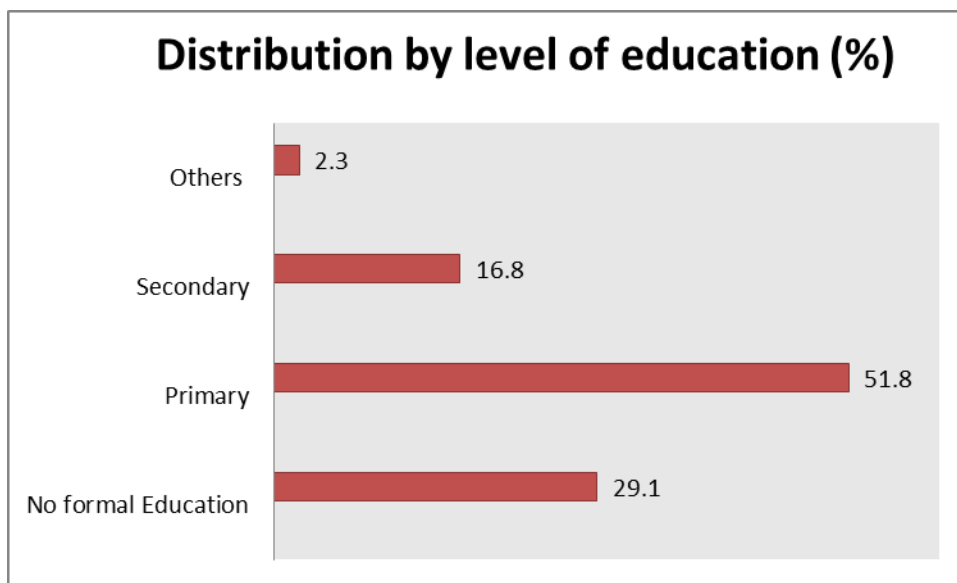


Figure 4.3: Showing the distribution of respondents by level of education (N=220)

(Source: Primary data from field study)

4.2.5 Distribution of respondents by occupation

The findings on distribution of respondents by occupation are summarized in table 4.3. The findings in table 4.3 above indicate that the majority of the respondents, 82.3% were farmers, while 15.9% were peasants and only 1.8% were categorized as others. This shows that 98.2% of the respondents earned their living through farming/ agriculture, an indication that the most members of the associations are engaged in farming. This implied therefore that data gathered for this research is from the targeted source, the farmers.

Table 4.3: Showing the distribution of respondents by occupation (n=220)

	Frequency	Percent	Cumulative Percent
Farmer	181	82.3	82.3
Peasant	35	15.9	98.2
Others	4	1.8	100.0
Total	220	100.0	

(Source: Primary data from field study)

4.2.6 Distribution of respondents by duration of membership in associations

The findings on distribution of respondents based on duration of membership in an association are summarized in table 4.4, as shown below:

Table 4.4: Showing the distribution of respondents by duration of membership (n=220)

Duration	Frequency	Percent	Cumulative Percent
Below 1 year	5	2.4	2.4
1 - 2 years	46	20.9	23.3
2 - 3 years	54	24.5	47.8
3 - 4 years	85	38.6	86.4
Above 4 years	30	13.6	100.0
Total	220	100.0	

(Source: Primary data from field study)

The findings indicate that the majority of the respondents, 52.2% had duration of over 3 years as members, while only 47.7% had duration of not more than 3 years and only 2.3% had duration below 1 year. This implies that a substantial response was collected from respondents that are quite knowledgeable about the associations.

4.3 Empirical Findings

This section presents quantitative and qualitative results concurrently for purposes of investigating the relationship between community participation and sustainability of the four farmers' associations in Mukono district. The quantitative empirical findings are presented using descriptive statistics of frequencies, inferential statistics of correlation coefficients and multi-linear regression analysis in relation to the objectives of the study. The qualitative data

is presented in narrative form along the quantitative results for purposes of triangulating the findings.

The descriptive statistics and qualitative findings are presented objective by objective, while the inferential statistics of correlations and multi-linear regression analysis are presented at once for all the hypotheses that were tested. In the tables under empirical findings; SA stands for Strongly Agree, A stands for Agree, N stands for Neutral, D stands for Disagree, SD stands for Strongly Disagree. A scale of agree and strongly agree together were considered to represent an opinion of agreeing. A scale of disagree and strongly disagree together were considered to represent an opinion of disagreeing. All the figures indicating SA, A, N, D and DA in the tables below are expressed in percentage (%) of respondents vis-à-vis the number of questionnaires that were returned (220) and whose data was analyzed. In addition, mean scores greater than three represent a position of agreeing while mean scores that are less than three represent a position of disagreeing. The average mean was used to provide an overall position of agree or disagree on a given independent variable.

4.3.1 Participatory planning and sustainability of farmers' associations

In order to establish the relationship between participatory planning and sustainability of the four farmers' associations in Mukono district, the researcher used a total of ten statements on the questionnaire, to which the respondents expressed their opinion. Participatory planning was measured using determining association objectives, needs assessment, enterprise selection, determining association implementation strategies as well as member identification. The results are summarized in table 4.5.

The findings show that 45.4% of the respondents agreed that members of the associations participate in needs identification, while 43.1 % disagreed and 11.4% were neutral, on whether members of the associations participate in needs assessment 32.3% agreed, 54.1%

disagreed and 13.6% were neutral, while 30.5% agreed that members of the associations participate in determining association strategic objectives, 55.9% disagreed and 13.6 were neutral. On members of the associations participating in enterprise selection 39.1% agreed,

Table 4.5: Showing opinions of respondents on participatory planning

Statements measuring participation in planning	SA	A	N	D	SD	Mean
Members of the associations participate in needs identification	9.5	35.9	11.4	28.6	14.5	2.97
Members of the associations participate in a needs assessment	5.0	27.3	13.6	36.8	17.3	2.66
Members of the associations participate in determining association strategic objectives	5.5	25.0	13.6	38.2	17.7	2.62
Members of the associations participate in enterprise selection	5.9	33.2	13.6	21.4	25.9	2.72
Members of the associations are involved in determining implementation strategies	2.3	29.1	10.5	35.9	22.3	2.53
Members of the associations are involved in developing association work plan	8.6	30.5	20.5	24.5	15.9	2.91
Other stakeholders support the planning for the association	2.3	25.5	21.4	14.5	36.4	2.43
Statements measuring participation in member identification						
Members of the associations participate in developing a membership criteria for new members	15.5	50.5	5.0	11.3	17.7	3.35
Members of the associations are involved in member identification.	15.0	41.8	11.8	12.7	18.6	3.22
Other stakeholders support the association in member identification	2.3	18.6	15.9	17.3	45.9	2.14
Average mean						2.76

Source: Primary field data

47.3% disagreed and 13.6% were neutral. On whether association members are involved in determining implementation strategies, 31.4% agreed, 58.1% disagreed and 10.5% were neutral; 39.1% agreed that members of the associations are involved in developing association work plan, while 40.4% disagreed and 20.5% were neutral. 27.8% agreed that other stakeholders support the planning for the association, while 50.9% disagreed and 21.4% were neutral. On membership criteria, 66% agreed that members of the associations participate in developing membership criteria, 31% disagreed and 5% were neutral, 56.8% agreed that members of the associations are involved in member identification, 31.3% disagreed and 11.8% were neutral. On whether other stakeholders support the association in member identification, 20.9% agreed, while 63.2% disagreed and 15.9% were neutral.

Generally the overall quantitative results of the computed average response revealed that the majority of the respondents (47%) to the questionnaire disagreed that there was participatory planning in the CAPCA supported farmers' associations in Mukono district, as illustrated in figure 4.4. The average mean of 2.76 further confirmed that the majority of the respondents disagreed that there was participatory planning in the farmers' associations.



Figure 4. 4: Overall computed average response for the entire participatory planning

Source: *Primary data*

During KIIs and FGDs, association chairpersons, executive members and members of the associations had a similar view that members of the associations did not participate in planning for their association. It was found out that association executive members dominated the planning for the farmers' associations and hardly any communication was made to the members of the associations at the village level regarding the planning for the association. In a KII, one Association chairperson said, "*as leaders, we generate all the plans and send them to our members to implement. A few members engage in the planning process on behalf of their village members, though a number of them are still lazy*".

In FGDs, the ordinary members explained that each village sends a representative to the association to attend meetings with the executive members, including planning for the association. However, members of the associations were not getting a feedback on what transpires at association level, including planning for the association. In KIIs, the association chairpersons clarified that representatives for a number of villages hardly attend association meetings. One association chairperson said that "*.....some village representatives are not active because they are incompetent and they are the majority*". Similar views were advanced by two other association chairpersons who said that "*the members' participation in association planning is still weak*". In FGDs, ordinary members complained that, to a large extent, their village representatives rarely communicate to members what transpires during association planning meetings, hence there is hardly any participation of members in determining association strategic objectives and implementation strategies.

Documentary review of the 2013 Civil Society (CS) collaboration forms for planning activities and milestones for the associations in Mukono district revealed that CAPCA staff with 10 representatives from each of the four association sat down in November 2011 and came out with a joint five year strategic plan that cuts across all the four farmers' associations

with the same vision, mission, goals and objectives. Although this demonstrated that the four associations received support in form of capacity building from CAPCA staff in strategic planning, the implication is that it is only association executive members that determined the future direction of the associations. In a KII, a Project Coordinator confirmed that *“..... as CAPCA staff we continue providing support to the farmers’ associations in terms of building their organization capacity and in terms of technical support to the associations’ members in pursuit of poverty alleviation and improving their welfare”*.

Although the overall quantitative results revealed that the majority disagreed that there was participatory planning (figure 4.4), on the other hand, the majority of the respondents agreed that there was participation in member identification by the members of the four farmers’ associations in Mukono district. During the KIIs and FGDs, association chairpersons and members of the four associations had a similar view that membership to the association starts at village level. An association member must be a member to a relevant village covered by the association. A member should be a farmer with some land for farming. The qualifications of a member were spelt out at village level in terms of membership criteria. One member said *“I joined because I saw what members, supported by CAPCA, had benefited like improved agricultural production, kitchen gardens and sanitation”*. However, one case was cited of a member who was not pursuing farming and she had this to say, *“....and my major issue is that I have no land for cultivation but in case there is a project supporting trade in agricultural crops...”*.

Based on both quantitative and qualitative findings, preliminary conclusion is that the majority of the respondents disagreed that there was participatory planning in the four farmers’ associations in Mukono district. The following shortcomings were noted to have affected participatory planning in the farmers’ associations; the domination of association executive members in planning for the association, the laziness of members and the lack of

communication by the associations' leadership denied members of the associations to participate in decision making for the associations. The above shortcomings resulted in compromising the sustainability of the farmers' associations.

4.3.2 Participatory implementation and sustainability of farmers' associations

In order to examine the relationship between participatory implementation and sustainability of the four farmers' associations in Mukono district, the researcher used a total of eighteen statements on the questionnaire, to which the respondents expressed their opinion. Participation in collective marketing, participatory leadership, resource mobilization as well as advocacy and networking were used to measure participatory implementation. The results are summarized in four separate tables below.

Collective Marketing

Table 4.6 shows responses given by respondents on participation in collective marketing. The majority of the respondents were dissatisfied on the three statements measuring participation in collective marketing, with 51.0% disagreeing that members of the associations participate in implementing selected enterprises, 44.6% agreed and 4.5% were neutral; 70.5% disagreed that members of the associations participate in collective marketing, 27.3% agreed and 2.3% were neutral, 79.5% disagreed that other stakeholders support the association in collective marketing, 12.8% agreed and 7.7% were neutral.

Table 4.6: Showing opinions of respondents on participation in collective marketing

Statements measuring participation in collective marketing	SA	A	N	D	SD	Mean
Members of the associations participate in implementing selected enterprises	8.2	36.4	4.5	20.5	30.5	2.71
Members of the associations participate in collective marketing	6.4	20.9	2.3	25.0	45.5	2.18
Other stakeholders support the association in collective marketing	1.4	11.4	7.7	25.0	54.5	1.8
Average mean						2.23

Source: Primary field data

Generally the quantitative results revealed that the majority of respondents to the questionnaire disagreed that there was participation in collective marketing by the members of the associations at the association level, with an average mean of 2.23.

The above results are in agreement with the discussions held during the KIIs and FGDs, in which the association chairpersons, other executive members and the members of the associations agreed that the majority of the members of the associations were not participating in collective marketing at the association level over the past years. The qualitative data collected depicts that members of the associations did not trust association leaders in carrying out collective marketing of members' produce. In FGDs, members of the association said, "*they do not engage in collective marketing because leaders are not transparent hence members cannot benefit*". One member said, "*association leaders sold coffee seedlings but didn't tell us what we got from the sales proceeds*". Another member of the association complained that "*The project granted associations with a maize mill but we do not know how it is operating*".

In a KII, one of the chairpersons said "*.....we have challenges to since many of the members are in need of immediate money for domestic needs, like school fees and essential needs, they are not patient to engage in collective marketing where we have to wait until when the prices are favorable enough to sell bulked produce of members. We could buy from the members then we wait for market prices to improve but we need to have money for working capital*".

However, some farmers have done collective marketing at village level. One member said, "*...with my village-mates we got a collective market for coffee and sold in bulk at a high price. At times the buyer provided transport to and from our stores, so we got more money. We sold our coffee in form of coffee beans (FAQ) thus earning more money*". Another one said, "*my village-mates have a collective market for maize*". This further demonstrates that

members of the associations did not trust association leaders in bulking and collectively selling members' produce at the association level.

In a KII, the Project Coordinator confirmed that collective marketing is still a challenge to the members of the associations. One association has made some attempts on maize, so far. It still needs time for the associations to organize themselves. Regarding the maize mill, the Coordinator said that the mill was operated under a joint committee for the four associations, though one association was a bit more active than the rest. The mill was later affected with unrealistic electricity bills and mechanical breakdowns due to mishandling by the operator.

The lack of participation by the majority of the members of the associations in collective marketing at association level and the lack of information about the maize mill management further implies that the majority of members of the associations did not participate in decision making regarding implementing selected enterprises for collective marketing as well as the maize mill management.

Participatory Leadership

Table 4.7 shows responses given by respondents on participatory leadership. The majority of the respondents were dissatisfied on the following; 54.1% disagreed that members of the associations participate in election of association leaders, 44.1% agreed and 1.8% were neutral; 51.3% disagreeing that members of the associations participate in decision making, 41.4% agreed and 7.3% were neutral; 55.9% disagreed that other stakeholders support the association in leadership, 22.3% agreed, 21.8% were neutral; 35.9% agreed that members of the associations participate in association leadership structures, while 49.6% disagreed and 14.5% were neutral, 37.2% agreed that members of the associations participate in problem solving of association affairs, while 47.7% disagreed and 15.0% were neutral; 33.7% agreed that members of the associations participate in conflict resolution of association affairs, while 45.9% disagreed and 20.5% were neutral.

Table 4.7: Showing opinions of respondents on participatory leadership

Statements measuring participatory leadership	SA	A	N	D	SD	
Members of the associations participate in election of association leaders	10.9	33.2	1.8	22.7	31.4	2.7
Members of the associations participate in association leadership structures	10.0	25.9	14.5	22.3	27.3	2.69
Opinions of members of the associations are considered about issues affecting the association	10.0	49.5	10.5	12.7	17.3	3.22
Members of the associations participate in decision making	11.4	30.0	7.3	27.7	23.6	2.78
Members of the associations participate in problem solving of association affairs	8.6	28.6	15.0	25.0	22.7	2.75
Members of the associations participate in conflict resolution of association affairs	6.4	27.3	20.5	23.2	22.7	2.71
Members of the associations participate in information sharing	19.5	53.2	15.0	10.9	1.4	3.79
Members of the associations participate in meetings held by association leaders	21.4	46.8	6.8	8.6	16.4	3.24
Other stakeholders support the association in leadership	5.0	17.3	21.8	16.4	39.5	2.32
Average mean						2.91

Source: Primary field data

However, on three out of the nine items, the majority of the respondents were satisfied with participatory leadership; with 59.5% agreeing that opinions of members of the associations are considered about issues affecting the association, 30% disagreed and 10.5% were neutral; 72.7% agreed that members of the associations participate in information sharing, 12.3% disagreed and 15.0% were neutral; 68.2% agreed that members of the associations participate in meetings held by association leaders, 25% disagreed and 6.8% were neutral.

Generally the quantitative results revealed that there were mixed feelings of the respondents to the questionnaire regarding participatory leadership in the farmers' association, 46.1%

agreeing and 41.3% disagreed. The average mean of 2.91, on the other hand, suggested that the majority of the respondents disagreed that there was participatory leadership in the farmers' associations.

In KIIs and FGDs held, it was observed that, generally, most associations had been inactive because of weak leadership that lacks transparency, yet the leaders dominate decision making in the affairs of association. In a FGD, one association member said "*association leaders are not transparent and people are not free to give their views*". In one association, members said "*the meetings we are invited to attend are for trainings provided, mainly by CAPCA staff at the sub county*". One member said "*....if I see that during the meetings I have nothing to do with CAPCA then I do not go because I don't have land where I can grow the crops*".

On information sharing, village members receive market information at the village level. This was acknowledged as one member in a FGD said "*the information person we selected, at village level gives some market information to members or at times one may get this information over the radio*". This was confirmed by the Project Coordinator who informed the researcher that members of the association regularly receive market information by sms. The leaders at village level are expected to ensure that the information is shared to all members. However, there was hardly any communication of information, regarding associations' meeting deliberations and decisions taken, to members at village level. In FGDs, the members of the associations explained that at association level there has been a weakness in leadership and no meetings take place. One member said "*Let's not pretend, ifbut if no feedback is given to us this shows they don't have the meetings*". Another member of another association said "*the truth is that the association has been inactive and have just started working this year (2014). If the leadership is weak then the whole association is weak. There were no meetings and whatever you decide to do is not implemented*".

The dependency mentality developed by members of the associations led to laziness in participating in leadership and activities of the associations. During a FGD, one of the executive members said, “ *our members also have a tendency of expecting allowances and if there is no hope of getting it then the members may not go for meetings. Other members simply give up meetings while others prefer to attend village meetings*”. In another FGD, one member said “*we used to sit and at times members would attend but they started deteriorating gradually*”.

During KIIs, the CAPCA Project Coordinator and association chairpersons said that in the past, from 2006 and up to 2011 or there about, CAPCA project used to give farmers free inputs for farming, including seedlings, garden equipment, livestock, bicycles for Community Based Trainers (CBTs) etc. When the sustainability phase set in from 2010/ 2011, hardly any free inputs are given to farmers. Hence, a number of farmers who used to be active then, including some leaders, rarely participate in association activities these days. There are also representatives who do not communicate to members, at village level, on what transpires at association level.

Documentary review of the project reports (2006 to 2010) revealed that the project emphasis was on provision of free inputs to farmers, including; coffee seedlings, banana suckers, maize seeds, beans, tomatoes seeds, pigs, hoes, rakes, pangas, wheelbarrows, drums for water, internal revolving funds, trainings in agronomic practices, livestock management, environment management, nutrition, sanitation, human rights, group dynamics, gender and HIV prevention etc. Project reports, from 2011 to 2014, emphasized trainings to build organization capacity of associations including; strategic planning, leadership skills, farming as a business, marketing, value chain, marketing information, business planning, advocacy, financial management in terms of record keeping and savings and credit, though some staff continued to provide free inputs to some farmers up to 2012 or there about, in terms of cash

for IRF and office stationery etc. A joint maize mill that was given to the four associations collapsed due to mismanagement.

Members of the associations at village level elected representatives who are delegated to sit at association levels. The representatives, together with association executive members, were therefore expected to participate in; election of association leaders, leadership structures, decision making, problem solving and conflict resolution at the association level, on behalf of the village based members of the associations.

However, due to weakness in leadership, which was exhibited in domination of decision making by executive members, failure to hold meetings and lack of communication on association strategies, participation of association members in; elections, leadership structures, decision making, problem solving and conflict resolution were lacking. Members' participation was also affected the dependency mentality developed by the members of the association, hence they became lazy to participate in association activities.

Resource Mobilization

Table 4.8: Showing opinions of respondents on participation in resource mobilization

Statements measuring participation in resource mobilization	SA	A	N	D	SD	Mean
Members of the associations participate in resource mobilization for the association	5.5	32.7	14.5	19.5	27.7	2.69
Members of the associations participate in controlling the resources of the association	3.6	31.8	11.8	26.4	26.4	2.60
Other stakeholders support the association in resource mobilization	3.6	17.7	30.5	15.0	33.2	2.44
Average mean						2.58

Source: Primary field data

Table 4.8 shows responses given by respondents on participation in resource mobilization. 38.2% of the respondents agreed that members of the associations participate in resource

mobilization for the association, while 47.2% disagreed and 14.5% were neutral; on whether members participate in controlling the resources of the association, 52.8% disagreed while 35.4% agreed and 11.8% were neutral; 21.3% agreed that other stakeholders support the association in resource mobilization, while 48.2% disagreed and a substantial number, 30.5% were neutral.

Generally the quantitative results revealed that the majority of the respondents to the questionnaire disagreed that there was participation in the resource mobilization by the members of the four associations in Mukono district. The average mean of 2.58 further confirmed that the majority of the respondents disagreed that there was participation in the resource mobilization by the members of the farmers' associations.

The KIIs and FGDs are in agreement with the quantitative findings on resource mobilization. A combination of dependency mentality, explained above, together with lack of skills in resource mobilization by members of the associations and failure for the association executive to lead members in resource mobilization resulted in low participation in resource mobilization. Members barely took part in controlling resources of the associations. One member said *"association leaders control resources on behalf of the members. We would do that if we attended meetings but we hardly have meetings hence we take long to know what is happening"*.

The concept of resource mobilization is interpreted differently by different members of the associations. Effective resource mobilization has not taken off in most associations due to the dependency mentality held by the members of the associations of relying on free handouts in form of inputs, trainings, meeting allowances etc. Members feel it is not their responsibility to resource mobilize, instead they believe that it is the responsibility of the association

leaders. One of the members of the associations said, *“association leaders are supposed to do resource mobilization but there is no implementation”*. In another FGD, members said *“The leaders are supposed to resource mobilize for us”*.*but the challenge is not having meetings and that’s why we don’t know how much money was saved from selling the coffee seedlings. Membership fee was last paid longtime ago. We last paid in 2012. We paid only once at the beginning, we paid 5,000/= only and I gave in a passport photo”*.

On membership fees, one member said, *“we paid only once at the beginning, we paid 5,000/= only, may be in 2010”*. On reviewing the association reports, the researcher found out that, savings and credit schemes have been weak in the previous years. Members of the associations also failed to contribute membership fees which should be considered as the first line of internal resource mobilization at village and association levels. Documentary review of the association revealed that in the last three years (2011 to 2013) less than 20% of the members paid their membership fees to the association. One of the executive members said, *“.....in one village, coffee seedlings were raised and sold, as part of resource mobilization. Some members didn’t know that the seedlings were not for free, so such people were not satisfied and they even didn’t get the planting materials because they did not contribute any money”*. Another executive member said *“members don’t contribute money as it’s required in the stated period either due to members’ weakness or may be due to low incomes; this disorganizes the associations’ plans”*. The records of two associations indicated that some members received inputs in form of coffee seedlings, hoes, herbicides, wheel barrows, water drums and training etc. provided by CAPCA, VEDCO, Member of Parliament (MP), Kyagalanyi Coffee Exporters and NAADs. One executive member said *“CAPCA has done a very big job to our community because it has raised the people’s standards in sanitation,*

health, food production in our homes and income, provided internal revolving fund (IRF), savings and credit schemes and many other trainings”.

Participation of members in resource mobilization was compromised by the dependency mentality developed by members on free handouts. Hence they could not meet membership fees as well as participating in savings and credit schemes. However it was also realized that limited resource mobilization was also due to the weak leadership and limited skills in resource mobilization.

Advocacy and Networking

Table 4.9 shows responses given by respondents on participation in advocacy and networking. The majority of the respondents were dissatisfied on all the three items measuring participation in advocacy and networking; with 60.5% disagreeing that members of the associations participate in advocacy for the association, 30% agreed and 9.5% were neutral.; 56.0% disagreed that members of the associations participate in networking for the association, 31.8% agreed and 12.3% were neutral; on whether other stakeholders support the association in advocacy, 47.3% disagreed while 26.4% agreed and 26.4% neutral.

Table 4.9: Showing opinions of respondents on participation in Advocacy and networking

Statements measuring participation in Advocacy	SA	A	N	D	SD	Mean
Members of the associations participate in advocacy for the association	1.8	28.2	9.5	25.5	35.0	2.36
Members of the associations participate in networking for the association	8.2	23.6	12.3	30.5	25.5	2.59
Other stakeholders support the association in advocacy	5.0	21.4	26.4	20.0	27.3	2.57
Average mean						2.51

Source: Primary field data

Generally the quantitative results revealed that the majority of the respondents to the questionnaire disagreed that there was participation by members of the associations in advocacy and networking in the farmers' associations. The average mean of 2.51 further confirmed that the majority of the respondents disagreed that there was participation of members of the associations in advocacy and networking for the farmers' associations.

The KIIs and FGDs held are in agreement with the quantitative findings. The advocacy and networking abilities of the members of the associations were still low. One association chairperson said, "*advocacy is still a big challenge because members don't understand it clearly*". He also said "*we just got an advocacy sub-committee during this year's election and since it is new it has not done much*". One member said that they have never participated in advocacy nor heard about it. One executive member said, "*we thought of getting well-wishers and politicians so that they do interventions within the association but we haven't achieved much*". Advocacy and networking skills are generally weak in the associations coupled with the dependency mentality held by the members of the associations of relying on free handouts from development partners. Some of the development partners, like CAPCA, have done some advocacy for the members of the associations.

In a FGD, one member said "*association does advocacy with the help of CAPCA staff and the latter introduced us to a sub county Community Development Officer as a result the association was promised a feed mill by the sub-county. Our connections with the sub county have also helped us to benefit from NAADS*". One association chairperson mentioned some of the development partners that have supported "*....we have worked with CAPCA, VEDCO, NAADS program, SESAKAWA and an MP who provided inputs in form of seeds, potato leaves, trainings in agricultural techniques, farming as a business etc.*". However, it was observed that most of the mentioned development partners take their services to the

farmers without necessarily a deliberate effort by the farmers to look for the service providers.

Failure to take on advocacy and networking will result in farmers missing out on Government programmes and benefits arising out of Government policies, as revealed by the District Development Officer for Mukono district. In a KII, the District Development Officer referred to NAADs, CDD and CAIP, as some of the Government programmes farmers can benefit from. She also said that Agricultural sector Development Strategy and Investment Programme (DSIP) as well as the cooperative policy are some of the policies Government has put in place to support farmers and their organizations. In addition government provides a service of registering farmers' organizations at sub-county, district and national level so that they can be legally recognized entities.

The researcher observed that participation in advocacy and networking was compromised by weak leadership as well as limited skills of association members in advocacy and networking.

Generally the overall quantitative results of the computed average response revealed that the majority of the respondents (49%) to the questionnaire disagreed that there was participatory implementation in the CAPCA supported farmers' associations in Mukono district, as illustrated in figure 4.5. The average means of 2.23, 2.91, 2.58 and 2.51 relating to participation in collective marketing, participatory leadership, participation in resource mobilization as well as participation in advocacy and networking, respectively, further confirmed that the majority of the respondents disagreed that there was participatory implementation in the farmers' associations.

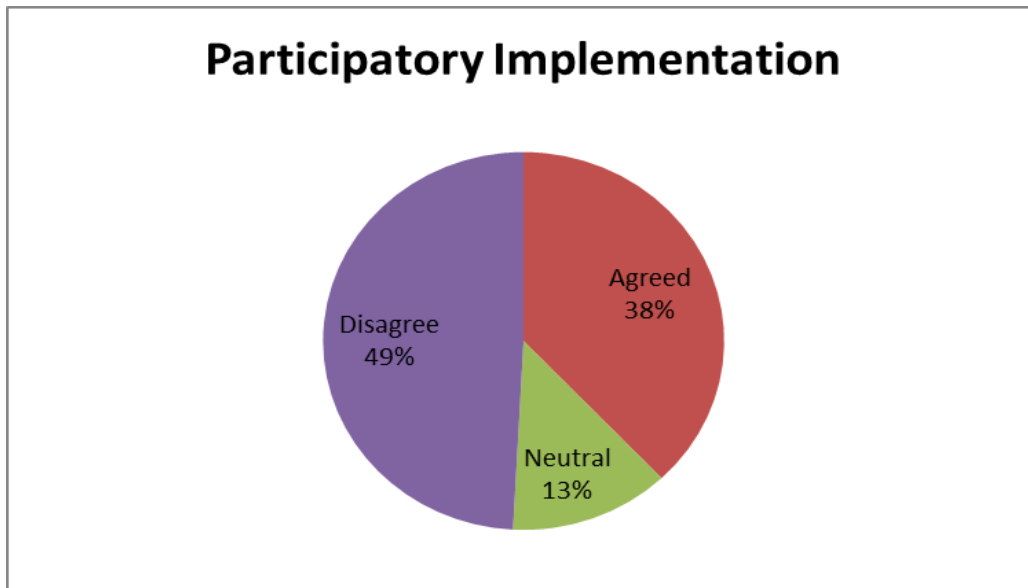


Figure 4.5: Overall computed average response for the entire participatory implementation

Source: Primary data

Based on the quantitative and qualitative findings, preliminary conclusion is that the majority of the respondents disagreed that there was participatory implementation in the four farmers' associations in Mukono district.

4.3.3 Participatory monitoring and sustainability of farmers' associations

In order to establish the relationship between participatory monitoring and sustainability of the four farmers' associations in Mukono district, the researcher used a total of six statements on the questionnaire, to which the respondents expressed their opinion by showing their level of agreement or disagreement. Participation in monitoring association programmes and monitoring benefits to members of the associations were used to measure the dimension of participatory monitoring. The results are summarized in table 4:10 and table 4:11.

Participation in monitoring association Programmes

Table 4.10 shows responses given by respondents on participation in monitoring association programmes. The majority of the respondents were satisfied on two out of the three items measuring participation in monitoring of association programmes with 52.2% agreeing that members of the associations participate in monitoring of association programmes, 45% disagreed and 2.7 were neutral; 55.0% agreed that members of the associations participate in providing ideas to improve association programmes, 40.5% disagreed and 4.5% were neutral. On whether other stakeholders support the associations in monitoring of their programmes, 53.7% disagreed, while only 17.7% agreed and 28.6% neutral.

Table 4.10: Opinions of respondents on participation in monitoring association Programmes

Statements measuring participation in monitoring association Programmes	SA	A	N	D	SD	Mean
Members of the associations participate in monitoring of association programmes	8.6	43.6	2.7	12.7	32.3	2.84
Members of the associations participate in providing ideas to improve association programmes	10.0	45.0	4.5	20.0	20.5	3.04
Other stakeholders support the association in monitoring its programmes	2.7	15.0	28.6	18.2	35.5	2.31
Average mean						2.73

Source: Primary field data

Qualitative data from KIIs and FGDs indicated that monitoring of association programmes is dominated by association leaders and a sub-committee for monitoring yet there was lack of communication of findings from monitoring to the members. In a FGD, members of the associations said, “*executive members monitor association work*”. One member said that, “*no monitoring goes on at association level because we do not get to know what was*

monitored". The chairpersons of two associations confirmed that the monitoring sub-committee and the executive members monitor programme work, on behalf of the members.

Participation in monitoring benefits to Members of the associations

Table 4.11 shows responses given by respondents on participation in monitoring benefits to members of the associations. The results show that majority of the respondents were dissatisfied on the three items measuring monitoring benefits to members of the associations with 51.8% disagreeing that members of the associations participate in monitoring benefits to members derived from the association, 38.2% agreed and 10% were neutral; on whether members of the associations participate in providing ideas to improve association benefits to members, 47.3% disagreed, 43.6% disagreed and 9.1% were neutral; 56.4% disagreed that other stakeholders participate in monitoring benefits to members derived from the association, 15.0% agreed and 28.6% were neutral.

Table 4. 11: Opinions of respondents on participation in monitoring benefits to Members of the associations

Statements measuring participation in monitoring benefits to Members of the associations	SA	A	N	D	SD	Mean
Members of the associations participate in monitoring benefits to members derived from the association	5.9	32.3	10.0	24.5	27.3	2.65
Members of the associations participate in providing ideas to improve association benefits to members derived from the association	8.6	35.0	9.1	32.3	15.0	2.90
Other stakeholders participate in monitoring benefits to members derived from the association	0.0	15.0	28.6	20.5	35.9	2.23
Average mean						2.59

Source: Primary field data

Qualitative data from KIIs and FGDs indicated that monitoring of association programmes is dominated by association leaders. Findings from KIIs and FGDs were consistent with quantitative results that monitoring benefits to members of the associations is mostly done by the association leaders and the monitoring sub-committee, as explained in monitoring association programmes. However, one member said, “*members copy good practices from a fellow member who is doing well, for example in farming and sanitation*”. The researcher found out that this was done at village level, where neighbors visit each other to share good practices and experiences, but not necessarily organized association monitoring activities. The findings reveal that domination of monitoring by association leaders and lack of communication of findings about monitoring left the members of the associations without any learning from association programmes. Nevertheless, the researcher observed that the members of the associations lack skills in monitoring. Generally, the overall quantitative results of the computed average response revealed that the majority of the respondents (49%) to the questionnaire disagreed that there was participatory monitoring in the four farmers’ associations in Mukono district, as illustrated in figure 4.6. The average means of 2.73 and 2.59 for participation in monitoring associations’ programmes and participation in monitoring benefits to members of the associations, respectively, further confirmed that the majority of the respondents disagreed that there was participatory monitoring in the farmers’ associations.

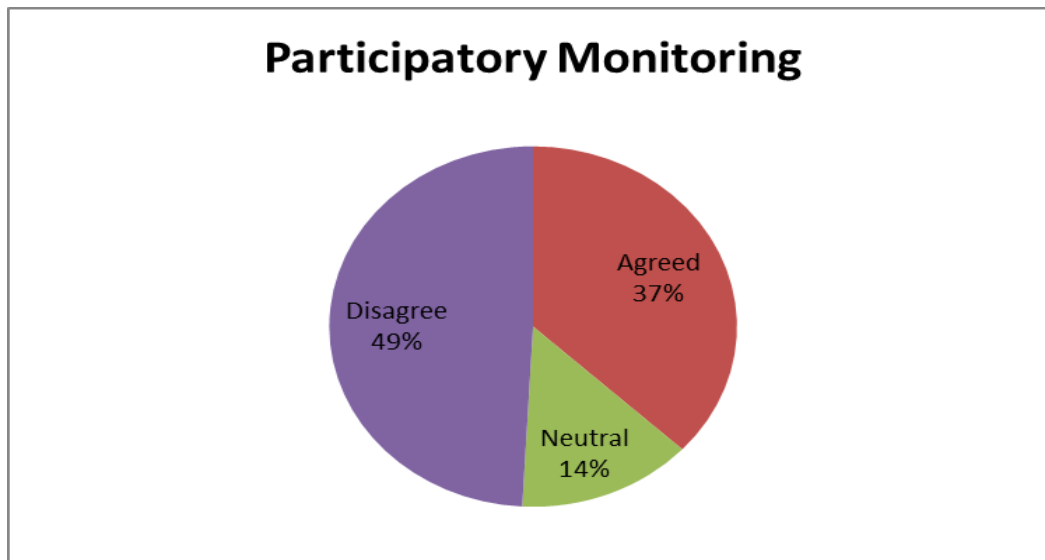


Figure 4.6: Overall computed average response for the entire participatory monitoring

Source: *Primary data*

Based on both quantitative and qualitative findings, preliminary conclusion is that the majority of the respondents disagreed that there was participatory monitoring in the four farmers' associations in Mukono district.

4.3.4 Sustainability of the farmers' associations in Mukono District;

In order to examine the sustainability of the four farmers' associations in Mukono district, the researcher used a total of twenty three statements on the questionnaire, to which the respondents expressed their opinion by showing their level of agreement or disagreement. Sustainability was measured using four factors of institutional capacity, financial capacity, social capacity and growth in membership. The results are summarized in four separate tables below, factor by factor:

Opinions of respondents on institutional capacity

Table 4.13 shows responses given by respondents on institutional capacity. According to the results, 54.6% agreed that association has effective leadership, while 35.4% disagreed and 10% were neutral; Similarly 52.3% agreed that association leadership pursues collectively

agreed strategies though 30.9% disagreed and 16.8% were neutral; 65.9% agreed that leadership is accountable to its members, 20.9% disagreed 13.2% were neutral.

Table 4.12: Showing opinions of respondents on institutional capacity

Statements measuring Institutional capacity	SA	A	N	D	SD	Mean
Association has an effective leadership	13.2	41.4	10.0	13.6	21.8	3.1
Association leadership pursues collectively agreed strategies	16.8	35.5	16.8	15.9	15.0	3.23
Association leadership is accountable to its members	17.3	48.6	13.2	13.6	7.3	3.55
Association leadership carries out community mobilization	15.9	31.8	16.8	18.2	17.3	3.11
Association leadership provides reports to members	23.2	60.0	10.0	3.6	3.2	3.96
Members of the associations participate in capacity building	20.0	46.4	15.5	13.6	4.5	3.64
Association has internal regulation in place	26.4	36.4	11.4	9.5	16.4	3.47
Association meets members' expectations	13.6	36.4	16.8	18.6	14.5	3.16
Association has a monitoring sub-committee	18.2	55.0	18.6	5.5	2.7	3.8
Association has capacity to meet the objectives of the association	10.0	41.4	20.9	15.9	11.8	3.22
Mean of means						3.42

Source: Primary field data

On whether association leadership provided reports to members 83.2% of the respondents agreed while 6.8% disagreed, yet 10.0% were neutral. On the aspect of members of the associations participating in capacity building 66.4 % agreed, 18.1 % disagreed while 15.5 % were neutral; on the association having an internal regulation in place 62.8 % agreed 25.9 % disagreed while 11.4% were neutral; on whether association meets members' expectations 50.0% agreed while 33.1% disagreed and 16.8% neutral. Regarding the association having a

monitoring sub-committee 73.2% agreed 8.2% agreed while 18.6% were neutral; on association having capacity to meet the objectives of the association, 51.4% agreed, 27.7% disagreed yet 20.9% were neutral. However, there were mixed reactions on whether association leadership carries out community mobilization with 47.7% agreeing, while 35.5% disagreed and 16.8% were neutral. Generally the quantitative results revealed that the majority of the members of the associations who responded to the questionnaire agreed that the four farmers' associations have the institutional capacity to achieve sustainability.

Unfortunately members of the associations developed a dependency mentality for free hand-outs that eroded the spirit of self-initiative and self-development. The associations also had weak leadership that was not transparent in managing associations' affairs, including resources. This compromised the sustainability in the associations. In a FGD, one member of an association said that, "*according to the records the association has been weak. The leaders were not trustworthy before, that's why they took our savings. Previously we didn't know how they were operating*". Similar complaints on lack of transparency by the association leaders were discussed in a FGD with another association. One members of an association said, "*it is in this year (2014) that the association became active, it's the leadership that was weak*". Another member said "*the truth is that these associations have been inactive and have just started working this year (2014)*". On management in the association, one member said that, "*it has not been good*". In a KII, the chairperson admitted that participation of members in association activities is still weak. During a FGD, members expressed optimism that their association will improve if they elect new leaders. One member said, "*I think we should elect new leaders at association and village levels to improve our performance*".

In a documentary review, a progress report of 2013, prepared by CAPCA staff, indicated that, since 2010 to date, the four associations, in Mukono district, have been undergoing

organization capacity building for purposes of strengthening them. The researcher found out that each of the four associations has a constitution that contains regulations on how associations are managed and rules to guide the discipline of the members. The researcher also found a record of names and designations of executive committee and sub-committees. The designations included; chairperson, vice-chairperson, secretary, treasurer, publicity secretary. The names of heads of the following sub-committees were also found in the files; production/ marketing, advocacy, savings & credit, monitoring and investment. Each of the four associations has a strategic plan that spelt out the objectives being pursued and strategies for meeting the objectives. Associations also had records on some activities. However, only one association had a record of a financial report.

Based on both quantitative and qualitative findings, preliminary conclusion is that the respondents believed that the associations have some potential of institutional capacity if they can be provided with capacity building.

Opinions of respondents on financial Capacity

Table 4.14 shows responses given by respondents on financial capacity of the farmers' association.

Majority of the respondents to the questionnaire agreed that associations have financial capacity for the sustainability of farmers' associations. 65.9% of the respondents agreed that associations have financial management system in place, though 11.8% disagreed and 22.3% were neutral; 54.1% agreed that members of the associations are engaged in income generating activities while 26.4% disagreed and 19.5% were neutral; 61.8% agreed that associations have finance committees or treasurers, while 11.8% disagreed and 26.4% were neutral; 64.1% agreed that members of the associations contribute to association activities and investments 24.1% disagreed and 11.8% were neutral. On whether the associations have

capacity to resource mobilize/ fundraise, 47.2% agreed, 26.8% disagreed and 25.9% were neutral. Generally the quantitative results revealed that the members of the associations who responded to the questionnaire agreed that their associations had the financial capacity to achieve sustainability.

Table 4.13: Opinions of respondents on financial capacity

Statements measuring financial capacity	SA	A	N	D	SD	Mean
Association has financial management system in place	6.4	59.5	22.3	9.1	2.7	3.58
Association engage in income generating activities	8.6	45.5	19.5	20.0	6.4	3.3
Association has capacity to resource mobilize/fundraise	8.6	38.6	25.9	20.0	6.8	3.22
Association has a finance committee or treasurer	20.9	40.9	26.4	5.9	5.9	3.65
Members contribute to association activities/ investments e.g. membership	17.3	46.8	11.8	13.6	10.5	3.47
Mean of means						3.44

Source: Primary field data

Qualitative data was collected using KIIs and FGDs on the association’s financial capacity. It was not clear on what financial management systems associations have, except in active savings and credit schemes where record keeping is done. Only one association had a financial report. In two associations, leaders were not trustworthy, as one member said” *the leaders were not trustworthy before and that’s why they took our savings. There was money saved on the association account which was given from CAPCA to support a revolving fund for mrmbers. Members would borrow the money and the association could get profits by lending out the money to members. According to the records of one association, some*

members of the previous executive committee borrowed the money which they have not paid to-date (October, 2014). One member of the association said” ... the current leadership is so far trustworthy and we get to know what is being done. Previously we didn’t know how the old executive was operating”.

In one association, members agreed that each member has an income generating activity in their respective households, which includes crop farming and rearing animals. Members are also involved in savings and credit, but this only applies to only two active villages out of five villages in that association. Members of each village are expected to annually pay a total of Shs. 50,000= as membership to the association. The money is supposed to be raised by each village member paying Shs. 5000=, annually, for membership. One member said, *“yes each one has to pay membership because it is clear in the constitution that whoever doesn’t pay that money will be dismissed from the village membership hence the association membership.* A chairperson of one association agreed that the association has the ability to mobilize resources in pursuit for its sustainability. One member said that, *“ I found our association leaders at the sub-county requesting for a feed mill promised by NAADs officer. It seems they’ve woken up. Currently they have the potential to mobilize resources unlike before”.* In a FGD for another association, members said that the association cannot be sustainable in its current state. One member said, *“we can’t be sustainable because leaders are not helping us”.* Another member said, *“we cannot sustain this association because our leaders lack transparency.”* Another member said, *“we can’t sustain ourselves as an association because we lack money to run our projects”.*

However, the members expressed that they can be sustainable if any development agency or NGO can support the association financially. One member said, *“Since we are really in a bad state, CAPCA should support us through more trainings, then we should renew our*

association by electing new leaders and bring back the members who left the association”.

Another member said that, “ *CAPCA should advise us on a bank to go for loans so that we take back this money after investing it in projects, this is because we have deteriorated to poverty and we have no enterprises which can boost our incomes and that is why we can’t even attend meetings because there is nothing to benefit from them”.*

The chairpersons of two associations said that there is need for financial support to the association

to enable it carry out its work, including collective marketing. In doing documentary review, the researcher found a record showing that the association has a treasurer and a savings and credit sub-committee. However, only one association had a financial report on file.

Based on qualitative findings, the respondents disagreed that there was financial capacity to achieve sustainability of the farmers’ associations.

Opinions of respondents on Social Capacity

Table 4.15 shows responses given by respondents about social capacity of the farmers’ associations.

Table 4.14: Opinions of respondents on social capacity

Statements measuring social capacity	SA	A	N	D	SD	Mean
Members of the associations have capacity to advocate for their needs	6.8	39.1	20.5	15.9	17.7	3.01
Members of the associations have capacity to network for their needs	4.1	29.5	34.5	20.9	10.9	2.95
The association has capacity to influence decisions at local government	6.4	25.5	31.8	22.3	14.1	2.88
The association lobbies development partners	2.7	26.8	36.8	24.1	9.5	2.89
Association has an advocacy committee	12.7	35.5	31.4	16.4	4.1	3.36
Mean of means						3.02

Source: Primary field data

The respondents gave mixed reactions on all the five items measuring social capacity; with 45.9% agreeing that members of the associations have capacity to advocate for their needs, while 33.6% disagreed and a substantial number, 20.5% were neutral. On whether members of the associations have capacity to network for their needs 33.6% agreed while 31.8% disagreed and a substantial number, 34.5% were neutral; 31.9% agreed that the association has capacity to influence decisions at local government, while 36.4% disagreed and a substantial number, 31.8% were neutral; 29.5% agreed that the association lobbies development partners, while 33.6% disagreed and a substantial number, 36.8% were neutral; 48.2% agreed that the associations have an advocacy committee, while 20.5% disagreed and a substantial number, 31.4% were neutral.

Generally, the quantitative results revealed that the members of the associations who responded to the questionnaire agreed that their associations had social capacity to achieve sustainability.

Documentary review agreed with the quantitative results that advocacy committees for the associations existed. The advocacy efforts by farmers had mainly focused on interacting with development partners who provide inputs like seeds/ planting materials, fertilizers, pesticides etc. Some efforts had been registered that include a request made to Ntunda sub-county by Ntunda farmers' association/ Namukupa village to grade a marrum road, in 2012. The researcher observed that the concept of advocacy had not been fully operationalized on the ground for some reasons that include the level of appreciation to carry out advocacy and sometimes it requires dialoguing with government officials at all levels and politicians on issues to do with service delivery and more so policy management, which may be a challenge to small holder farmers, though with confidence it can be done. This may explain the mixed reactions in the above responses. Based on qualitative findings, the respondents disagreed that there was social capacity to achieve sustainability of the farmers' associations.

Opinions of respondents on Growth in membership

Table 4.16 shows responses on membership growth.

Table 4.15: Showing opinions of respondents on growth in membership

Statements measuring growth in membership	SA	A	N	D	SD	Mean
New members join the association	16.4	47.7	5.9	20.5	9.5	3.41
New members join due to benefits from associations	4.5	55.9	25.9	6.8	6.8	3.45
Association retains its members	10.9	48.2	11.8	27.7	1.4	3.40
Mean						3.42

Source: Primary field data

The majority of the respondents were satisfied on all the items measuring it; with 64.1% agreeing that new members join the association, while 30% disagreed and 5.9% were neutral; 60.4% agreed that new members join due to benefits from associations, 13.6% disagreed and 25.9% were neutral and 59.1% agreed that association retains its members, while 29.1% disagreed and 11.8% were neutral. The responses were also supported by the results in Table 4.4 on distribution of respondents by duration of membership. Table 4.4 reveals that the associations have been recruiting new members, annually, since they were started. Generally the results reveal that the members of the associations who responded to the questionnaire were affirmative that there is growth in membership.

Qualitative data obtained through FGDs and KIIs, revealed a mixed situation. While new members join the associations, there are a number of old members that are no longer active. For example while one association became more active because of the new leadership that was elected this year, members belonging to three villages are no longer active, despite the new chairman's effort to bring them back. He said that, *“Three village members dropped off but I expect the remaining two villages to get more members so that the new ones cover the*

lost number”. In another association, members gave a range of years for their membership to the association as follows; two were new members with membership of less than one year, one had spent 2 years, one had spent 3 years, two had spent 4 years and one had spent 5 years, which implied that associations recruited new members every year since their formation. However, the chairperson of the association said that, “ *the number of members we had at the beginning were more, compared to the number we have now, this is because some members are dormant*”.

Based on both quantitative and qualitative findings, the respondents had mixed feelings on the growth of membership in the farmers’ association, because though new members joined the association the growth in membership was affected by members who became dormant.

4.4. Hypothesis Testing

This study had three hypotheses, which the researcher tested by using Pearson’s correlation coefficients, as recommended by Amin, 2005. The findings for the three hypotheses are as follows;

Hypothesis number 1: There is a positive relationship between participatory planning and sustainability of the four farmers’ associations in Mukono District.

Hypothesis number 2: There is a positive relationship between participatory implementation and sustainability of the four farmers’ associations in Mukono District.

Hypothesis number 3: There is a positive relationship between participatory monitoring and sustainability of the four farmers’ associations in Mukono District.

Bivariate correlation coefficients were used to test the above three hypotheses. They were tested at 95% confidence with two-tailed test of significance. Multi-collinearity between independent variables was also checked to ensure that none of the independent variables is influencing another. The results are presented in table 4.17.

The findings show that there is a moderate positive relationship between participatory planning and sustainability, given by Pearson’s correlation coefficient of 0.534. The relationship is statistically significant at 95% confidence level (2-tailed) since the p-value (Sig) is less than 0.025 (=0.000). The Table further shows that there is a moderate positive relationship between participatory implementation and sustainability, given by Pearson’s correlation coefficient of 0.578. The relationship is statistically significant at 95% confidence level (2-tailed) as the p-value (Sig) is less than 0.025 (=0.000). The table also shows that there is a moderate positive relationship between participatory monitoring and sustainability, given by Pearson’s correlation coefficient of 0.422. The relationship is statistically significant at 95% confidence level (2-tailed) as the p-value (Sig) is less than 0.025 (=0.000).

Table 4. 16: The inter-correlations among the study variables

Correlations

		Participatory planning	Participatory implementation	Participatory monitoring	Sustainability
Participatory Planning	Pearson Correlation	1	.610*	.460*	.534*
	Sig. (2-tailed)		.000	.000	.000
	N	220	220	220	220
Participatory implementation	Pearson Correlation	.610*	1	.561*	.578*
	Sig. (2-tailed)	.000		.000	.000
	N	220	220	220	220
Participatory monitoring	Pearson Correlation	.460*	.561*	1	.422*
	Sig. (2-tailed)	.000	.000		.000
	N	220	220	220	220
Sustainability	Pearson Correlation	.534*	.578*	.422*	1
	Sig. (2-tailed)	.000	.000	.000	
	N	220	220	220	220

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.17 further shows that there is no multi-collinearity between the independent variables since none of the correlation coefficients between any two independent variables is greater

0.60, the threshold for multi-collinearity. This shows that each of the independent variables' relationship with the dependent variable is based on its own merit and not the influence of another independent variable.

4.5 Multi-linear regression

Hypothesis number 1, 2 and 3 were further tested using multiple linear regression analysis. The justifications for using multiple linear regression analysis were that this study involved prediction with many variables and multiple linear regression analysis provides net effects and explanatory power in form of Adjusted R square. Level of significance was set at less than or equal to 0.05. Using the Enter method, a statistically significant model emerged. The model summary is presented in table 4.18, which provides a combined effect of the independent variables against the dependent variable. The model summary in table 4.18 shows that the coefficient of determination (Adjusted R Square) is 0.384. This implies that this model accounts for 38.4% of the variation in sustainability of the four farmers' associations in Mukono District. This could be attributed to the fact that sustainability has far more factors that influence it than what the study has undertaken.

Table 4.17: Model Summary of multiple linear regression analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.627	.393	.384	.44837

To assess the overall significance of the model of multiple linear regression analysis above, analysis of variables (ANOVA) was done and the results were presented in table 4.19.

In determining whether a model is significant, the decision rule is that the calculated *p*-value (level of significance) must be less than or equal to 0.05. Since the calculated *p*-value of

0.000 is less than 0.05, the model was found to be statistically significant ($F=46.562$, $df = 3$, $p < 0.05$ ($=0.000$)).

Table 4.18: Analysis of Variables (ANOVA)

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.082	3	9.361	46.562	.000 ^a
	Residual	43.423	216	.201		
	Total	71.505	219			

a. Predictors: (Constant), Participatory monitoring, Participatory planning, Participatory implementation

b. Dependent Variable: Sustainability

A statistically significant model means that at least one of the predictor variables (participatory planning, participatory implementation and participatory monitoring) has a significant influence or effect on the dependent variable (sustainability).

To determine which of the predictor variables were significant, the researcher examined the standardized beta coefficients (which measure the contribution of each variable to the model), the t values and significance values give rough indication of the impact of each predictor variable. The results are presented in table 4.20. The decision rule for multi linear regression is that the t value must not be close to 0 and the p-value must be less than or equal to 0.05.

The table 4.20 shows that the p-values for the Constant, Participatory planning and Participatory implementation are each less than 0.05 and their t values (12.176, 3.985, and 4.913) are not close to zero (0). This shows that participatory planning and participatory implementation each have a significant effect on sustainability of the four farmers' associations in Mukono District.

The table 4.20, however, shows that the p-values for Participatory monitoring is greater than 0.05 and the t value (1.481) close to zero (0). This indicates that participatory monitoring has no significant effect on sustainability of the four farmers' associations in Mukono District.

Table 4.19: Regression coefficients

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.716	.141		12.176	.000
	Participatory planning	.225	.057	.271	3.985	.000
	Participatory implementation	.313	.064	.359	4.913	.000
	Participatory monitoring	.061	.041	.096	1.481	.140

a. Dependent Variable: Sustainability

4.6 Interpreting the findings and making a decision on the hypothesis

Basing on the research findings the researcher made the following interpretation and decisions on each of the hypotheses.

Hypothesis number 1:

The research findings show that there is a statistically significant relationship between Participatory Planning and Sustainability ($r=0.534$, $p\text{-value}<0.025$ ($=0.000$)). This implies that improved Participatory Planning leads to improved sustainability of the four farmers' associations in Mukono District. Findings from regression analysis further indicate that Participatory Planning has a significant effect on sustainability of the four farmers' associations in Mukono District. ($\beta=0.271$, $t=3.985$, $p<0.05$ ($=0.000$)). The relationship between Participatory Planning and Sustainability was therefore a causation implied type. The researcher therefore accepted hypothesis number 1, which was stated as thus: There is a positive relationship between participatory planning and sustainability of the four farmers' associations in Mukono District.

Hypothesis number 2:

The research findings show that there is a statistically significant relationship between Participatory Implementation and Sustainability ($r=0.578$, $p\text{-value}<0.025$ ($=0.000$)). This implies that improved Participatory Implementation leads to improved sustainability of the four farmers' associations in Mukono District. Findings from regression analysis further indicate that Participatory Implementation has a significant effect on sustainability of the four farmers' associations in Mukono District. ($\beta=0.359$, $t=4.913$, $p<0.05$ ($=0.000$)). The relationship between Participatory Implementation and Sustainability was therefore a causation implied type. The researcher accepted hypothesis number 2, which was stated as thus: There is a positive relationship between participatory implementation and sustainability of the four farmers' associations in Mukono District.

Hypothesis number 3:

The research findings show that there is a statistically significant relationship between Participatory Monitoring and Sustainability ($r=0.422$, $p\text{-value}<0.025$ ($=0.000$)). This implies that improved Participatory Monitoring leads to improved sustainability of the four farmers' associations in Mukono District. Findings from regression analysis however, indicate that Participatory Monitoring has no significant effect on sustainability of the four farmers' associations in Mukono District. ($\beta=0.096$, $t=1.481$, $p>0.05$ ($=0.140$)). The relationship between Participatory Monitoring and Sustainability was therefore a causation not implied type.

The researcher accepted hypothesis number 3, which was stated as thus: There is a positive relationship between participatory monitoring and sustainability of the four farmers' associations in Mukono District. However this relationship does not translate into affecting sustainability of the four farmers' associations in Mukono District because it is a of causation not implied type.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents summary of the findings, discussions, conclusions and recommendations based on the findings of the study. Limitations, contribution of the study and areas for further research were also included in the chapter.

5.2. Summary of the findings

The purpose of this study was to investigate the relationship between community participation and sustainability of four CAPCA supported farmers' associations in Mukono district. Below is the summary of the findings for the three study objectives.

5.2.1. Participatory planning and sustainability of farmers' associations

The first objective was to establish a relationship between participatory planning and sustainability of four farmers' associations in Mukono district. The findings showed that the majority of the respondents (47%) disagreed that there was participatory planning, which compromised the sustainability of the four farmers' associations. The shortcomings noted in participatory planning include; domination of association leaders in making decisions regarding planning for the farmers' associations yet there was hardly any communication of association strategies to the members of the association. Secondly members of the association developed a dependency mentality due to availability of free inputs provided by development agencies and in the process the members became lazy to participate in association activities. However, the majority of the respondents agreed that there was participation of members in membership identification.

Statistical findings indicated that there is a statistically significant relationship between participatory planning and sustainability with a correlation coefficient of 0.534, (p-

value <0.025 ($=0.000$)). This implies that improved Participatory Planning leads to improved sustainability of the four farmers' associations in Mukono District. The regression analysis indicated that participatory planning had a significant effect on sustainability of the farmers' associations with a standardized beta coefficient (β) of 0.271 indicating that a unit change in participatory planning explained 0.27 units of change in sustainability of the four farmers' associations ($t=3.985$ and significance level of $p<0.05$ ($=0.000$)). Therefore the hypothesis "There is a positive relationship between participatory planning and sustainability of the four farmers' associations in Mukono district" was accepted.

5.2.2. Participatory implementation and sustainability of farmers' associations

The second objective was to examine a relationship between participatory implementation and sustainability of four farmers' associations in Mukono district. The findings showed that the majority of the respondents (49%) disagreed that there was participatory implementation, which compromised the sustainability of the four farmers' associations. This was attributed to weak leadership that was exhibited in limited activeness of associations with hardly any communication to members regarding the associations' strategies, failure to conduct regular meetings for association members, low efforts in resource mobilization, advocacy, collective marketing as well as lack of transparency and domination of association leaders in decision making regarding implementation of association affairs. Collective marketing was also frustrated by the mismanagement of the maize mill.

Statistical findings indicated that there is a statistically significant relationship between participatory planning and sustainability with a correlation coefficient of 0.578 (p -value <0.025 ($=0.000$)). This implies that improved participatory implementation leads to improved sustainability of the four farmers' associations in Mukono district. The regression analysis further indicated that participatory implementation has a significant effect on

sustainability of the four farmers' associations in Mukono district, with a standardized beta coefficient (β) of 0.359 indicating that a unit change in participatory implementation explained 0.359 units of change in sustainability of the four farmers' associations ($t=4.913$ and significance level of $p<0.05$ ($=0.000$)). Consequently the hypothesis "There is a positive relationship between participatory implementation and sustainability of the four farmers' associations in Mukono district" was accepted.

5.2.3. Participatory monitoring and sustainability of farmers' associations

The third objective was to establish a relationship between participatory monitoring and sustainability of the four farmers' associations in Mukono district. The findings showed that the majority of the respondents (49%) disagreed that there was participatory monitoring which compromised the sustainability of the four farmers' associations. This was attributed to the lack of clarity on the monitoring carried out by the associations yet no feedback was given to members regarding monitoring findings by the association leadership and the committee in charge of monitoring. Nevertheless, the researcher also observed that the members of the associations had weak monitoring capacity.

The findings, however, indicated that there is a statistically significant relationship between participatory monitoring and sustainability, with a correlation coefficient of 0.422, ($p\text{-value}<0.025$ ($=0.000$)). This implies that improved participatory monitoring leads to improved sustainability of the four farmers' associations in Mukono district. Findings from regression analysis, however, indicated that Participatory Monitoring has no significant effect on sustainability of the four farmers' associations in Mukono District ($\beta=0.096$, $t=1.481$, $p>0.05$ ($=0.140$)).

The hypothesis;" There is a positive relationship between participatory monitoring and sustainability of CAPCA supported farmers' associations in Mukono district" was accepted.

5.3 Discussion of the findings

In this section the researcher discusses the findings in accordance with the study objectives.

5.3.1. Participatory planning and sustainability of farmers' associations

The study established that there was a statistically significant relationship between participatory planning and sustainability of the four farmers' associations in Mukono district. The findings support the works of Healey (2007), Shrestah and McManus (2008), Sarker et al (2008) who emphasized that actively involving the community in planning helps an organization to meet stakeholders' needs, interests and expectations. The resource mobilization theory (McCarthy & Zald, 1973) also stresses the use of organizational dynamics by civil society organizations to use collective action through mobilizing people towards the furtherance of their goals (Kendal, 2006). In addition, RMT emphasizes participation of all stakeholders in pursuing sustainability of organization benefits (McCarthy & Zald, 1987). The importance of participatory planning is that it in ensures that members plan for what is meaningful to their needs and aspirations. However, the study findings revealed that the majority of the respondents (47%) disagreed that there was participatory planning which compromised the sustainability of the farmers' association.

Association objectives

The findings indicated that the majority of respondents (56.9%) disagreed that members participated in determining strategic objectives of the farmers' associations which compromised the sustainability of the farmers' associations. One of the shortcomings in actualizing participation of members of the associations in planning was the dominance of association leaders in decision making about the associations' affairs. The findings revealed that the associations' strategic plans were prepared by association executive members together with technical staff of CAPCA project. This implies that the members of the associations were denied the opportunity to take part in making a decision regarding the

association strategic direction and strategies for the farmers' association. The results are in disagreement with the notions of Abaru et al (2006) that support involving members of common interest groups in developing group objectives. The study findings also contradict with Okafor (2005) as well as Lewis and Hinton (2008) who emphasized the importance of involving target communities in the process of exploring core values, identifying their vision of development and plans to achieve their dreams. This is because participation leads to informed decision making and empowers the community members.

Needs assessment and enterprise selection

The findings indicated that the majority of respondents disagreed that members participated in needs assessment (54.1%) and enterprise selection (47.3%) which compromised the sustainability of the farmers' associations. In addition to dominating decision making, there was hardly any communication to members of the association about decisions taken by association leaders. The findings contradict the argument advanced by Njoh (2002) that community participation is a strategy that can be potentially viable in complementing efforts to meet community needs. Similarly, Bamberger (2001) asserts that community participation in planning can benefit the entire community by identifying the community's priorities and use community's resources in an effective way. In support, Olukotun (2008), who quoted Ihimodu (1997), advocates for involving people within communities in project design of intervention to pursue their dream and sustain benefits of their intervention.

However, it was also found out that the members of the association had developed a dependency mentality due to the free inputs provided by the development agencies and in the process the members became lazy to participate in association activities. This contradicts the observation made by Komalawati (2008), who quoted Goulet (1985), that the concern for sustainability made donors begin to think that it is better to teach people how to fish than to give them donations of food. On the other hand, Wiseman et al (2003), advanced an argument

that communities may be given chance to express their needs and preferences but they may not necessarily come up with the same interests or sometimes the community capacity to contribute to decisions may be low or absent even if they wished to. Similarly, Olson (1973) also argued that without coercion or some other special device to make individuals act in their own interest, rational self-interested individuals will not act to achieve their common or group interests. The implication is that sometimes communities may fail to carry out participatory planning because they lack capacity to do so, hence the need for development agencies to carry out capacity building in the desired areas.

Member identification

The findings revealed that the majority of the respondents (56.8%) agreed that there was participation in member identification by the members of the associations in the farmers' associations. The study findings also revealed that there was a criterion that members use in identifying and recruiting members to the associations. For example one of the key requirements in the criteria is that a member must be a small holder farmer with land for farming, among others. The findings support the view of Abaru (2006), that farmer organizations must have clear target groups because the interests and problems of different strata of population are not similar.

The findings imply that due to limited participation of members in planning, the decisions made by the dominating association leaders in associations' plans, aspirations and strategies, were not owned by the members which compromised the associations' sustainability, though there was participation of members in membership identification. In view of the study findings and the contributions provided by authorities reviewed above, improving participatory planning can improve the sustainability of farmers' organizations.

5.3.2. Participatory implementation and sustainability of the farmers' associations

The study established that there was a statistically significant relationship between participatory implementation and sustainability of the four farmers' associations in Mukono district. The findings are consistent with the arguments presented by World Bank (1998) and FAO (1990) that community members should be involved in the designing and implementation of strategies and activities of community organizations. The RMT (McCarthy and Zald, 1973) also embraces strategies and participatory approaches that target the achievement of the objectives of civil society organizations. However, the study findings revealed that the majority of the respondents (49%) disagreed that there was participatory implementation which compromised the sustainability of the farmers' associations.

Collective Marketing

The study findings revealed that the majority of the respondents (51%) disagreed that they participated in implementing selected enterprises at the association level. This is because the majority of the respondents did not participate in decision making regarding enterprise selection, as explained under participatory planning. Such decisions were taken by the associations' leaders who hardly communicated to the members of the associations at the village level. This is in disagreement with Tam (1995) who found out that involving the community in project implementation may increase local ownership of projects and enhance a sense of responsibility for maintaining services provided by the projects.

The findings also revealed that the majority of the respondents (70.5%) disagreed that there was participatory implementation in collective marketing which compromised the sustainability of the farmers' associations. The findings on collective marketing are contrary to the views expressed in the DFID (2005) discussion paper that collective action and producer organizations are the foci for pro-poor market approach, a strategy of collective marketing.

The findings are supported by the discussions held with the members of the associations who said that association leaders dominated the implementation decisions yet some of them were not transparent, hence the mistrust held by members to the association leaders. A case in point was when seedlings prepared for members of one association to participate in collective marketing were sold and members were not informed about the fate of the sales proceeds. This made members of the associations to believe that they cannot benefit from collective marketing. The findings contradict Abaru et al (2006) who advocates for strong vibrant farmers' organizations (FOs) that can provide opportunities to members to effectively play a role in the market economy and benefit from it. It was also found out that members of the associations did not know how the maize mill, jointly owned by the four associations, was operating. However, it was later established from the project staff that the mill had broken down due to mismanagement by the operator. The management and supervision of the operations of the maize mill was a responsibility of the associations' leaders. The findings are consistent with the argument advanced by Mwesigye (2011) that lack of participation by the community members reduce their motivation to maintain and operate activities of the community after the donor assistance comes to an end.

In view of the study findings made on participation in collective marketing and the contributions of different researchers reviewed, improving participation of members in collective marketing would contribute to improved participatory implementation which in turn would improve the sustainability of the farmers' associations.

Participatory Leadership

The study findings revealed that the majority of the respondents (54.1%) disagreed that they participated in election of association leaders. Similarly, the majority of the respondents disagreed (49.6%) that they participated in association leadership structures. This implies a sign of weakness on the side of the associations' leadership. The findings are consistent with

the views advanced by Arora (2007) that lack of community participation is sometimes due to failure of the management systems on the approaches for ensuring effective participation of community members or their commitment. This was confirmed in FGDs with members of the associations that the associations' leadership was weak and lacked transparency. The findings seem to agree with the view of World Bank (2004) that rushing to help the poor through participation may be self-defeating unless institutional capacity of the poor is developed. This is also linked to the argument advanced by Abaru et al (2006) that committed leadership that is willing to champion the cause of farmers strongly contributes to the strength of farmers' organizations.

As already mentioned, the association leadership dominated decision making within the associations. This is evidenced by the study findings that the majority of the respondents (51.3%) disagreed that members of the association participated in decision making of the affairs of farmers' associations. This is contrary to the views expressed by Dukeshire et al (2002) that reaching out to stakeholders to solicit quality input leads to quality decision making and creativity in problem solving which would contribute to sustainability of farmers' organizations. Similarly, Afsar (2007) argued that participation of community members in decision making about their development increases members' confidence, self-esteem, understanding and power necessary to articulate their concerns, ensure that actions are taken to address them and more broadly gain control over their lives. Leaving out members in decision making is likely to frustrate what the RMT (McCarthy and Zald, 1973) advocates for regarding mobilization of members towards the furtherance of their goals as well as their commitment in building and maintaining collective identity and interpersonal relationships within the associations. On the other hand, the association leaders pointed out that many farmers were lazy in attending to association activities due to the dependency mentality, on free inputs and handouts, that was developed by the members of the associations.

Despite receipt of market information provided by CAPCA and other development agencies, the members of the associations also complained about lack of communication by association leaders regarding decisions and deliberations taking place at association level. This contradicts the views expressed by FAO (2007) that community people are at the centre of any given development initiative and so communication is used for people's participation, community mobilization, decision making and action, confidence building, raising awareness, sharing knowledge, changing attitudes and behavior. This also seems to be in agreement with Sarvaes and Lui (2007) who asserted that when communication is made in relation to community development, it means an interactive process in which information, knowledge and skills relevant to participation in implementing development activities are exchanged between community members and information providers. The findings also revealed that the majority of the respondents disagreed (45.7%) that there was participation of members in conflict resolution. This is contrary to Thwala's (2010) argument that community participation can be used to prevent conflicts and to stimulate cooperation and agreement between different actors.

The major shortcomings were weak leadership and the dependency mentality that resulted in the laziness of members towards association activities, thus compromising the sustainability of the farmers' associations. The findings on participatory leadership contradict the views of Asnarukhadi and Fariborbz (2009) that participation creates momentum and sustains people's engagement to expand the leadership base of the community and presents opportunities to transfer planning and responsibility to other community members over time. In view of the study findings made on participatory leadership and the works of different researchers reviewed, improving participatory leadership would contribute to improved participatory implementation which in turn is likely to improve the sustainability of the farmers' associations.

Resource mobilization

The study findings revealed that the majority of the respondents (47.2%) disagreed that there was participation of members in resource mobilization for the farmers' associations which compromised the sustainability of the farmers' associations. The findings contradict the view expressed by Narayan (2005) that community participation is a means of mobilizing human and material resources. This is supported by the RMT which stresses the importance of collective action by civil society organizations in acquiring resources and mobilizing people towards the furtherance of their goals (Kendal, 2006).

According to the FGDs held, the members of the associations took it to be a responsibility of the association leaders to do resource mobilization as well as controlling the association resources. Members stopped paying membership fees and those involved in savings and credit schemes were found to be few. Hence the internal resource mobilization within the members of the associations was found to be weak. Contrary to the study findings, Pollnac & Pomeroy (2005) found out in their research that participation indicators that strongly correlated to project sustainability included beneficiary contribution of money and time. Similarly Abaru et al (2006) who quoted Mutua et al (1996), also reported that the ability to mobilize members' savings is one of the signs of maturity and sustainability of community organizations, among other factors.

Some of achievements realized by the associations, through resource mobilization, have been mainly in form of inputs and trainings provided by development partners and Local Government. However, the researcher found out that almost all the development partners take their services to the farmers without a deliberate effort by the members of the associations to look for them. The researcher also found out that the majority of the respondents were not adequately mobilized to take part in resource mobilization. Meetings involving members

were not taking place to discuss strategies for resource mobilization. The implementation decisions on resource mobilization were dominated by some members of the association executive. The situation was worsened by the dependency mentality developed by the members of the associations. This is because a big number of members got used to free handouts provided by development partners. Unfortunately, the dependency mentality has threatened to erode members' self-initiative capacity for self-development and self-reliance.

In a FGD, the members of the associations said that they could not be financially sustainable unless CAPCA supported them with more trainings and funds. This is consistent with the research conducted by Khan (2006) in Pakistan where he found out that more than 62 percent of the ADGs had raised no funds due to poor motivation and unwillingness of community members. In explaining this situation, three reasons were identified; the first one was that ADGs had developed a receiving mentality because they got used to subsidized public services or without any payment. Secondly, the target groups were not involved in the planning stage hence they were not convinced to share the cost of services. The third reason is that the purchasing power of poor farmers did not allow them to share the burden of cost of resources. Yet Abatena (1995) and Khan (2006) found out that resource mobilization and local participation foster an effective way of tackling local problems and as a result may enable the farmers' groups to gain a certain degree of self-reliance.

Given the study findings and the contributions of the scholars' work reviewed, participatory implementation can be improved hence the sustainability of the farmers' associations if the shortcomings found in the participation of members in resource mobilization are worked on.

Advocacy and Networking

The study findings revealed that the majority of the respondents (60.5%) disagreed that members of the association participate in advocacy and networking and this compromised the sustainability of the farmers' associations. The researcher found out that the ability of

members of the associations to participate in advocacy and networking is still weak. This is evidenced by one association chairperson who admitted that advocacy is still a big challenge because members do not understand it clearly. In some cases resource mobilization is mixed up with advocacy.

The shortcomings observed in the findings arose because members of the associations were not adequately prepared and mobilized to participate in advocacy activities. The implementation of advocacy and networking were taken on by the members of the association executive. The dependency mentality held by the members of the associations could have also contributed to the thinking by the members of the associations that advocacy is a responsibility of the association leaders in spite of the opportunities available from Government and development partners, as disclosed by the District Community Development officer in chapter four. This is supported by Mansuri & Rao (2004) who asserted that the need for a well-functioning state apparatus does not disappear with active community involvement. In agreement, Igboeli (1992) contends that beneficiary communities are often too poor to have enough resources hence they remain in need of Government support for inputs, maintenance investment and trained staff to sustain project benefits.

If the shortcomings observed in the findings on participation of members in advocacy and networking are worked on, the researcher believes that participatory implementation will improve which in turn will improve the sustainability of the farmers' associations.

In view of the study findings and the corroborations provided by authorities reviewed above, improved participatory implementation can enhance the sustainability of farmers' organizations. Projects executed and managed by community themselves outlive those imposed by a benefactor with little or no community participation (Akpomuvie, 2010).

5.3.3. Participatory monitoring and sustainability of the farmers' associations;

The study findings showed that participatory monitoring has a statistically significant relationship with sustainability of the four farmers' associations in Mukono district. The findings are in agreement with the views expressed by Beck (2006) and Karl (2000) that community participation in program monitoring promotes stakeholder capacity, attitudinal change, greater management and use of resources for the whole community based program and empowerment. This fits very well with the RMT (McCarthy and Zald, 1987) in that it supports organizational dynamics and strategies that enhance sustainability and achievement of organizational goals.

However, the study findings also revealed that the majority of the respondents disagreed (49%) that there was participatory monitoring in the farmers' associations which compromised the sustainability of farmers' associations. The FGDs informed the researcher that the members of the associations took monitoring to be the responsibility of the association leaders and monitoring sub-committees. Yet FAO (1997) argues that participatory monitoring is geared towards, not only measuring efficiency of programs, but also towards building ownership and taking corrective action to improve performance and outcome. Despite the representation of their village at association level, members of the associations felt that they were not taking part in the monitoring because they were not informed about monitoring results. The issue of lack of communication has been noted as critical in compromising community participation. This contradicts the position of UNDP (1997) that community participation in monitoring contributes to improved communication and collaboration between programme actors who are working at different levels of the programme implementation, strengthens accountability to members and promotes a more efficient allocation of resources.

On the other hand, the findings are consistent with Khan (2006) who found out that due to poor institutional capacity, the ADGs in Pakistan could not properly and regularly monitor the performance of community organizations. Similarly, Gregory (2000) asserted that labeling M&E as participatory does not necessarily guarantee that all stakeholders have participated and there are often issues around who participates and who is excluded from these processes.

Nevertheless, it was important for members to engage in participatory monitoring as observed by Estrella and Gaventa (1999) that the process of community monitoring is perceived as a means of local capacity building. This is supported by Khwaja (2003) who asserted that communities affected by monitoring improve the quality of their programmes and helps to address local development needs, increases a sense of national and local ownership and the likelihood that the programmes and their impact would be sustainable.

The findings imply a deficiency in capacity building that was evident when the members of the associations revealed that monitoring at association level is done by the association leaders yet the members did not know what was monitored. Hence the members of the associations missed out on the benefit of sharing monitoring results, as expressed by Campos and Coupal (1996) that participants obtain greater understanding of various actors that affect the conditions and dynamics of the strategies and activities of their farmers' associations, a basis for their successes and failures and potential solutions or alternate actions.

The study findings together with the views of the authorities cited suggest that increasing participatory monitoring is likely to increase the sustainability of the farmers' associations.

5.4 Conclusions.

Based on the findings and discussions carried out in relation to other similar researches, the researcher made the following conclusions;

5.4.1. Participatory planning and sustainability of farmers' associations

Although the findings revealed that the majority of the respondents disagreed that there was participatory planning, which compromised the sustainability of farmers' association, the study showed that there is a positive relationship between participatory planning and sustainability of the four farmers' association in Mukono district. This implies that enhancing participatory planning would improve the sustainability of farmers' organizations.

The sustainability of the farmers' associations was compromised because the association leaders dominated the decision making during the planning process for the associations yet there was lack of communication, to the members, on the decisions made. Secondly members of the association developed a dependency mentality due to availability of free inputs from development agencies in the process the members became lazy to participate in association activities. The findings imply that the decisions made during the planning process for the association were not owned by the members, including the association plans, aspirations and planned strategies. However, the membership identification was done in participatory manner.

5.4.2. Participatory implementation and sustainability of farmers' associations

Much as the research findings revealed that the majority of the respondents disagreed that there

was participatory implementation, which compromised the sustainability of farmers' association, the study showed that there is a positive relationship between participatory implementation and sustainability of the four farmers' association in Mukono district. This implies that enhancing participatory implementation would improve the sustainability of farmers' organizations.

The main shortcoming noted in participatory implementation was weak leadership that was exhibited in limited activeness of associations with hardly any communication to members regarding the associations' aspirations and strategies, low efforts in resource mobilization, advocacy and collective marketing which was also frustrated by the mismanagement of the maize mill as well as lack of transparency and domination of decision making regarding association affairs. The weak leadership together with the dependency mentality seem to have contributed to the low empowerment of the members to own the fulfillment of association strategies leading to reduced self-initiative for self-reliance thus compromising the sustainability of the farmers' associations.

5.4.3. Participatory monitoring and sustainability of farmers' associations

Though the research findings showed that the majority of the respondents disagreed that there was participatory monitoring, which compromised the sustainability of farmers' associations, the study revealed that there is a moderate positive relationship between participatory monitoring and sustainability of the four farmers' associations in Mukono district. This implies that improving participatory monitoring would improve the sustainability of farmers' organizations.

The weakness noted was lack of clarity on the monitoring carried out by the associations yet hardly any feedback was given to members regarding monitoring findings by the association leadership and the committee in charge of monitoring. This denied the members of the associations lessons they would be taking to improve performance of their programmes and welfare. However, the researcher also observed that the members of the associations had weak monitoring capacity.

5.5. Recommendations

The following recommendations were made to improve community participation so as to promote the sustainability of the four farmers' associations in Mukono District;

5.5.1. Participatory planning and sustainability of farmers' associations

Considering the shortcomings noted in participatory planning that included; domination of decision making by the association leaders, lack of communication regarding associations' affairs and the dependency mentality developed by the association members as a result of getting used to free inputs, which resulted in a number of members of the associations not participating in decision making for the associations, the researcher made the following recommendations:

Development partners, including CAPCA, should build the capacity of members and the farmers' associations in sustainability strategies throughout the planning, implementing and monitoring stages. Priority areas in capacity building should include developing and inculcating a spirit of self-initiative for self-development and ownership of the associations' processes and strategies with a focus on self-reliance.

Associations should adopt a bottom up planning practice instead of relying on top down approach. Development agencies should promote ownership of the members of the associations in the management of associations' affairs by encouraging members to take part in the decision making processes. Development agencies should explain to members of the associations the relevance of their participation in decision making throughout planning, implementation and monitoring of the association strategies. One of the criteria to be used in measuring the effectiveness of the associations' leadership should be the extent to which members of the associations are involved in decision making at planning, implementation and monitoring stages.

At the planning stage members of the associations should be mobilized to participate in determining the aspirations of their association, strategic objectives and implementation strategies, roles of the associations, responsibilities of members of the associations and responsibilities of association leaders. Members of the associations are likely to own and support the association efforts and initiatives only when the association objectives and strategies are meaningful and relevant to their development needs. The membership identification methodology existing at village level should be maintained so that likeminded farmers become members of the associations who pursue common interests and a common identity.

5.5.2. Participatory implementation and sustainability of farmers` associations

In view of the weaknesses noted in participatory implementation, particularly the weak leadership, lack of transparency, low sense of self-initiative for self- reliance resulting in low empowerment by the members to own the fulfillment of association strategies, the researcher made the following recommendations:

Collective marketing

As recommended under participatory planning, a bottom up planning needs to be adopted by the leaders in the farmers` associations so that members participate in decision making regarding implementation strategies, including enterprises selected for collective marketing. For members to implement association strategies they need to participate in their design, hence this will determine the willingness of members to produce and provide items for collective marketing at the association level. Bottom up planning will also help to enhance communication with members of the association at village level regarding association deliberations and decisions. This will require regular meetings conducted at village level by the association leadership.

For collective marketing to succeed in farmers' associations, development partners need to train members in collective marketing, its benefits and possible market linkages. It is also important for members to engage in enterprises for which a market has already been identified. The enterprise selected by the association should be within the means and capacity of farmers to produce. It would be prudent for associations to pursue value chains and also enter into contracts (contract farming). Contract farming would motivate farmers to produce contracted crops in required quantities without being worried about payment issues and wastage due to perishable nature of farmers' produce, if not supplied in time. Where possible associations could target contracts with a component of pre-financing farmers. This will partly solve the problem of providing immediate cash to members who may be having immediate domestic demands. Savings and credit schemes should also be promoted among the associations to meet immediate financial needs of members.

Market information provision to farmers should be maintained to provide information regarding where to market their produce and at what price. Collective marketing is intended to enhance incomes of members of the associations hence associations' leaders and members should use business management principles (farming as a business) so as to make money. Association leaders and the person in charge of marketing farmers' produce should exercise a high degree of trust and transparency in the association transactions. Hence communication on the marketing of farmers' produce should be as regularly done as members would want to know. This will increase confidence hence members' participation in collective marketing.

In future the members of the association need to hire a manager to conduct the marketing of their produce as members of the association concentrate on increasing agricultural production hence the volumes to be sold to the market. The manager could also double to manage the maize mill on behalf of the associations.

Participatory Leadership

The quality of association leadership plays a big role in ensuring that the aspirations of associations and their members are achieved in a participatory manner. Hence the members of the associations need to develop eligibility criteria that would guide members in electing effective leaders of integrity. In order to involve all members in determining association leadership, members of the association should resolve to hold Annual General Meetings in which elections are held, besides deliberating on other associations' strategies. Associations need to hold regular elections in accordance with their constitutions to replace leaders, including village representatives, whose terms of office expire. This will help in replacing non-performers and leaders that lack integrity. Members of the associations should avoid a mistake of maintaining the same people in the association leadership for long. The associations should also create a committee to deal with disciplinary matters, including issues leading to lack of transparency and mistrust.

Development partners should provide capacity building to association leaders in good governance principles in order to promote the practices of transparency, accountability, participation, effectiveness and efficiency for better governance of the farmers' associations. In addition, there is a need to equip association leaders with simple management and leadership principles to enable them effectively steer the associations to meet their intended objectives. One of the key areas that need attention is providing skills in simple record keeping and as well as presenting financial and activity reports to members of the associations regularly in meetings. In future, as the associations expand in membership and activities, associations should hire trained managers to handle the affairs of farmers' organizations, so that the farmers concentrate on farming for income generation, food production and maintaining their homes.

The leadership of every association should ensure that the members understand the purpose of the association, internal regulations that guide members' behavior and governance as well as the obligations of each member within the associations. In order to promote a spirit of self-initiative for self-reliance among members of the associations, the association leadership should adopt a sustainability strategy of allocating roles to be fulfilled by each member of the association regularly. This will also help to deal with laziness and the dependency mentality on free handouts among members of the associations.

Members of the associations and their leadership should decide on effective association structures that permit participation of members in association activities as well as regular flow of information from association level to members at village level and vice versa. Association leadership should rotate association meetings routinely to venues convenient to members belonging to different village locations. This will not only enhance communication, members' participation in decision making and development strategies but it will help members to hold the association leaders accountable to the associations in the different villages covered by the associations.

Resource mobilization

Development partners should provide capacity building to members of the associations on the relevance of resource mobilization for self-reliance as well as carrying out internal and external resource mobilization strategies for the sustainability of their associations. Relatedly members should also be trained in financial management so that they take control of managing their resources.

Members of the associations should be educated that development partners are important in providing development support but their support is not permanent and does not guarantee sustainability of their associations and members. It is important for members of the associations to know that they are responsible for their development hence the need to

drastically reduce the dependence mentality on free handouts, as their sole source of survival. Development partners should be called on to promote entrepreneurial spirit of members by engaging in income generating activities, including production and marketing of their products for income and social security. Members should also engage in savings and credit schemes to raise internal finance, before seeking expensive funding from banks.

The associations also need funds for administrative activities and investments. Hence members need to resource mobilize for their associations through meeting their obligations that may include; paying membership fees, commission on sales done in collective marketing, donations and fundraisings as well as allocating a share of profits made in the savings and credit schemes for meeting association expenses. Association leaders should always involve members in association resource mobilization strategies. Association leaders should communicate resource mobilization efforts and successes to members as regularly as they happen to be done.

Advocacy and networking

Development partners should provide capacity building to members of the associations on the role of Government in service delivery as well as relevance and strategies for advocacy and networking. Development partners should equip members of the associations with skills of engaging and voicing out to duty bearers and development agencies with a purpose of seeking solutions to their needs. This will enable members to represent themselves and benefit from relevant government policies and programmes as well as seeking other prevailing development opportunities that can augment their efforts to sustain themselves and their associations. Besides the existing policies, development agencies should also build the capacity of association leadership to use advocacy skills in engaging Government to come up with and implement relevant policies that provide a conducive environment to the operations of the farmers' associations as well as improvement in the welfare of the members.

Association leaders should always involve members of the associations in advocacy and networking strategies and events before duty bearers at Government level as well as other potential donors. This is because advocacy success relies on the numbers of people affected by an issue. The association leadership should also pursue networking opportunities that may involve capacity building, market linkages, financial institutions, cost effective suppliers etc. Association leaders, including the persons in charge of advocacy and networking at association level, should communicate advocacy and networking strategies, efforts and successes to members as regularly as they happen to be done.

5.5.3. Participatory monitoring and sustainability of farmers' associations

Given the shortcomings noted in participatory monitoring regarding lack of clarity on what was monitored coupled with lack of feedback to the members regarding monitoring results, the researcher made the following recommendations;

Development partners should build the capacity of members of the associations in monitoring and presenting monitoring results so as to permit learning and improve on their development activities. This will help the members of the associations to understand, among others, what to monitor, the process, who should monitor and the communication of monitoring findings thus increasing their knowledge on lessons learnt and efforts to improve performance. In addition, association leaders should always involve members of the associations in monitoring enterprises and recommended practices in members' households. The association leadership should communicate monitoring results to members as regularly as they happen to be done in regular meetings.

5.6. Limitations of the study

The study had some limitations. First the research was conducted in only four farmers' associations in Mukono district. This may limit the generalization of the findings to all the 26 farmers' associations supported by CAPCA in Uganda. The study also only covered the

period from 2010 to part of 2014. Besides the period being short, the current situation was not considered in the study.

The research considered participatory planning, participatory implementation and participatory monitoring as predictor variables and these explained only 38.4% of variation in sustainability of the four farmers associations, according to the multiple linear regression analysis, in chapter four. This means there are other factors that need to be investigated regarding the sustainability of farmers' organizations. In the dependent variable of sustainability, the researcher considered factors of institutional capacity, financial capacity, social capacity and growth in membership, yet there are other factors that can be considered in the dependent variable.

The researcher used a cross section study design, yet there are other research designs that can be appropriately used under the same topic to obtain more in-depth or comparative information regarding the four farmers' associations.

5.7. Contributions of the study

The study found out that community participation in terms of planning, implementation and monitoring had a significant relationship with the sustainability of the four farmers' association in Mukono district. Hence one of the ways to enhance the sustainability of the farmers' associations in Mukono district is by improving the participation of members in the decision making about the associations' planning, implementation and monitoring. Development agencies need to know that if community participation involves members to own the decisions taken on associations' aspirations and strategies, which are meaningful to their development needs, members will be empowered and motivated to support the sustainability of the farmers' associations. The study also established that participatory planning and participatory implementation have an influence on the sustainability of the

farmers' associations. However, participatory monitoring had no effect on the farmers' associations.

The study also provided insights into some factors that determine participation of members of associations in relation to the sustainability of farmers' associations. The study established that weak leadership in the farmers' associations negatively affected the participation of members of the associations which compromised the sustainability of the four farmers' associations in Mukono district. The strength of leadership is one of the key elements that determine the extent to which participation of members can contribute to the sustainability of the farmers' associations. The leadership that involves members in decision making of association aspirations and strategies stimulates members' ownership and empowerment in participating in the association activities. Members of the associations would increase their active participation in the association affairs if the leadership communicates transparently the way it handles association affairs and financial matters.

The study has also established that free handouts, in form of input funds and trainings, provided by development agencies to the four farmers' associations in Mukono district created a dependency mentality to a number of farmers. While the dependency mentality weakened farmers' self-initiative, it also created laziness that affected the participation of members hence compromising the sustainability of the farmers' associations. It is important that development agencies build the sustainability of farmers' associations by providing capacity building in sustainability strategies that promote self-reliance.

In view of the above, the study has contributed to the body of existing literature on community participation and sustainability of farmers' organizations. This is because most of the related literature was not conducted in the context of Mukono District and more so on the four farmers' associations. Hence this study has enriched the existing literature based on the

findings obtained from Mukono District. The study, therefore, informs stakeholders of community based organizations about elements to consider when planning for and managing CBOs. Therefore, the information provided by this study can be useful to the Ministry of local government, Ministry of Agriculture, development organizations, academicians, practitioners and communities that deal with communities for development.

5.8. Areas for future Research

Given the limitations in section 5.6 and considering that Community participation and sustainability of farmers' organizations is a wide area of study, the researcher recommends the following areas for future research:

Given that this study was carried out only in four associations, similar researches may be conducted on all the 26 farmers' associations supported by CAPCA in Uganda for purposes of comparing the results with this study.

Considering that the predictor variables used in this study could only explain 38.4% of variation in sustainability, similar researches may be carried out using other independent variables in investigating sustainability of farmers' organizations other than those used this study; for example capacity building, stakeholder management etc. Similarly, besides the factors of institutional capacity, financial capacity, social capacity and growth in membership used in this study for sustainability, the researcher recommends that similar researches could be conducted using other sustainability factors, including environment, technical aspects, economic aspects e.tc.

In view of the period covered by this study (2010 to part of 2014), the researcher recommends that a similar research could be conducted in consideration of the current period to establish whether there are changes in the sustainability of the farmers' associations and the factors that could explain the changes.

This study was conducted using cross sectional study design. The researcher recommends that similar researches be carried out using other research designs for example; a comparative study of the four farmers' associations; a case study design to analyze the associations in more detail, a longitudinal study to track the associations' sustainability over a period of time etc.

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APPENDICES

Appendix 1: Krejcie and Morgan (1970) table for determining sample size (s)

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	266	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

NB: *N* stands for population size, *S* stands for sample size.

Source: Amin (2005).

Appendix II: Research Questionnaire

Topic: Community Participation and Sustainability of Farmers' Associations in Mukono District

Dear Sir/ Madam

This questionnaire is for purposes of helping the researcher to complete his research work at the Uganda Management Institute.

You have been selected to participate in this research by giving your opinion in relation to the above topic.

Please feel free to answer the statements seeking your opinion about the topic, as the information you will provide will be kept confidential.

This research is carried out purely for academic purposes. However, the results of this research may help to improve on policy formulation of community development programmes.

You do not need to write your name on the questionnaire.

Your contribution will be highly appreciated.

Yours faithfully

Bukenya Joseph
Researcher

Section A: Background Information

Please tick where appropriate to your situation

	Membership in CAPCA supported Association	1. Yes 2. No 3. Others (Specify)
	Your role in the Association	1. Association Chairman 2. Executive member 3. Sub - Committee member 4. Community Based Trainer (CBT) 5. Member of Group Leadership 6. Ordinary member
1	Sex	1. Male 2. Female
2	Age (years)	1. 15 – 19 2. 20-30 3. 31-40 4. 41-50 5. 51 and above
3	Marital status	1. Single 2. Married 3. Separated 4. Window
4	Level of Education	1.No formal education 2. Primary 3. Secondary 4.Others (Specify)
5	Occupation	1. Farmer 2. Peasant 3. Others (Specify)
6	Duration of membership in the association (Years)	1. Below one year 2. 1- 2 3. 2-3 4. 3-4 5. 5 and above

Please tick () on a scale of 1-5 to indicate on how you strongly disagree or agree with the following statements.

Key: Strongly disagree (1), Disagree (2), Neutral (3), Agree (4), strongly Agree (5)

Section B: Community Participation

B. 1	Participatory Planning	SA	A	N	D	SD
	Participation in Planning					
8	Members of the associations participate in needs identification	5	4	3	2	1
9	Members of the associations participate in a needs assessment	5	4	3	2	1
10	Members of the associations participate in determining association strategic objectives	5	4	3	2	1
11	Members of the associations participate in enterprise selection	5	4	3	2	1
12	Members of the associations are involved in determining implementation strategies	5	4	3	2	1
13	Members of the associations are involved in developing association work plans	5	4	3	2	1
14	Other stakeholders support the planning for the association	5	4	3	2	1
	Participation in member identification					
15	Members of the associations participate in developing a membership criteria for new members	5	4	3	2	1
16	Members of the associations are involved in member identification.	5	4	3	2	1
17	Other stakeholders support the association in member identification	5	4	3	2	1
B.2	Participatory Implementation					
	Participating in Collective Marketing					
19	Members of the associations participate in implementing selected enterprises	5	4	3	2	1
20	Members of the associations participate in collective marketing.	5	4	3	2	1
21	Other stakeholders support the association in collective marketing	5	4	3	2	1
	Participatory leadership					
22	Members of the associations participate in election of association leaders	5	4	3	2	1

23	Members of the associations participate in association leadership structures	5	4	3	2	1
24	Opinions of members of the associations are considered about issues affecting the association	5	4	3	2	1
25	Members of the associations participate in decision making about association affairs	5	4	3	2	1
26	Members of the associations participate in problem solving of association affairs.	5	4	3	2	1
27	Members of the associations participate in conflict resolution of association affairs.	5	4	3	2	1
28	Members of the associations participate in information sharing.	5	4	3	2	1
29	Members of the associations participate in meetings held by association leaders	5	4	3	2	1
30	Other stakeholders support the association in leadership.	5	4	3	2	1
	Participation in Resource mobilization					
31	Members of the associations participate in resource mobilization for the association.	5	4	3	2	1
32	Members of the associations participate in controlling the resources of the association.	5	4	3	2	1
33	Other stakeholders support the association in resource mobilization.	5	4	3	2	1
	Participation in Advocacy and Networking					
34	Members of the associations participate in advocacy for the association.	5	4	3	2	1
35	Members of the associations participate in networking for the association.	5	4	3	2	1
36	Other stakeholders support the association in advocacy	5	4	3	2	1
		5	4	3	2	1
B.3	Participatory Monitoring					
	Participation in Monitoring Association Programmes					
37	Members of the associations participate in monitoring of association programmes	5	4	3	2	1
38	Members of the associations participate in providing ideas to improve association programmes	5	4	3	2	1

39	Other stakeholders support the association in monitoring of its programmes	5	4	3	2	1
	Participation in monitoring benefits to Members of the associations					
40	Members of the associations participate in monitoring benefits to members derived from the association.	5	4	3	2	1
41	Members of the associations participate in providing ideas to improve association benefits to members derived from the association.	5	4	3	2	1
42	Other stakeholders participate in monitoring benefits to members derived from the association.	5	4	3	2	1

Section C: Sustainability of Farmers' Associations

C.1	Sustainability	SA	A	N	D	SD
	Institutional capacity					
45	Association has an effective leadership	5	4	3	2	1
46	Association leadership pursues collectively agreed strategies	5	4	3	2	1
47	Members of the associations participate in capacity building	5	4	3	2	1
48	Association leadership is accountable to its members	5	4	3	2	1
49	Association has internal regulation in place	5	4	3	2	1
50	Association leadership carries out community mobilization	5	4	3	2	1
51	Association leadership provides reports to members	5	4	3	2	1
52	Association meets members' expectations	5	4	3	2	1
53	Association has a monitoring sub-committee	5	4	3	2	1
54	Association has capacity to meet the objectives of the association	5	4	3	2	1
	C. 2 Financial capacity					
55	Association has financial management system in place	5	4	3	2	1
56	Members of the associations are engaged in income generating activities	5	4	3	2	1
57	Association has capacity to resource mobilize/ fundraise	5	4	3	2	1
58	Association has a finance committee or treasurer	5	4	3	2	1
59	Members of the associations contribute to association activities and	5	4	3	2	1

	investments e.g. membership					
		5	4	3	2	1
C. 3	Social capacity					
60	Members of the associations have capacity to advocate for their needs	5	4	3	2	1
61	Members of the associations have capacity to network for their needs	5	4	3	2	1
62	The association has capacity to influence decisions at local government	5	4	3	2	1
63	The association lobbies development partners	5	4	3	2	1
64	Association has an advocacy committee	5	4	3	2	1
C.4	Growth in Membership					
65	New members join the association	5	4	3	2	1
66	New members join due to benefits from associations	5	4	3	2	1
67	Association retains its members	5	4	3	2	1

Appendix III: Interview Guide For Key Informants

What is your role to the farmers' association?

How are you involved in terms planning, implementation and monitoring of association activities?

What is your impression on the participation of SHFs in the farmers' associations?

Participatory Planning

What is your comment on the participation of members in planning for the farmers' association?

In terms of; Needs identification, needs Assessment, enterprise selection, strategies, work planning

What is your comment on member identification for the associations?

Participatory Implementation

How is participatory implementation within the farmers' associations? In terms of association selected enterprises, collective marketing, association strategies and work plans.

How favorable are the terms of collective marketing of farmers' products?

How do members participate in leadership structures? In terms of elections, being part of the structures, providing opinions on association issues, decision making, problem solving, conflict resolution, information sharing (What information) and meetings.

How do members participate in carrying out resource mobilization? (Sources/ determine use)

How is the participation of members in advocacy for the association? Any advocacy achievements?

What networks to the association have been established? How beneficial?

What challenges are associations facing in implementing association programmes?

To what extent can members of the associations implement their programmes independently?

Participatory Monitoring

How do the members carry out participatory monitoring? (Programmes/ benefits to the members)

How do external agents help associations to achieve sustainability?

Comment on who dominates association activities within the association? If so, how does it affect community participation within the association?

What successes have been achieved in community participation and sustainability of associations?

What should be done in community participation (planning, implementation, monitoring and challenges) to enhance sustainability of farmers associations?

Sustainability

What is your impression on the sustainability of farmers' associations? In terms of ; Institutional capacity, Financial capacity/ economic benefits, social capacity, growth in membership.

What factors/ challenges are behind this performance in pursuit of association sustainability?

What are your recommendations to enhance sustainability of farmers associations?

THANK YOU

Appendix IV: Focus Group Discussion Guide

Participatory Planning

1. What is your role in the farmers' associations?
2. How are you involved in planning process of farmers' associations? In terms of; Needs identification, needs Assessment, enterprise selection, strategies, work planning
3. Comment on whether association strategies meet your needs.
4. How do you participate in making association work plans?
5. How do you participate in member identification?

Participatory Implementation

6. How are you involved during implementation of association programmes? In terms of association selected enterprises, collective marketing, association strategies and work plans.
7. How favorable are the terms of collective marketing to farmers' products?
8. How do you participate in leadership structures? In terms of elections, being part of the structures, providing opinions on association issues, decision making, problem solving, conflict resolution, information sharing (What information) and meetings.
9. How do members participate in carrying out resource mobilization? (Sources/ determine use)
10. How is the participation of members in advocacy for the association? Any advocacy achievements?
11. What networks to the association have been established? How beneficial?
12. What challenges are associations facing in implementing association programmes?
13. To what extent can members of the associations implement their programmes independently?

Participatory Monitoring

How do the members carry out participatory monitoring? (Programmes/ benefits to the members)

How do external agents help associations to achieve sustainability?

Comment on who dominates association activities within the association? If so, how does it affect community participation within the association?

What successes have been achieved in community participation and sustainability of associations?

What should be done in community participation (planning, implementation, monitoring and challenges) to enhance sustainability of farmers associations?

Sustainability

What is your impression on the sustainability of farmers' associations? In terms of; Institutional capacity, financial capacity/ economic benefits, social capacity, growth in membership.

What factors/ challenges are behind this performance in pursuit of association sustainability?

What are your recommendations to enhance sustainability of farmers associations?

THANK YOU

Appendix V: Documentary Review Checklist

List of documents reviewed

	Documents reviewed	Related information obtained
1	Association CS Collaboration forms	Plans for associations, methods used to develop the plans, size of membership for the associations
2	Association membership registers	Association membership
3	Association minutes	Attendance of members, items discussed on planning
4	Association reports	Membership, Membership fees, resource mobilization, Savings and credit status, members of the executive committee and sub-committees that include monitoring, savings and credit, advocacy and marketing, activity reports and financial reports.
5	Association constitution	Regulations governing the members of the associations
6	Association Strategic plans	Association objectives and strategies to achieve the objectives
7	Programme Document	Project design, deliverables, projects positions
8	Project reports	Project deliverables and results, training records, Other development partners working Mukono district

Appendix VI: UMI permission for field Research



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Your Ref:

Our Ref: **G/35**

25 September 2014.

Mr. Bukenya Joseph
12/MMSPPM/29/031

Dear Mr. Bukenya,

FIELD RESEARCH

Following a successful defense of your proposal before a panel of Masters Defense Committee and the inclusion of suggested comments, I wish to recommend you to proceed for fieldwork.

Please note that the previous chapters 1, 2 and 3 will need to be continuously improved and updated as you progress in your research work.

Wishing you the best in the field.

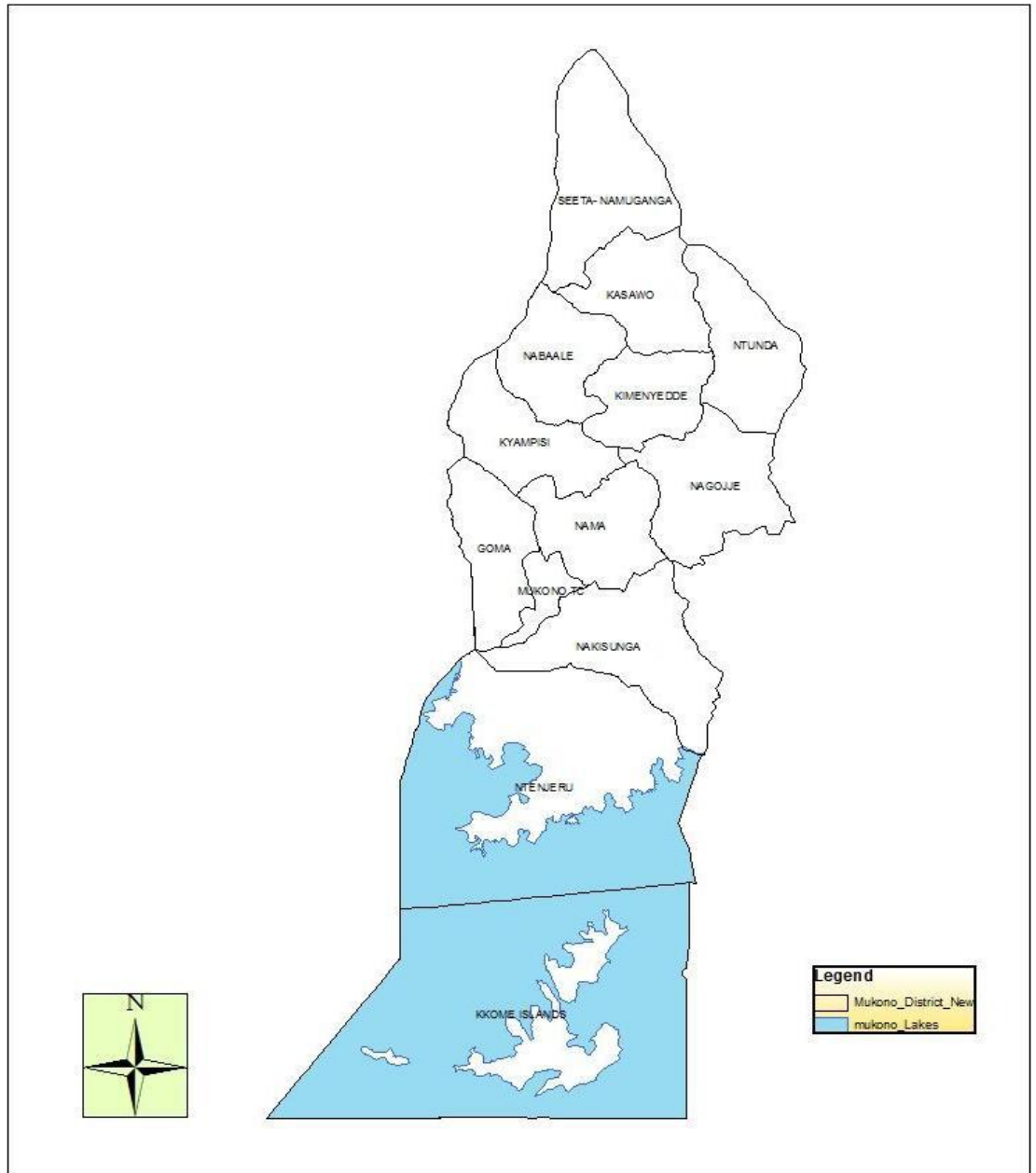
Yours sincerely,

Stella Kyohairwe (PhD)

AG. HEAD, DEPARTMENT OF POLITICAL AND ADMINISTRATIVE SCIENCE

Appendix VIII: Map of Research Area

MAP SHOWING CAPCA AREAS OF OPERATION IN 4 SUB-COUNTIES UNDER MUKONO DISTRICT WHERE THE RESEARCH TOOK PLACE



Source: Mukono 5 Year District Development Plan 2010-2015

KEY	
	The four sub counties visited (Ntunda, Nagojje, Kimenyedde and Kyampisi)