FACTORS AFFECTING SUSTAINABILITY OF FARMERS GROUPS: THE CASE OF TWIKINDE MALIMBICHI COOPERATIVE SOCIETY OF MGETA, MOROGORO

BY

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ABSTRACT

Earlier approaches to extension work emphasized the use of individual contact farmers rather than farmers groups by believing that new agricultural techniques would flow from innovators to the rest of the farming community through the "trickle down effect" However, this assumption was found to be inappropriate, particularly in poor third word countries, where the contact farmer approach seems to have failed to improve the majority of peasant farmers and therefore farmers' groups seem more suitable as an extension technique than the individual approach. There is a lot of faith in farmers' groups that various government and non governmental organizations use this approach for their rural extension programs, but at the same time many groups collapse soon after being formed hence they are not sustainable. A study to determine factors affecting the sustainability of farmer's groups using Twikinde Malimbichi Cooperative Society as a case study was conducted in Mgeta Division (Mvomero District) of Morogoro Region. Data were collected through survey questionnaires and interview checklists whereby 70 respondents were consulted through focus group discussions and personal interviews. The cut and paste analysis was used to select the relevant information. Also SPSS computer programme was used for analysis. The results revealed that the idea of group formation did not directly originate from the members themselves but it was an advice from Upper Mgeta Horticultural Development Project (UMHODEP). However the group becomes strong and more sustainable if origin of its formation comes from its members. Further results indicate that the initial group vision and its objectives were good and suitable with regard to the members' benefits but the implementation strategies to realize the vision were not clear to both members and leaders things which made the group objectives not to be achieved perfectly hence reducing the sustainability of Twikinde group. The findings revealed that

there was a minimum contribution of capital by members for the group investments such as buildings, inputs shop, lorry and milling machine compared to the grants and loans received by the group from external sources. This trend contributed to the poor sense of ownership by the members in the groups' activities, a factor that led to low sustainability of the group. Furthermore, the group has gender imbalance such that, most of its leaders (87%) are males, a situation which shows low participation of women in the group activities. The findings show that technical and service supports were the common factors that kept the group members together and proceed to remain in the group, the factors that enhance the stability of the group membership which is the key factor for the contribution of positive sustainability of the group. It is recommended that, Twikinde Malimbichi should improve its income generating projects so as to be able to generate more funds and improve working capital of the projects hence increasing its capacity of purchasing the horticultural products from the farmers. It is also recommended that Twikinde Malimbichi establish clear implementation strategies to enable all members and leaders to accomplish perfectly the group objectives and activities.

DECLARATION

I, Musa Moses Chibche, do hereby declare to the Senate of Sokoine University of Agriculture that this dissertation is my own original work, and has not been submitted for a higher degree in any other University

Signature .....

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DEDICATION

This work is dedicated to Lord Jesus Christ who is my shepherd, and my salvation. My help comes from Him, the maker of heaven and earth. In all our ways we should acknowledge Him, since He will make our path straight (Psalms 23:1, 121:2; Proverbs 3:6). This dissertation is also dedicated to my beloved mum Pelestach Chibehe, for her inspiration, encouragement and sacrifices to support me throughout my educational journey.

TABLE OF CONTENTS

ABSTRACT ii

DECLARATION iv

COPYRIGHT v

ACKNOWLEDGEMENT vi

DEDICATION vii

TABLE OF CONTENTS viii

LIST OF TABLES xii

LIST OF FIGURES xiii

LIST OF APPENDICES xiv

LIST OF ABBREVIATIONS AND ACRONYMS xv

CHAPTER ONE: INTRODUCTION 1

1.1 Background Information 1

1.2 Statement of the Problem 4

1.3 Significance of the study 5

1.4 Research Objectives 5

1.4.1 General objective 5

1.4.2 Specific objectives 5

1.4.3 Research Questions 6

1.5 Summary 6

CHAPTER TWO: LITERATURE REVIEW 7

2.1 Introduction 7

2.2 Overview on Sustainability 7

2.3 Indicators of Sustainability 10

2.4 Definition of a Group 10
2.5 Who are the Group Members and Leaders? 11
2.6 Why do People Join Groups? 12
2.7 Significance of Group Approach 14
2 8 Group formation 17
2.9 Cohesiveness as the Key to the Success of the Group 20
2.10 Evaluation of Group's Capacity to Grow 21
CHAPTER THREE: METHODOLOGY 24
3.1 Introduction 24
3.2 Description of the Research Area 24
3.2.1 Location 24
3.2.2 Climate 25
3.2.3 Land Use 25
3.3 Research Design 25
3.4 Sampling 26
3.5 Data Collection 26
3.6 Data Processing, Analysis and Presentation 27
3.7 Limitations of the Study 27
CHAPTER FOUR: RESULTS AND DISCUSSION 28
4.1 Introduction 28
4.2 Socio-economic Characteristics of the Respondents 28
4.3 Origin and Goals of Twikinde Malimbichi Primary Cooperative Society 31
4.3.1 Group origin 31
4.3.2 Goals of Twikinde Malimbichi Cooperative Society 33

4.4 Sustainability Trend 36

4.4.1 Group Activities 36

4.4.2 Members benefits / results 39

4.4.3 Membership Growth 43

4.4.4 Economic/Financial situation 47

4.5 Other Factors Affecting the Sustainability of Twikinde Primary Cooperative Society 50

4.5.1 Leadership Problems 50

4.5.2 Over staffing 52

4.5.3 Employing non-members in the projects 53

4.5.4 Inadequate group management education to members 54

4.5.6 Lack of business capital 55

4.4.6 Unfavorable market for horticultural products 56

4.5.7 Poor financial management 58

4.5.8 Negligence of group members advice (views) by some group leaders 60

4.5.9 External financial and technical dependence 61

4.5.10 Lack of implementation strategies 62

4.5.11 Poor group communication 63

4.4.12 Existence of common factors keeping group members together 65

4.6 Future Plans and Vision of Twikinde Cooperative Society 65

4.7 Summary 67

CHAPTER FIVE : CONCLUSIONS AND RECOMMENDATIONS 68

5.1 Introducation 68

5.2 Conclusions 68

5.3 Recommendations 71

REFERENCES 73

APPENDICES 77

LIST OF TABLES

Table 1: Socio-economic Characteristics of Respondents 29

Table 2: Respondents' expected benefits from the farmers groups 40

Table 3: Non-members' opinions on benefits for being farmers group members. 41

Table 4: Benefits obtained from the group by the members 41

Table 5: Members opinions with respect to the satisfaction of the achieved benefits 42

Table 6: Factor contributed to dissatisfaction of benefits achieved by members 43

Table 7: Respondents opinion on reasons that contributed to the decline of membership 46

Table 8: Respondents reasons for not joining farmers groups 46

Table 9: Respondents opinion on management of Twikinde income generating projects 48

Table 10: Respondents opinion on factors contributed to failure of income generating projects 49

Table 11: Respondents opinions on problems associated with Leadership 51

Table12: Respondents opinions on possible factors contributing to failure of farmers groups to achieve sustainability 52

Table 13: General financial trend of Twikinde income generating projects 59

Table 14: Respondents opinions with regard to Twikinde projects implementation strategies 63

Table 15: Respondents opinions on factors affecting the sustainability trend of Twikinde Malimbichi Primary Cooperative Society. 64

LIST OF FIGURES

Figure 1: Mills Model of Group Growth and Sustainability 23

Figure 2: Twikinde Membership Growth 44

LIST OF APPENDICES

Appendix I: Interview checklist for field extension officer (FEO) 77

Appendix II: Interview checklist for key informants (Twikinde group founders and leaders) 79

Appendix III: Questionnaire for Twikinde ordinary members 81

Appendix IV: Questionnaire for non- members 88

LIST OF ABBREVIATIONS AND ACRONYMS

COASCO:	Cooperative Audit and Supervision Corporation
DALDO:	District Agricultural and Livestock Development Officer
FAO:	Food and Agriculture Organization of the United Nations
FEOs:	Field Extension Officers
FGD:	Focus Group Discussion
ILO:	International Labour Organization
KIMU:	Kilimo Milima ya Uluguru
MVIWATA:	Mtandao wa Vikundi vya Wakulima Tanzania (Network of Farmers Groups in Tanzania)
NGOs:	Non-Governmental Organizations
SCSRD:	SUA Centre for Sustainable Rural Development
SPSS:	Statistical Package for Social Sciences
SUA:	Sokoine University of Agriculture
UMADEP:	Uluguru Mountains Agricultural Development Project
UMHODEP:	Upper Mgeta Horticultural Development Project
UN:	United Nations
UNDP:	United Nation Development Programme
USAID:	United States Agency for International Development
WCED:	World Commission on Environment and Development

CHAPTER ONE

INTRODUCTION

1.1 Background Information

Earlier approaches to extension work emphasized the use of individual contact farmers rather than farmers groups. The idea was that new agricultural techniques would flow from innovators to the rest of the farming community, through the "trickle down effect". That is, farmers with poor farming techniques would learn from progressive farmers and therefore improve their methods of farming. However, this assumption was found to be inappropriate, particularly in poor third world countries, where the contact farmers approach seems to have failed to improve the majority of peasant farmers (Axinn, 1988).

The contact farmer approach can not be universally applied to all farmers because of factors such as differences in educational level, access to communication media, religion, economic status, land tenure, geographical conditions, the nature of innovation itself, as well as other social characteristics. In a country like Tanzania where there are people with such differences, farmers groups would seem more suitable as an extension technique than the individual approach (Nombo, 1995).

Furthermore, experts have noted that, the technocratic elite cannot by themselves promote socio-economic change, but must have active support and assistance of the target group to implement rural development programmes and projects successfully (Kallabaka, 1989). The use of groups is important from the fact that in most rural societies, decision-making is almost based on group consensus and that "in unity lies strength". Group formation is a source of empowerment, and such groups many be strong enough to be capable of

influencing policy decisions and promoting their own development on a self-reliance basis (Mattee and Lassalle, 1994). Group formation should involve the members of the group, otherwise the performance will be poor. For example, in Tanzania, before the Cooperative Societies Act of 1991, cooperative societies were initiated by the state and were used as tools for attaining certain national objectives. Such cooperatives were not true cooperatives, which belonged to the members but rather were state institutions. They were part of the government's strategy of ruling people so that they could participate in institutions believing that those institutions were theirs whereas in fact they were not. All ujamaa villages were registered as cooperative societies whether they wanted to be cooperators or not. The state was not considering the interests of the people and the would-be cooperators but was looking only at its own objectives. These types of cooperative societies lacked autonomy because they were controlled by the government, which used "top-down" approaches and techniques (Meghji and Tarimo, 1992).

These Cooperative Societies should be member-based which means that they would be owned and democratically controlled by the members (Sibuga and Lassalle, 1991). For a group to produce benefits for its members, group cohesion and solidarity is necessary. If members' interests are met it is obvious that the group will exist for a longer time. It is generally argued that groups which are initiated by external agencies are short lived (Nombo, 1995).

Group approach has been used by various development agencies as a means of assisting rural people to improve their living standard whereby a member in a group is assisted in terms of grants or loans through his/her group. The consideration of the approach is that,

majority of people are poor and cannot manage to improve their living standard individually due to their limited and scarce resources to sustain their lives. The alternative solution for such problem is to organize themselves in groups so as to benefit from the extension services that can be offered by a particular agency or project.

One of the projects which, for some years, have been using the group approach is the Uluguru Mountains Agricultural Development Project (UMADEP). This project started in 1993 and operates in Mgeta, Mlali, Matombo, Mkuyuni and Mvomero Divisions. It is based at Sokoine University of Agriculture (SUA) and collaborating with District Agricultural and Livestock Development Office and District Co-operative Office in Morogoro Rural District (De Leener, 1997).

The main purpose of UMADEP is to increase household incomes of the small-scale farmers in a sustainable way. However, the project does not advocate ready-made solutions or technical innovations to farmers, rather it relies on constant dialogue amongst farmers themselves and with various researchers and extension agents through which it can provoke endogenous technologies. It assumes that adoption and diffusion of external message is faster if communication exists amongst farmers (Mattee and Lassalle, 1995).

Networking is a powerful and cost effective way of sharing information and achieving various goals that individuals cannot achieve alone (Shenduli, 1998). Alders *et al.* (1993), defined a network as any group of individuals and/or organizations who, on a voluntary basis, exchange information or goods or implement joint activities and who organize themselves for a purpose in such a way that individual autonomy remains intact.

In Mgeta Division, UMADEP facilitates the formation of farmers' groups and networking. Groups are formed based on locality and type of enterprise (e.g. vegetable growers, dairy goat keepers, flower producers etc). These groups are used as first avenues to disseminate technological packages.

Through group approach, some of the groups have been performing well and others have grown and expanded up to the cooperative society level. One of the groups is TWIKINDE group which is now a primary cooperative society in upper Mgeta area. It is now a long existing group with a long experience in vegetable production and marketing. The main supportive activities received by the group from UMADEP are market research, training, and transport facilities.

1.2 Statement of the Problem

Group approach to extension services has proved to be more successful as many farmers/people can be served at lower cost (Mushi, 2000). It is also believed that since the time of socialism, people can perform better if they organize themselves to form cooperatives. Furthermore, there is a lot of faith in farmers groups such that various government and non-governmental organizations use this approach for their extension programs. But at the same time many groups collapse soon after being formed (i.e. are not sustainable) hence the question is what factors contribute to the sustainability or lack of sustainability of farmers' groups?

iii. To determine factors affecting the sustainability of Twikinde Malimbichi Primary Cooperative Society.

iv. To determine the future plans / vision of Twikinde Malimbichi Primary Cooperative Society.

1.4.3 Research Questions

The following are the main research questions relevant to the study:

i. What are the origin and goals of Twikinde Malimbichi Primary Cooperative Society?

ii. What has been the trend of sustainability of Twikinde Malimbichi Primary Cooperative Society with respect to membership growth, group activities, financial situation and member's benefits?

iii. What factors have affected the sustainability of Twikinde Malimbichi Primary Cooperative Society?

iv. What are the future plans/vision of Twikinde Malimbichi Primary Cooperative Society?

1.5 Summary

This chapter has presented the background information on the use of individual contact farmer approach and why it cannot be universally applied to all farmers. The chapter has also described the need for group approach, which seems more suitable as an extension technique than the individual approach. Finally the chapter presented the problem statement of the study, its objectives, significance, and research questions. In the next chapter the review of literature related to the study is presented.

1.3 Significance of the study

It is hoped that the information from this study will be of use by policy makers in different institutions and to rural development planners and workers in both government and non-governmental organizations working with farmers groups. The findings will facilitate adjustment and redirection in working with or for farmers group for rural development as they highlight the key issues related to the use of the group approach for enhancing positive sustainability. This study will also provide a set of guidelines necessary to be applied by the present and future rural community development groups for their sustainability.

1.4 Research Objectives

1.4.1 General objective

The overall objective of the study was to determine factors affecting the sustainability of farmers groups in the context of rural development programmes using Twikinde Malimbichi as a case study.

1.4.2 Specific objectives

The following were the specific objectives:

i. To determine the origin and goals of Twikinde Malimbichi Primary Cooperative Society.

ii. To determine the trend of sustainability of Twikinde Malimbichi Primary Cooperative Society with respect to membership growth, group activities, financial situation, and members results / benefits.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter gives an overview on sustainability, definition of group sustainability, achievement of sustainability and a brief definition of a group. The chapter also discusses group membership and reasons of joining a group, significance of the group approach and cohesiveness as the key to success of a group. Futhermore, the explanation of how groups are formed and evaluation of groups' capacity to grow are provided. The literature review presented in this chapter is in reference to the study.

2.2 Overview on Sustainability

The concept of sustainability gained impetus especially after the World Commission on Environment and Development which proposed the definition of sustainable development as development that meets the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 2001). This definition required that the goals of human, social, economic and political development be defined in terms of sustainability. The word sustainable has its roots in the Latin word *subtenir*, meaning 'to hold up' or 'to support from below'. A community must be supported from below by its inhabitants, present and future. Certain places, through the peculiar combination of physical, cultural, and perhaps spiritual characteristics, inspire people to care for their community. These are places where sustainability has the best chance of taking hold (Martin, 1995:In WCED, 2001).

The concept of group sustainability is reflected from consisting people (inhabitants) of different goals or needs. In order to fulfill their need, they form groups as an approach of meeting these needs/goals. The groups must be sustainable in the sense of maintaining their existence and continuing to serve (support) members with respect to their original goals. Therefore, serving the people in their respective groups means supporting the community, as these people are part of the community.

Although it is relatively easy to describe goals for sustainable rural development, it is more problematic to define sustainability. Everyone agrees that rural development must be sustainable, but differ in the interpretations of conditions and assumptions under which this can be made a reality. To some, sustainability implies persistence and the capacity of something to continue for a long time. To others, it implies resilience and the ability to bounce back after unexpected difficulties. With regard to the environment, it means not damaging or degrading natural resource (Rutatora, 2002).

Pearce *et al.* (1990), defined sustainability as a general requirement that a vector of development characteristics be non-decreasing over time; where the elements to be included in the vector are open to ethical debate and where the relevant time horizon for *practical* decision-making is similarly indeterminate outside of agreement on intergenerational objectives. This level of generality may seem unsatisfactory, but the essential point is that what constitutes development, and the time horizon to be adopted, are both ethically and practically determined. Such an ethical debate can be illuminated by discussion of the alternative views on both issues, but it cannot be resolved other than by ethical consensus. A project or programme is said to be sustainable if it continues to

deliver services or benefits after the donor's technical, managerial and financial support has ended (USAID, 1987).

To enhance sustainability, sufficient resources have to be invested in building the technical, organizational and management capabilities of key institutions so that the needed support can be provided (FAO, 1986). Furthermore, the group/project sustainability should be achieved through the full members (stakeholders) participation into the related groups' activities. Clark (1991), pointed out that, for a project to be sustainable, it must address the needs and aspirations identified by the beneficiaries and this can only come about through genuine participation of these primary stakeholders. Participation of the group members brings a positive impact for the groups development as they will be able to perform effectively all tasks related to their groups. The success in accomplishment of the group tasks by its members is the key indicator for the sustainability of the respective groups. In that case, participation is defined as a process through which stakeholder's influence and share control over development initiatives and the decision and resources which affect them (UNDP, 1998). Pers and Stifel (1979 cited by UNDP, 1998) added that, participation is concerned with organized efforts to increase control over resources and regulative institutions to given social situation on the parts of groups and moyements of those hitherto excused from such control.

Therefore, group sustainability can be defined as the persistence and capability of the group to deliver services / benefits to its members (despite unexpected difficulties) for the aim of accomplishing its purpose. In order to fulfill the objectives of the group, the technical, organizational and management capabilities are to be strongly built.

2.3 Indicators of Sustainability

An indicator is a means by which the outcome of a project can be understood and in one form or another, measured or explained (Mvella, 2000). Some of the indicators of sustainability include economic soundness of the beneficiaries and active involvement of local authorities/organizational members and gender sensitive project cycle management and compatibility of the intervention with social-cultural environment of the primary stakeholders (ILO, 1990). Sustainability of farmers groups cannot be well achieved if the economic situation of the members (beneficiaries) is not promising. Members will be active in the group if they obtain positive change of their economic viability, otherwise they will not be motivated with their respective groups as they do not get the intended benefits (economic change). Sustainability of rural development projects has several aspects. These include organizational capacity, environmental soundness, institutional development and economic viability (FAO, 1993 cited by Mvella, 2000). Economic viability of members and the group (Twikinde) as well as gender balance in the group were among indicators used in the study.

2.4 Definition of a Group

There are different approaches by different authors in the definition of group. It may be instructive to review some of these attempts to define group. According to Bales (1950), a group is defined as any number of persons engaged in interaction with one another in a single face to face meeting or series of such meetings, in which each member receives some impression or perception of other distinct members within the particular group.

The major characteristic emphasized by this definition is perception; the higher the positive perception between group members the higher the unity as the essence of cohesiveness, which is the foundation of group sustainability. Bass (1960), defined group as a collection of individuals whose existence as a collection is rewarding to the individual. He emphasized motivation as the essential character of a group. If a member is not motivated with the group he/she will either leave the group or not be effective (reluctantly) in performing group activities. Bormann and Bormann (1976), argued that individual motivation should be taken into consideration (But you must consider the type of a personal need) so as to avoid the possibility of the members to move to other groups. Stogdill (1959), defined a group as an open interaction system in which action determines the structure of the system and successive interactions exert co-equal effects upon the identity of the system.

In addition to these definitions that are largely limited to single characteristics of groups, some authors suggest that definitions can be formulated in terms of the following properties: interaction between individuals, perceptions of other members and the development of effective ties, and the development of interdependence or roles (De Lamater, 1974:in. Shaw, 1981). However, the definition of group by Bass (1960) is adopted in this study as it describes the intention of an individual to join the group due to motivation of such group.

2.5 Who are the Group Members and Leaders?

Burkey (1992), has defined group members as a composition of men and/or women who come together to pursue a common interest related to individual or group improvement in

the sphere of economic, political and/or social development. If the common interest is well pursued within the group it builds a strong foundation for the sustainability of such groups because members will proceed to remain in their groups with assurance of achieving their interests (e.g. economic, political or social development). In this context, Garforth (1993), defined a group leader as a key individual, often the person who took the first step in the formation of a group, a personality which conveys enthusiasm and confidence, a willingness to devote time and energy to the group and the wider community, a visionary who sees a possible solution to a long acknowledged problem or recognizes an opportunity which no one has yet exploited and an ability to shape that vision with others

2.6 Why do People Join Groups?

At the most general level it can be seen that people join groups because the group meets some individual need. But it is not enough to offer general explanation. One may well ask, what are the needs that are satisfied by group membership? What constitute rewards and punishments?

Shaw (1981), argued that sources of need satisfaction residing in the group include at least (1) attraction to the members of the group (interpersonal attraction), (2) attraction to the activities of the group, (3) attraction to the goals of the group (i.e. the goal of the group are valued by the individual) and (4) group membership per se.

The group is a goal seeking, boundary-maintaining system whose survival is problematical. It is a mutable and transitory arrangement of actions, norms, ideas, and techniques devised (though seldom entirely consciously) to meet the demands of personal, social, and environmental realities. It is subject not only to constant change, but also to a

cessation of functions or even disintegration unless real demands are adequately met. Therefore in order to maintain sustainability of the farmers groups, the real demands of members must be adequately met because these (demands) are the factors/reasons that made the people to join in such groups Parsons *et al* (1957), cited by Mills (1988), separate demands and capabilities for meeting them, into four areas.

(a) Adaptation

When external resources are cut off, the group must be able to find new ones (if it is to handle the problem); when current techniques become obsolete or ineffective, it must invent new ones

(b) Goal attainment

When obstacles appear before the goal, it must be able to circumvent them; when members become confused or frustrated or distracted, it must be able to reorient them and remobilize their resources. This will make the members to become happy with their groups and being active in performing tasks related to their groups and resulting to the group development (sustainability)

(c.) Integration

When one part of the group threatens to destroy other parts, the group must be able to check, protect, and coordinate them; it must bridge differences between the strong and the week, the competent and the inept, the active and the passive, and so on; it must create concepts or symbols of itself as a collective unit that unites its parts. The unity brings strength that helps to build sustainability of groups.

(d) Pattern – Maintenance and Change

In the face of contrary pressures, the group must be able to sustain its standard procedures, reinforce members' feelings and affective relations enforce its roles, confirm its beliefs and affirm its values; and in response to internal and external necessities it must be able to alter patterns without falling apart. It is generally assigned that, members will be gratified as the group progresses toward its goal and also some group members (or some part of each of them) will serve as group agents whose purpose is to assure the groups survival so that it may continue to gratify members through pursuit of its goal.

2.7 Significance of Group Approach

The emphasis on promoting self- reliance local grouping appears to be in conformity with the growing opinion in the world that the main constraints crippling agriculture in the developing countries are man-made. Based on the above statement, the following arguments explain the significance of the group approach: -

(i) The group provides the potential to cover a large proportion of the target population; more people can be reached by the extension agent (Sen, 1993).

(ii) The group offers a more effective learning environment, through mutual reinforcement and group pressure against the rejection of new practices or ideas. Decisions, which are the results of group processes, are more binding (Jones and Rolls, 1982).

(iii) The group approach also provides a conducive environment and a greater opportunity for joint action. Many of the new ideas and practices being advocated by extension services may require decisions at the community level, which means that such new ideas have a better chance of being accepted if they are presented to a group of

farmers than to individual farmers. Hence the group approach to extension has the potential to distribute the benefits equally to all categories of farmers in the community (Sen, 1993).

Recent debate about the future of publicly funded agricultural extension has stimulated renewed interest in the role of rural people's organizations as potential intermediaries between extension agencies and farmers. Such organizations have the possibility of greater efficiency, lower unit cost of "contacts", greater equity and structure for achieving participation by farmers in the planning and implementation of extension programmes (Garforth, 1993). Rural organizations have always been a central feature of rural development programmes and projects. This central importance has derived from a conviction that organization is vital as a mechanism by which rural people can get involved in rural development activities. In its simplest term, organization is vital mechanism by which rural people can gain access to existing development services.

Rural organizations can become a receiving mechanism to match the delivery mechanism of the extension agency (Axinn, 1988). There are many formal and informal opportunities for communication among members of the organization and between its leaders and its members. These provide a network with which information and advice from extension officers can diffuse and through which input supplies by the extension agency can be made available to farmers and feedback from farmers can be voiced (Garforth, 1990). Therefore rural organizations are an important means of establishing two-way communication between farmers and change agents. Despite this importance, rural organizations must

formulate their own strategic plans for making them more sustainable. In that case technical, organizational and economic capabilities should be maintained.

In between public and private sectors, local organizations provide the third sector where decisions are made to advance members' interests through collectives action (Rolling, 1988). Local organizations can be captured under three E's: efficiency, equity, and empowerment. Efficiency because of the mobilization of local knowledge and resources. Equity because local organizations allow people to help themselves and to press for services that would otherwise have passed them by, and empowerment, because local organizations not only allow benefits to reach people who are otherwise left out, but also provides them with a greater voice in planning and evaluation, making them less dependent on government and private enterprise and increasing their bargaining power and/or claim – making capacity.

Organizing the rural poor into groups provides a voice and a form, which enable them to become conscious of their situation and conditions (Garforth, 1993). It can provide the opportunity to explore the possibilities of various solutions to their problems so as to improve their standard of living. This suggests that it is easier to induce social change by involving groups of people rather than attempting it through individual contact. Evidence from Zimbabwe shows that farmer's groups which sprung up all over had a significant impact on agricultural production. In 1983 maize production rose by 50% due to the labour sharing arrangement (Harrison, 1987). This means that pooling together resources, for example labour, will help farmers achieve what they could not achieve individually.

Extension systems have also adopted the use of farmers' groups so as to reach a greater number of its intended beneficiaries.

Reaching a greater number of intended beneficiaries is not only an indication of good achievement of the group approach but the most important and appropriate point is to plan on how to make these farmers groups to be sustainable so that the extension systems may be able to use farmers groups in the long term, otherwise if the group sustainability will not be taken into the consideration, they will last for short period resulting to ineffectiveness of extension systems in working with farmers groups.

2 8 Group formation

Luthans (1992) as cited by PREMESE Africa Development Institute (2002) proposed four theories to explain the dynamics of group formation: -

(a) Proximity Theory

Individuals tend to affiliate with one another because of spatial or geographical proximity. For instance, peasants in the same village, or employees in the same department/office, or students sitting next to each other in a class will tend to interact more and therefore would most likely find it easier to form a group among themselves. The theory shows that the idea of group formation should come from the individuals themselves who tend to affiliate with one another and not influenced by external people. The theory contributes in building a strong foundation of the sustainability of groups formed by such individuals.

(b) Activity Theory

The fact that people are involved in similar activities tends to generate spontaneous interaction and sentimentality leading to (or in search of) cooperation and problem solving. Commonness in occupational interests makes it possible for people to interact on a wide range of issues related to the particular occupational activity. Examples include small farmers group, small traders groups, self-employment (artisans) groups and professional groups among others. Often, these groups would relate at a horizontal level through networking and uniting at vertical levels to form trade unions and professional associations.

(c) Exchange/Benefit Theory

This theory holds that some groups are formed purely on business-like relations. In other worlds, members will only decide to form, join or continue being members of a group on the basis of the gains that can be derived from such participation. A guaranteed benefit will be the determining factor for one to enroll or to stay on as a member. This is the only factor that will make the group attractive for affiliation. Rewards will gratify needs of the members while costs may include material loss, anxiety, loss of privileges, frustrations, embarrassment or fatigue. While the benefits could either be tangible or non-tangible (e.g. power, position of leadership, prestige, etc.) these must outweigh the costs for the member to maintain his or her loyalty to the group.

In order to increase the membership growth and rate of participation by group members, the group activities should be improved so as to proceed in fulfilling the members expected benefits (gains). For example, if the group deals with production of horticultural products

or buying and selling of such products, these products should be in a good quality to attract the customers and therefore winning the competition in the market. Prices should be set according to the marketing forces and also placing should be done timely i.e. the product must arrive at the market /delivered at the right time, in the right quantity with the good quality to the right customers and on the appropriate mode of transportation. If all these activities will be done effectively and efficiently, the rate of turnover (sales) will increase hence, improvement of economic performance of the groups and therefore enhancing the sustainability of these farmers groups.

(d) Balance Theory

This theory borders closely with the activity theory except that while the later would emphasize occupational/professional interests, the balance theory would draw on the emotional cum-intellectual dimension of the interaction. The school of thought advances the theory that people will be attracted to one another on the basis of similar attitudes towards certain aspects of life, e.g. likes and dislikes, beliefs and cultural values, political views, etc. Asymmetrical balance between the attraction and common attitudes leads to a breakdown of relationship unless efforts to restore it occur. Examples of such groups include religious and political groups whose membership may keep changing as long as members' attitudes and values keep changing. Marriage can also be categorized under this theory. People in similar positions (though in different organizations) may share certain values or attitudes, but not necessarily similar activities.

The theories are relevant as they contribute in building a strong foundation of the sustainability of groups, but being in the same geographical area, doing the same activities,

having the similar attitudes towards certain aspects of life e.g. likes and dislikes, beliefs and cultural values may not contribute enough in building a strong foundation of the group sustainability, unless there is a presence of good leadership in the particular group. The theories lack a clear emphasis on group leadership as a key factor for group formation and sustainability.

2.9 Cohesiveness as the Key to the Success of the Group

Bormann and Bormann (1976), defined cohesiveness as "the ability of the group to stick together", or as a "group loyalty"; a highly cohesive group is one in which the members work for the good of the group, they help one another and exhibit team spirit. They proceed to say that, group cohesiveness helps to increase peer pressure on members. This means, members of highly cohesive groups are sensitive to failure to act, as the group norms require because they often see such failure as evidence of lack of commitment. They often put overt peer pressure on deviant members to achieve conformity to group norms. In this case, group sustainability can be achieved.

Shaw (1981), notes that at least three different meanings have been attached to the term cohesiveness: Attraction to the group, including resistance to leaving it, morale, or the level of motivation evidenced by group members and coordination of efforts of group members. In this case group cohesiveness influences a number of group processes such as verbal and non-verbal interaction, the effectiveness of social influence, productivity and satisfaction of group members. In viewing of the group cohesiveness, it can be said that the more cohesive the group, the more power the members have, and therefore, the greater the influence members exert over each other. This influence improves communication

between members of the group concerning the group issues (e.g. responsibilities, benefits, problems). This helps to build stickiness of the formal group, which is the foundation of group sustainability.

For a group to produce benefits for its members, group cohesion and solidarity is necessary. If member's interests are met it is obvious that the group will exist for a longer time. It is generally argued that, groups, which are initiated by external agencies, are short-lived. Examples from Tanzania before the Cooperative Act of 1991 show that most unions or groups were created on order from government or ruling party officials. Most of them withered away or became tools of government bureaucracies so it was of interest to explore who initiated the groups in the study because the conditions for their emergence have a crucial influence on how they can play their roles.

2.10 Evaluation of Group's Capacity to Grow

A group's capacity to grow depends on the accomplishment of the purpose. If purpose is accomplished, there is a possibility to grow, but if purpose is not accomplished there is no possibility to grow. *Seeing* the new possibility and *acting* on it are relevant, important, and indeed critical to group growth: When done, the group shifts to a new purpose; when not, the group of course remains on the same level of purpose (Mills, 1988). Mills (1988) proceeds to suggest that, movement from one purpose to the next depends upon two conditions:

(1) Success in accomplishing the lower-order purpose, and

(2) Conceiving, conveying, and inducing members to accept the more advanced notion as their purpose.

The persistence and capability of the group to accomplish lower-order purpose or shifting to new purpose must be reflected from the group vision. If the group vision and the strategies to reach the vision are clear or well understood by the group members, it become easy to rectify any problem that may rise during the implementation process. Therefore, the problem can be solved immediately before it reaches the higher level of its effect and for that case the sustainability of such groups became certain. The following model as constructed by Mills (1988), indicates the stages (1 to 5) for a group to grow: -

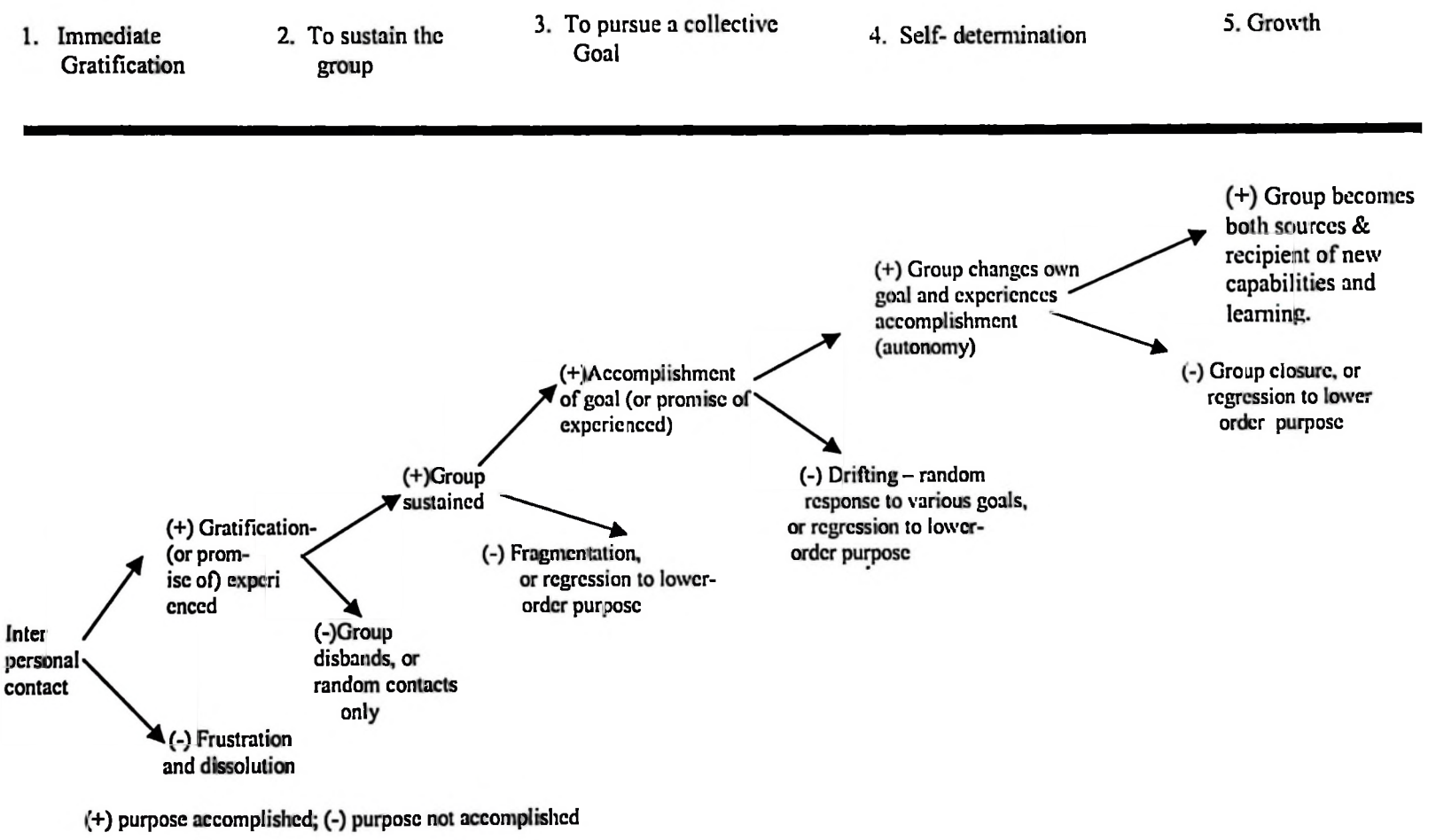

Figure 1: Mills Model of Group Growth and Sustainability

CHAPTER THREE

METHODOLOGY

3.1 Introduction

In this Chapter, the methodology used in the present study is briefly described. The Chapter describes the study area, research design, sampling, collection, processing, analysis and presentation of data. Limitations of the study are also briefly described.

3.2 Description of the Research Area

3.2.1 Location

The study was conducted in Mgeta Division (Mvomero District) in Morogoro Region. The choice of location of the study area was based on the fact that there are many farmers groups and the researcher's thorough knowledge of the area. The specific group in the case study was Twikinde Malimbichi Cooperative Society of Mgeta area. It is a long existing group with a long experience in vegetable production and marketing. The group manages an inputs shop (seeds, fertilizers, pesticides, tools) owns a godown, and a truck. The area of operation is in Tchenzema ward of Mgeta Division (De Leener and Mlambiti, 1997). This area (Tchenzema ward) has five villages namely Nyandira, Mwalazi, Tchenzema, Kibuko and Ng'ungulu. At Nyandira village the Twikinde head office is situated but in each village there is Twikinde sub office (branch). The main objective of Twikinde Cooperative Society is to raise and improve the economic status of its members through horticultural activities, obtaining favorable markets for their products and assisting members to acquire inputs, and extension services.

3.2.2 Climate

The study area has temperate-like climate and receives annual rainfall of between 1000mm and 2000mm (Delobel, 1988). It experiences a bimodal type of rainfall with short rains from October to December and long rain from March to June. During the dry season, farmers practice traditional irrigation mainly for vegetable crops.

3.2.3 Land Use

Mgeta has very steep slopes which limit agricultural land. As a result, intensive cultivation is practiced, and ladder and bench terraces are constructed to control erosion. Farmers grow a variety of crops like vegetables, yams, maize and fruits. Vegetables are mainly grown in bench terraces while other crops are grown in ladder terraces under inter cropping. These crops are either irrigated or rain fed.

3.3 Research Design

Case study approach was used in the study. The design was chosen because the information can be gathered from any case study and enable the researcher to make estimates of the precision and generalizability of the findings (Singleton *et al*, 1993). For that reason, the selected case study was Twikinde Malimbichi Primary Cooperative Society. The criteria for selecting Twikinde group was based on the fact that it is older than all farmers groups in Mgeta area and has a long experience (i.e. over 12 years) in practicing horticultural activities.

3.4 Sampling

In order to meet the research objectives, probability and non-probability sampling techniques were applied. The sampled respondents included key informants (i.e. the group founders and leaders), who were purposefully sampled and interviewed so as to get information regarding the origin, goal, management and future plan of Twikinde. The field extension officers of Uluguru Mountains Agricultural Development Project (UMADEP) were purposefully sampled and interviewed so as to get the information regarding the group initial vision and level of extension services offered to the group. Systematic and probability method of sampling was applied to select Twikinde ordinary members and non-members. Twikinde ordinary members were sampled in order to get their views with respect to the benefits obtained from the group and their opinion regarding the trend of sustainability of the Twikinde group. Non-members were selected so as to capture information concerning their reasons of not becoming members of the group. The sample was 70 respondents, which constituted 15 key informants (Twikinde leaders and founders), 25 Twikinde ordinary members, 25 non-members and 5 UMADEP field extension officers.

3.5 Data Collection

Both qualitative and quantitative data were collected. Personal interviews and focus group discussions were used to obtain data. The instruments for data collection were survey questionnaires and interview checklists. The questionnaires consisted of both closed and open-ended questions. Survey questionnaires were administered to the Twikinde ordinary members and non- members, while checklists were used to interview the key informants and UMADEP Field Extension Officers. Data were also obtained through observations and reviewing of existing records at the offices of Twikinde Cooperative Society, Cooperative

Audit and Supervision Corporation (COASCO)-Morogoro and UMADEP. Data were also obtained from watching different videotapes of UMADEP.

3.6 Data Processing, Analysis and Presentation

Responses and proceedings of the focus group discussions were recorded. The cut and paste analysis (Stewart and Shamdasan, 1990) was used to select the relevant information from the key informants and other various respondents; this information was compiled forming the results and discussions chapter. The quantitative data were summarized and coded before being entered into the computer for processing. Statistical Package for Social Sciences (SPSS) computer programme was used for analysis. Descriptive statistics such as frequencies, percentages and means were computed. Graph and Tables were used for data presentation.

3.7 Limitations of the Study

This study was more or less an ex-post evaluation. It was geared towards identifying the factors that affect sustainability of farmers groups in the context of rural development. Some of the important Twikinde group members and other key informants especially of Mwalazi and Kibuko villages were not found. They had left Mgeta Division. This made it difficult to get their views during the interview. Other limitations encountered from the study were misplacement and loss of some financial documents of Twikinde group e.g. bank statements and financial reports. Poor record keeping of projects' transactions of Twikinde group was also one of the limitations of the study. These limitations made it difficult to obtain the current financial data for Twikinde projects.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

In this chapter, results from focus group discussions, survey questionnaires, observations and reviewing of existing records from Twikinde Malimbichi Cooperative Society and other institutions which collaborated with Twikinde are presented and discussed.

4.2 Socio-economic Characteristics of the Respondents

Fifteen key informants (group founders and leaders) were involved in FGD, 25 Twikinde ordinary members and 25 non-members were involved in the questionnaire survey. With regard to the age of the respondents, the results show that there were youth (18 – 26 years), adult/middle age (27-58 years) and elderly (above 58 years) groups (Table 1). However, most of Twikinde leaders (96%) were adults indicating that they are mature enough to handle different responsibilities within the group and are capable to solve the problems relating to the group.

Table 1: Socio-economic Characteristics of Respondents

Twikinde Ordinary Members (n=25)			Non- Members (n=25)		Leaders (n=15)	
	Number	%	Number	%	Number	%
Age Distribution						
Youths (18-26 years)	5	20	15	60	-	-
Adults/Middle age (27-58)	18	72	9	36	14	96
Elders (Above 58 years)	2	8	1	4	1	4
Total	**25**	**100**	**25**	**100**	**15**	**100**
Marital status						
Single	3	12	1	4	3	20
Married	22	88	24	96	12	80
Total	**25**	**100**	**25**	**100**	**15**	**100**
Gender distribution						
Male	18	72	19	76	13	87
Female	7	28	6	24	2	13
Total	**25**	**100**	**25**	**100**	**15**	**100**
Level of education						
Adult education	5	20	1	4	-	-
Primary Education	17	68	20	80	14	93
Secondary Education and above	2	8	2	8	1	7
None	1	4	2	8	-	-
Total	**25**	**100**	**25**	**100**	**15**	**100**

Most of the ordinary Twikinde members (88%) non members (96%) and leaders (80%) were married (Table 1). Despite the large number of respondents who were married this factor did not keep them from participating effectively in the group activities. The survey showed that, most of the respondents (members, non members and leaders) were males (Table 1). This gender imbalance resulted from some women inferiority to participate equally with men in most of development activities within the groups. This was revealed also from the FGD as one participant said *"we feel inferior to be active in participating*

equally or more than men in many activities, look!! even here in the discussion we are only two women compared to number of men, which is 13" (middle age, female, Kibuko). Furthermore, the census report of 2003 from UMADEP with respect to farmers groups in Mgeta Division showed that Twikinde group has 18 (ie.25%) female members and 55 (ie.75%) male members totaling 73 members for the whole Twikinde group.

Education is a tool that can make people to manage their resources properly. Hence among important respondents' characteristics that may influence the group management is the level of education. Educationally, the survey showed that, a large number of Twikinde members, non-members and leaders have acquired primary education (Table. 1). FGD revealed that only one participant had attended Secondary school and the remaining were primary school leavers. As one participant said while pointing his finger to the next one at the discussion *"we neither write nor speak English language because we were not taught well in primary school and also we have not acquired Secondary education except that one who is our shop keeper and Twikinde Secretary"* (middle, age, male, Ng'ungulu).

These situation is similar to other rural areas in Tanzania. The association between level of education and good application of management skills in the group management to enhance its sustainability could be relevant when considering innovations that involve complicated dissemination instructions. In view of this even Msuya (1998), argued that although primary education could enable farmers or leaders to read and write, it may not be very helpful in the adoption of technologies (and management skills) that require comprehension of written materials which demand skillful training. The requirement of secondary education is very important as it enables all members of the group to learn

broadly different issues relating to their group in both English and Swahili. This helps to improve the sustainability of the group through immediate implementation of the group activities without waiting for other people to translate the information that relate to the group activities before the actual implementation of such activities. In that case, lack of secondary education by Twikinde members contributed to narrow learning of various important issues relating to their group particularly in the English language which is now mostly used in many countries for communication and this resulting into ineffective implementation of some group activities. For example, the observations from the survey showed that it was difficult to send Twikinde members for further studies (e.g. at the Moshi Cooperative College) to acquire cooperative and management education as these programmes are conducted in English which most of the members do not understand.

4.3 Origin and Goals of Twikinde Malimbichi Primary Cooperative Society

4.3.1 Group origin

From the FGD it was revealed that, *Twikinde* is a Luguru word which means "to stick together or sharing common interest". There must be a sort of organization and working together in the common activities such as farming, hunting and various celebrations. *Malimbichi* is a Swahili word, which means perishable or horticultural products. Therefore, Twikinde Malimbichi is "sharing business of horticultural products" in terms of production and marketing.

Further observation from the videos showed that, before the formation of Twikinde group, farmers practiced horticultural activities within Mgeta Division. Farmers cultivated those crops (i.e. cabbages, carrots, tomatoes and beans) for consumption and as cash crops.

However, FGD revealed that, the idea of group formation came from UMHODEP advice. This advice was brought by Mr. T. Lassalle (UMHODEP Technical Adviser) who thought of the need to join farmers in groups so that they could be assisted jointly in solving the marketing problems of their products in Mgeta. Few farmers who responded positively, were involved to form a group, and then divided into small groups to sensitize other fellows to join in production of horticultural products (at ward level). As one participant in FGD said *"that was like the restoration of the idea based on the previous Cooperative Societies e.g. Mgeta Farmers Society in 1948"* (Aged, Male, Tchenzema).

This idea of joining people with some activities in a group is similar to the activity theory proposed by Luthans (1992) as cited by PREMESE Africa Development Institute (1996), that explains the dynamics of group formation. This theory holds that, the fact that people are involved in similar activities tends to generate spontaneous interaction and sentimentality leading to (or in search of) cooperation and problems solving. Commonness in occupational interests makes it possible for people to interact on a wide range of issues related to the particular occupational activity. Examples include small farmers group, small traders groups, self-employment (artisans) groups and professional groups among others. Often these groups would relate at a horizontal level through networking and uniting at vertical levels to form trade unions and professional associations. The concept of that theory is similar to the idea of Mills (1988) from his model showing that interpersonal contacts of the members from their previous similar activities is a strong base and the first stage for the group to grow because it has immediate gratification. The foundation of group sustainability is built from the cohesiveness of the group members as a result of previous interpersonal contacts before the real formation of the group. However the group is more

sustainable if the origin of its formation comes from the members themselves after identifying their problems. Taking an example of Twikinde Malimbichi Primary Cooperative Society, despite the idea of its formation coming from external sources (i.e. UMHODEP advice), the interpersonal contacts of its members started before the actual formation of the group. People (members) were performing similar activities (i.e. cultivating horticultural crops). This indicates that, cohesiveness of the group members existed before the real formation of the group. That is one of the reasons for its long existence despite the problems it faces and therefore the sustainability of Twikinde Malimbichi Primary Cooperative Society with respect to duration of its existence is promising. The key informants contacted said that, initial members were five at each village of Tchenzema ward totaling 25 members in 1988. In 1991 the groups was registered as Twikinde Malimbichi Primary Cooperative Society.

The FGD revealed that in 1988 the initial members visited a certain farmers group known as Ukumbi Malimbichi Society in Iringa to learn and gain experience with respect to horticultural farming and marketing activities that were practiced by that particular group. It was an exchange visit that accelerated the desire of increasing members through intensive sensitization up to 176 members in 1988.

4.3.2 Goals of Twikinde Malimbichi Cooperative Society

Establishment of any institution or organization must reflect its goal (s) or objectives so that its direction may be identified. The key informants pointed out that, the main objective of Twikinde group was to raise and improve the economic status of members through practicing horticultural activities, and assisting members to acquire cooperative education

through seminars and short courses. The researcher managed to review the current Twikinde Constitution and observed that, it reflects the same goals as stated by the key informants. The field extension officers contacted and who have been providing advice and training to the group since its formation revealed that the initial vision of Twikinde was: -

- Increasing in production of horticultural products in Mgeta area.
- Improvement in the marketing of horticultural products in Mgeta area.
- Increasing of members' income and
- Group to become a large Primary Cooperative Society and proceeding to serve its members as per their needs.

In order to achieve that vision, the contacted extension officers mentioned the following means for achievement: -

- to improve availability of agricultural inputs for that reason, inputs shop should be established,
- provision / conducting training on agricultural production and farm management, group formation, leadership and cooperative issues,
- Providing transportation services for the horticultural products to the market, and
- Holding monthly meetings to exchange their ideas and practice them in their location.

The contacted field extension officers (FEOs) revealed that the achievement of the goal/purpose and vision of the Twikinde was rather minimal with respect to the sustainability trend of the group due to poor implementation of some means of achieving the goals and group vision such as inadequate availability of agricultural inputs, poor transportation of members horticultural products to the markets and poor group

communication (few meetings). Mills (1988) shows from his model that, the second stage of group's capacity to grow is to sustain the group. In order to sustain the group, there must be an improvement of some basic components such as economic improvement of both members and the group as a whole, membership growth as well as production and management improvement. These goals must be accomplished otherwise the group may disband.

Views from the FEOs revealed that, regular Twikinde members' gatherings no longer exist; there is random contact only. This happened because of non-accomplishment of the group purpose hence the group members are not motivated to contact each other as per required timetable. Most of the members' expectations were not fulfilled adequately by the group. However, the FEOs said that after the group formation, there were some achievements to the extent that new interventions were formed such as building structures for potatoes seed storage, at Tchenzema village, demonstration plots for vegetables, fruits, and grapes at Kibuko and Mwalazi villages and premise for inputs shop, godown and office for Twikinde at Nyandira village.

The FGD revealed that Twikinde Cooperative Society is the founding member of the National Network of Farmers Groups in Tanzania (MVIWATA) because the idea and formation process of that Network originated from Twikinde and Sokoine University of Agriculture (SUA) Morogoro guided the idea, which finally led to registration of the organization in 1995.

4.4 Sustainability Trend

Trend of sustainability of Twikinde cooperative society was determined with respect to group activities, membership growth, members' results/benefits and financial situation of Twikinde. The ideas from FGD and results from the survey have been used to reflect the sustainability trend.

4.4.1 Group Activities

From the FGD it was revealed that the common activities that were initially planned to be carried out were sale of agricultural inputs, buying of horticultural products from the farmers and transportation of the products to the markets (outside of Mgeta area), plum wine production, establishing agricultural demonstration plots, and running a grain milling project.

In order to make the Twikinde group more sustainable, all the income generating projects such as plum wine production, grain milling project, transport project and agricultural inputs shop were planned and initiated to be operated efficiently so as to improve the economic capacity of the group.

It was believed that if the group's income increased, the group (Twikinde) would be capable of purchasing all horticultural products from the farmers and transport those products to the appropriate markets. Both Twikinde members and non-members could benefit from these services as a result of this situation the group would gain goodwill and trust from the farmers and in general the provision of these services to the farmers by Twikinde group would be sustainable.

Practically from the FGD it was found that there were some group activities, which were not carried out, and others were carried out with minimum effectiveness. For instance, when the researcher visited the grain-milling project at Tchenzema village the project was closed with no sign of milling activities. As one member said *"See, it is not less than three years now the machine is not operating and I am worried about the future economic growth of Twikinde if this trend persists"* (middle age, male, Tchenzema).

From the survey it was observed that, poor marketing by the Twikinde group was one of the factors that contributed to the failure of the grain milling project to operate effectively. This was evidenced by the fact that the project was established at the place (Tchenzema village) where there was low production of grains such as maize and millet. This resulted in underutilization of the project capacity due to lack of enough grain and low income obtained from the project that was not enough to meet the running costs of the project. In short there was no thorough study of potential customers.

However, the researcher observed that, Twikinde inputs shop was actually open twice a week, following two market days per week. It was also observed that the shop had few agricultural inputs, the trend which made other members to buy agricultural implements and inputs such as pesticides and hand hoes from other individual shops. As one farmer said *"I always buy agricultural inputs from other shops because they are available and their prices are somehow affordable compared to Twikinde shop which has limited inputs supply and their prices are not favorable"* (youth, male, Mwalazi).

It was observed from the survey that, business competition, poor marketing strategies and lack of seriousness (poor commitment) in business management were other factors that contributed to the failure of the inputs shop to be operated effectively. For example, other individual shops were operated throughout the week while Twikinde inputs shop was operated twice a week indicating that the group was not serious in running the project. Further observations revealed that both the shopkeeper and the group accountant were not staying within the project area. The shopkeeper comes from another village (Ng'ungulu) not less than 10 km from Nyandira, and the group accountant comes from Tchenzema village about 7 km from the office. Therefore it is difficult for them to operate effectively the inputs shop and supervise other income generating projects because they live far from the area of operation.

With regard to the products prices it was observed that, some products at the inputs shop had higher prices compared to the prices of the same products in other individual shops. For example, one hand hoe was sold at the price of Tshs 2500 at the Twikinde inputs shop (although the product was not present) while in other shops the same product was sold at Tshs 2000 and resulted into customers to purchase more in other shops hence reducing the income of the group. This trend can contribute to the negative sustainability of the group as its sources of income are not operated effectively and results into low surplus.

The researcher observed that, fruit-processing project is done seasonally due to seasonal production of raw materials (i.e. plums). That trend has resulted to irregular project income throughout the year. As a result of this irregular project income even the total income for Twikinde group is affected and therefore its sustainability is not certain. Apart from

seasonal production of raw materials, the price of plum wine was much higher compared to that of the local brew. For example, it was revealed from FGD that, the price of plum wine per bottle was Tshs 250 while the same quantity of the local brew was Tshs100 resulting into customers to buy more local brew than plum wine and therefore the income of the group was affected.

From the FGD it was observed that Twikinde was no longer buying horticultural products from members and transporting these products to the market. This situation has led to lack of appropriate market for farmers' products and discouragement of some members to participate in the group activities as one member said, "*Look! Twikinde is no longer buying our agricultural products, rather we are selling the products at the village market where thet price is not favorable; I don't think this trend will motivate members to increase production unless other wise*" (middle age, male, Ng'ungulu). Therefore the underlying factor that caused inability of Twikinde group to purchase horticultural products from the members was the failure of its income generating projects to generate enough funds to sustain the group activities.

4.4.2 Members benefits / results

People work in groups not only because of interest in their tasks, but also because of their psychological needs such as recognition, response, new experiences, fellowship, and security. Group formation, by nature, promises to provide for these needs (D' Souza, 1989). A study at Uluguru Mountains Agricultural Development Project (UMADEP) by Nombo and Mattee (1998) also noted that farmers joined groups mainly because of the benefits which could be obtained from those groups. In that case therefore, at the most

general level people join groups because they believe that such groups will meet their expected benefits. Meeting of members expected benefits by the group is very important for its sustainability. If people's expected benefits are met these people (group members) will participate actively in group's activities knowing that they will benefit from such group. The active participation of members in the group's activities assists the group to accomplish effectively and efficiently its goals or purpose because of the high cohesiveness in the group which is the key factor also for sustainability of that group. Mills (1988) from his model shows that, to pursue a collective goal there may be an accomplishment of such goal, otherwise the group can fragment. This is another very important stage for the group to grow.

The FGD revealed that the most expected benefits by Twikinde members were to obtain agricultural inputs/implements, agricultural education and solution of marketing problems for their horticultural products. In addition, the survey showed that most of the group ordinary members (60%) expected to obtain adequate inputs/ implements for their farms (Table 2).

Table 2: Respondents' expected benefits from the farmers groups

Twikinde Ordinary Members (n = 25)		
Expected benefits	Frequency	*%
Availability of inputs supply	15	60
Market for Agricultural products	10	40
Agricultural Education	8	32

*Percentages do not add up to 100 as some respondents expected more than one benefit.

Most of the non-members (64%), noted the same opinion that being a group member, it is easy to obtain loans in terms of agricultural inputs/implements (Table 3). These loans

should have affordable conditions so as to enable the members to pay back easily and attract more people to join the group. This will help to improve the sustainability of such a group in terms of membership growth because a group without members is not a real group.

Table 3: Non-members' opinions on benefits for being farmers group members.

Non- members (n = 25)		
Group benefits	**Frequency**	***%**
Easy to get loans in terms of agricultural inputs / implements	16	64
Getting education in different innovations	10	40
Gain experience in doing business from fellow members	5	20

* Percentages do not add up to 100 as respondents indicated more than one response

The survey showed that availability of inputs supply (Table 4) was really achieved by most of the group members (72%). The results were similar to that of FGD as one member reported that" *I joined Twikinde because I expected to get the best advice and agricultural education from the field extension officers as well as agricultural inputs for my farms, the things that I am enjoying now*" (middle age, female, Nyandira).

Table 4: Benefits obtained from the group by the members

Twikinde ordinary members (n=25)		
Achieved benefits	**Frequency**	***%**
Availability of inputs supply	18	72
Agricultural education	5	20
Market for Agricultural products	3	18
Not benefited at all	1	4

*Percentages do not add up to 100 as some respondents obtained more than one benefit.

From the FGD it was observed that members benefited from the share dividends which were given to each group member who contributed entry fee of Tshs. 400/= and share capital of Tshs. 8,000/= The first share dividend of Tshs. 2,700/= (33.7%) was given to each member in 1988. Apart from that, members enjoyed loans in terms of agricultural inputs such as tomato seeds, onions, cabbages and carrots from Twikinde inputs shop. The loans were repaid after one month, as one member demonstrating her flourishing farm plot of carrots when she was visited by the researcher said, *"See! These are the fruits of being a group member; I got the carrots seeds from our Twikinde inputs shop on credit about one month ago because I did not have cash to pay, but now I have paid the loan and my farm is going well as you can see!* "(Youth, female, Tchenzema). All these services enjoyed by the group members made them to remain in the group as they were motivated by the group and this motivation is very important for the group's sustainability as it brings encouragement to the members to participate more in the group's activities.

Despite the benefits achieved by members, the survey showed that, most of them (92%) were not satisfied with such benefits (Table 5) and this resulted into ineffective participation of group members in the group activities such as attending in the group meetings a factor that affect negatively the sustainability of Twikinde group.

Table 5: Members opinions with respect to the satisfaction of the achieved benefits

Twikinde ordinary members (n=25)		
Opinion	**Frequency**	**%**
Not satisfied with benefits	23	92
Satisfied with benefits	1	4
No response	1	4
Total	**25**	**100**

It was revealed from the survey that, inadequate inputs supply was the most important reason/factor that contributed to the dissatisfaction of benefits by majority members (72%). For example, it was observed at Twikinde inputs shop that the most important agricultural implements such as hand hoes, rakes and fertilizers e.g. urea were not available and therefore members and other customers had to purchase these products from other shops. In addition, other factors that contributed to the dissatisfaction of benefits were poor markets for horticultural products and small amount of share dividend which was offered once and is no longer provided (Table 6).

Table 6: Factor contributed to dissatisfaction of benefits achieved by members

Twikinde ordinary members (n=25)		
Factor/reason	**Frequency**	***%**
Inadequate inputs/implements	18	72
Unfavorable market for horticultural products	11	44
Inadequate access of share dividends	9	36

*Percentages do not add up to 100 as some respondents had more than one reason

4.4.3 Membership Growth

Maintaining the membership growth in a group needs members' motivation. Membership growth indicates that the sustainability of such group is promising hence more members are encouraged to join the group. But if the rate of membership declines it shows that people are not sure of the group's sustainability. Therefore, they leave the group for fear of losing their expected benefits that will not be met by the group.

Bass (1960), emphasized motivation as the essential character of a group. If a member is not motivated with the group he/she will either leave the group or will not be effective in implementing groups' activities. Individual motivation should be considered so as to avoid

the possibility of the members to move to other groups. The study showed that, since the group formation up to now, the Twikinde membership has declined drastically (Figure 2). For instance, in 1986 the initial group members were 25 and the number increased up to 176 members in 1987, but currently the group has only 73 members.

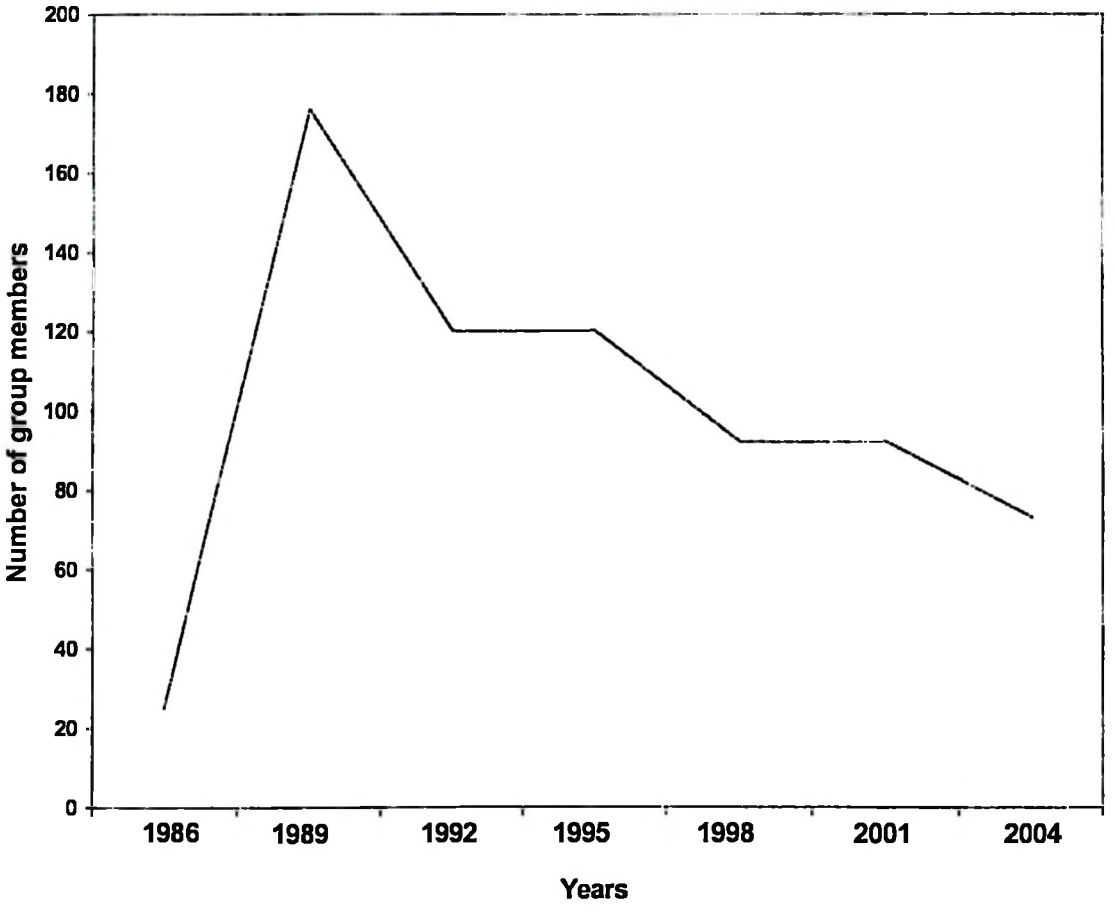

Figure 2: Twikinde membership growth

Key informants in the focus group discussion revealed that the major factors that contributed to the declining of Twikinde members were the inadequacy of realized benefits

from the group by members (such as agricultural inputs and farm implements), death of members, old age and members' discouragement with the introduction of share capital contribution. For instance, one member was quoted as saying that "*I remember that when I joined Twikinde in 1987 we were about 176 members but after introducing Tshs. 8,000/= share capital contribution many members opted out of the group because they did not have enough money to contribute and there was no clear explanation of the importance of that contribution*". (middle aged, male, Ng'ungulu). Therefore good communication and transparency within the group is very important for enhancing the sustainability of the group. If members are not well informed of the changes in the group or interpretation of some activities that are taking place within the group, these members will think of quitting the group because they are sensitive to the group changes that are touching directly their welfare.

The survey had some similar results to those of FGD except that, the additional factor which caused the declining of membership as stated by most of the members (76%) was poor economic performance of Twikinde group (Table 7). Group members expected to see positive economic performance of the group that guarantees its sustainability, but the economic situation was not promising. For example, the income generating projects of Twikinde group were operated at a loss, a factor which contributed to low income for the group and therefore inability to operate effectively its activities.

Table 7: Respondents opinion on reasons that contributed to the decline of membership

Twikinde ordinary members (n = 25)		
	Frequency	***%**
Poor economic performance of the group	19	76
Inadequacy of expected benefits	14	56
Introduction of share capital contribution	10	40
Old age	7	28
Death of group members	5	20

* The percentages do not add up to100 as some respondents had more than one reason.

The survey showed that all non-members were aware of the existence of farmers groups in Mgeta division and they were interested to join the groups. However despite their interest most of them (84%) pointed out that they are not group members because of the fear of future groups' failure because of bad image of previously collapsed cooperative societies (Table 8).

Table 8: Respondents reasons for not joining farmers groups

Twikinde non - members (n = 25)		
Reason	**Frequency**	***%**
Fear of future group failure with respect to bad image of previous collapsed cooperative societies	21	84
Too much family responsibilities	5	20
Tough conditions of becoming group members	2	8
No response	4	16

*Percentages do not add up to 100 as some respondents had more than one reason.

Therefore, in summary, the most important reasons for membership decline of Twikinde Malimbichi Primary Cooperative Society as pointed out by the respondents were; poor economic performance of the group, inadequacy of expected members benefits , death of

members, discouragement from introduction of share capital contribution and old age of members.

4.4.4 Economic/Financial situation

Economic soundness of the group or any institution is one among indicators for sustainability. The higher economic stability of the group with respect to financial situation guarantees good performance of the group activities and vice versa. If the financial situation of the group is good, accomplishment of its purpose becomes possible since the resources are available and can be used as a means to meet the purpose. Accomplishment of the group purpose at the right time, in the right way and at the appropriate level means that the group sustainability is certain. The economic component of sustainability requires that the societies pursue economic growth paths that generate an increase in true income, not short-term policies that lead to long-term impoverishment (Reeds, 1996).

From the focus group discussions, it was revealed that, the main income generating projects were: inputs shop, plum wine production, transportation (lorry) and grain milling project. However, the survey showed that, most of Twikinde ordinary members (92%) had the opinion that the main income generating projects of Twikinde are not well managed (Table 9) due to poor supervision of these projects by supervisors and unclear implementation strategies that were being implemented by these supervisors.

Table 9: Respondents opinion on management of Twikinde income generating projects

Twikinde Members (n = 25)		
Opinions	**Frequency**	**%**
Well managed	2	8
Not well managed	23	92
Total	**25**	**100**

The contacted field extension officers (FEOs) pointed out that Twikinde income generating projects were not operated on profit basis and this trend resulted to inability to operate other activities such as buying of horticultural products from the members and transportation to the markets such as Kariakoo market in Dar es Salaam. As one field extension officer said, *"the current financial situation of Twikinde is not good and that situation has affected the economic status of the group, for instance Twikinde is no longer buying and transporing the horticultural goods from its members because of its inadequate capital"* (Middle aged, male, Nyandira).

Adequate capital for the group like Twikinde is essential as it enables the group to sustain its activities (service). Sustainability of the group can be achieved if the group is capable of financing its own activities without any dependence from external aid. However, the audited report of Twikinde projects (Lorry, inputs shop and plum wine production) from 01/07/1995 to 18/07/1996 reflected a total loss for all Twikinde projects which amounted to TShs. 167,059.

The survey showed that the leading factor which contributed to failure of Twikinde income generating projects was misallocation of funds (22%). Other factors were dishonesty of project supervisors, mismanagement of project funds and overloading of investments by

the group (Table 10). The funds obtained were not exactly used in their respective projects from which they were being generated. For example, from the FGD it was revealed that the funds obtained from the inputs shop were sometimes used to facilitate the running costs of transportation project (lorry) and there was no replacement of such funds to its original source (project) so as to boost it in generating more funds. In addition, income obtained from selling of plum wine was used to purchase some spare parts of milling machine without any replacement to its source. This trend resulted into a decline of the working capital of these projects.

The survey had similar results to those of the FGD but in addition, it showed that other factors that contributed to failure of the projects were dishonesty of the project supervisors; mismanagement of projects funds and overloading the group with investments (projects) and therefore inability to manage them effectively (Table 10).

Table 10: Respondents opinion on factors contributed to failure of income generating projects

Twikinde Ordinary members (n = 25)		
Opinions	**Frequency**	***%**
Misallocation of funds	22	88
Dishonesty of project supervisors	18	72
Mismanagement of projects funds	17	68
Overloading of investments by the group	10	40

*The percentages do not add up to 100 as some respondents had more than one opinion.

Despite the economic decline of Twikinde group due to the failure of its income generating projects, the researcher observed that there are some founder members who are still members of the group for more than ten years since its formation. This trend indicates that

there are some common factors that keep members together in the group such as technical support from various organizations e.g. UMADEP and MVIWATA, and social support within the members.

4.5 Other factors affecting the sustainability of Twikinde Primary Cooperative Society

Having discussed the sustainability trend of Twikinde group, this section presents and discusses other main factors affecting the sustainability of farmers groups focusing on the Twikinde Primary Cooperative Society.

4.5.1 Leadership Problems

Group sustainability cannot be attained if conflict exists between leaders themselves within such group. Nothing can be discussed with respect to the goal accomplishment of the group because leaders will be using much time discussing their conflicts and sometimes it takes a long time to reach a compromise. The situation becomes critical especially when the conflict is within the group's top leaders because they are playing a big role within the group. Leadership problems lead to disunity of group members as they will be a source of divisions within the group, in this case, the effectiveness of performing the group activities (especially projects activities) will be at a minimum level and sustainability of the group will not be attained.

The survey revealed that leadership problems such as dishonesty by leaders to members, internal conflicts among leaders themselves and inadequate transparency and accountability by leaders were the main problems related to group leadership (Table 11).

For example, from the FGD it was revealed that one among the problems that faced Twikinde group during the first phase of leadership was the conflict between the group chairman and the project manager. This conflict originated from the lorry cash collection whereby at one time the certain amount of money (Tshs. 200,000/=) was not presented by the group chairman to the treasurer as it was stated that the fund was stolen in town (Morogoro) when he was on the way to Mgeta.

Table 11: Respondents opinions on problems associated with Leadership

Twikinde ordinary members (n=25)		
Problem/opinion	**Frequency**	***%**
Leaders internal conflicts	18	72
Dishonesty of leaders to members	16	64
Inadequate transparency	15	60
Poor accountability	13	52

*The percentages do not add up to 100 as some respondents had more than one opinion.

Furthermore the opinion from contacted Morogoro District Cooperative Officers who have been auditing the Twikinde projects showed that leadership accountability is not clear. As one Cooperative Officer said *"Twikinde has very potential economic opportunities because it has strong investments but there is a problem of poor accountability by leaders, there is no clear accountability system of who is responsible for what with respect to any loss or problem arising from the projects* (Middle aged, male, Morogoro).

Also the opinion of most of non- members (60%) revealed similar results to those of Twikinde members showing that, bad leadership with respect to lack of transparency and honesty by leaders were the main factors that caused failure of many farmers groups to achieve sustainability (Table 12).

Table12: Respondents opinions on possible factors contributing to failure of farmers groups to achieve sustainability

Twikinde non - members (n = 25)		
Opinions	**Frequency**	***%**
Bad leadership with respect to lack of trustfulness and transparency by group leaders	15	60
Poor group management education to members	10	40
Mis-management of group funds	6	24

*The percentages do not add up to 100 as some respondents had more than one opinion

4.5.2 over staffing

Organizational staff is very important for implementation of an institutional activity, but in order to ensure efficiency and effectiveness in implementation, there should be a reasonable balance between the number of employees and the existing activities to be performed. From the focus group discussion it was revealed that, overstaffing in the Twikinde projects contributed to high projects deficit because running costs were too high. For instance from the transportation project (lorry) it was stated that there were more staff than needed. As one member said *"I think it was not reasonable to have more staff in our transportation project, the project was run by an accountant, lorry conductor, turn boy, driver and two executive committee representatives at every trip and they had to be paid allowances and salaries; this led to rapid increase of expenditure and the project was run at a loss"* (Youth, male, Ng'ungulu). For the case of grain milling project the contacted key informants said that, three machine operators were employed to run the project. After in-depth discussion in the FGD it was revealed that the machine could be operated even by one person instead of three persons who were paid salaries from the funds generated by the project. For instance, the following information from the contacted FEO indicated the average running costs (in 1996) of the grain-milling project:

- Salary for 3 machine operators @8,000/= ....24,000/=
- Fuel costs per month.....15,000/=
- Other running costs (maintenance).....12,000/=
- The total running costs.....Tshs.51, 000/=

The average daily income for the project ranged from 1,500/= to 2,000/= and therefore showing the monthly project income ranged from 45,000/= to 60,000/=. This trend indicates the low profit/surplus generated by the project (i.e. 9,000/=). Furthermore, the results from FGD revealed that, for other projects i.e. inputs shop and plum wine production these were not overstaffed. Therefore in order to enhance the sustainability of any group, employing reasonable number of staff in the project should be considered to avoid more costs that could reduce the group working capital.

4.5.3 Employing non-members in the projects

Strong feeling of belongingness and involvement of members in day-to-day group activities creates more strength and unity of members in the group. Building of the group sustainability can be highly achieved through full involvement of members in the project activities. This involvement (employing group members in the project activities) increases members' participation and the accomplishment of the goal becomes easier. When people outside the group (non-group members) are more involved in the control the project activities of the group than the real members, this situation discourages group members to participate fully in the group activities as they do not enjoy the group benefits because participation and exchanging views by members of the group while implementing the group activities is one of the benefits realized by members from the group. Poor

participation of the group members in the project activities is a key factor that affected the sustainability of the farmers group.

The issue of employing non- members in the group projects was revealed from the FGD. The participants in focus group discussion said that one of the factors which contributed to low participation in the group activities by members was the employment of people who were not members of Twikinde group. The participants pointed out that, it was not fair to employ non – members in some posts such as cashier (accountant), driver and turn boy without looking for people in the group who could perform such activities. Some of the participants said that even the salaries of these non-members were too high compared to the actual income (profit) of these projects.

In addition, the contacted field extension officer reflected the same opinion as one extension officer said *"I think it was not reasonable for Twikinde project manager to receive monthly salary of Tshs. 19,000/= in 1993 while the projects were not making enough profit, even this amount of salary was higher than that of the extension officer who was paid at that particular time Tshs. 4,900/=* (middle aged, male, Langali). In the case of other projects like inputs shop, plum wine production and grain milling it was revealed from the FGD that there was no problem of employing non- members.

4.5.4 Inadequate group management education to members

Lack of enough knowledge (by group members) with respect to group formation, management and members responsibilities in the group was identified in the focus group discussion as a factor that contributed to poor supervision of the projects. If the group is

poorly supervised, realization of its vision becomes difficult and obviously the sustainability of such a group will not be achieved.

If all the group members are well equipped with group management skills, the group itself becomes well organized and every member will be aware of how to control and solve problems arising within the group. This helps to strength the group sustainability because before the problem has reached a critical point, the solution of such problem takes a very short time. Otherwise group sustainability will not be achieved through providing group management education to leaders only because it will reach a time when these leaders will complete their term of office. Therefore in order to enhance group sustainability, it is important to eliminate biasness in provision of education with respect to group management.

The key informants said that group management education was given only to group leaders and not to all Twikinde members. It was difficult for them to supervise the group successfully due to poor management education, as Savile (1965) emphasized the importance of education to cooperatives members by saying that the originators of cooperative movement realized the dangers of illiteracy and ignorance and endeavored to make cooperation an educative process. Education benefits members directly and should form part of the objectives of a society.

4.5.6 Lack of business capital

In order to sustain the groups' activities for the benefit of all members there must be enough capital. In the case of Twikinde group, the buying of horticultural products from

farmers needed adequate funds (capital). Otherwise if the group has no capital to finance its activities it will not have capacity to accomplish its basic objectives and consequently the achievement of its sustainability will be threatened and even the membership growth will not be stable because members will not be sure of the future development of their group hence they will possibly move to other groups.

From the survey it was observed that, Twikinde do not buy the horticultural products from its members or other farmers. This is due to lack of enough funds (capital) to purchase these products. For instance, it was revealed from the FGD that the current balance (Tshs.3.5 million) it posses will be added to the amount of money which will be obtained from selling the old truck so as to buy the new smaller one. Therefore, the group was not in a good position of having adequate funds to purchase horticultural products from its members.

The importance of cash trading was also pointed out by Savile (1965), who said that all trading should be carried out on cash basis, since cooperation is designed to help people with limited resources. Trading societies are organized on this basis. Therefore adequate capital is essential for sustainability of any farmers group.

4.4.6 Unfavorable market for horticultural products

The level of group sales revenue depends on the marketing situation. If the marketing situation for the products is favorable, even the production level will be high. In this case, the higher the production, the higher the sales revenue as well as the higher the capital of the group assuming that the market situation is good. Based on the nature of the group

activities like those of Twikinde, people join the group expecting to sell their horticultural products to the group as the main buyer of those products. If the group fails to solve the marketing problems for its members, those members become discouraged with the group and they can sell their products to other private buyers.

The farmers group can never be sustainable if it fails to purchase few products from its members because the revenue of such group came from the main income generating activities and one of them is the buying of agricultural products from its members and selling them later to other markets. But also the problem of marketing affected the group sustainability because it could not buy many products from its members for fear of where to sell these goods at a reasonable price. The contacted FEOs revealed that poor market for horticultural products resulted from failure of Twikinde group to purchase and transport these products to the appropriate markets such as Morogoro town and Kariakoo markets, therefore, Twikinde was not able to penetrate these markets.

All contacted members and non-members complained about unfavorable market prices for their products. As one non member said "*Many people are interested in joining the farmers groups believing that the problem of market for their agricultural products will be solved by these groups but to the contrary, they are discouraged to join these groups because the groups have failed to solve marketing problems for their members.*" (Youth, male, Tchenzema). For example, from the survey it was observed that the average price of 1kg of cabbage at the the village market (Nyandira) ranged from Tshs 30 to 50, but the same 1kg of cabbage in Morogoro town was sold at the average price ranging from Tshs 200 to 300. If these cabbages could be transported to these markets by Twikinde group,

members would benefit from better prices. This also is contrary to one of the principles of Cooperative Societies which states "all goods must be sold at the prevailing market price in order to avoid arousing the hostility of other competitors "(Savile, 1965). Therefore this factor affects the groups' sustainability with respect to decrease of both group membership and income for the groups and individual members.

4.5.7 Poor financial management

Good financial management system including up to date record keeping, auditing and relevant expenditures for a particular institution is very important for its positive sustainability, otherwise the organization / group may collapse, because it will be difficult to evaluate the particular organization on whether it realizes profit or loss. The researcher observed that, there was improper book-keeping with respect to relevant supporting documents at Twikinde Society. For instance according to the view of contacted auditors of Twikinde from COASCO – Morogoro, it was difficult for these auditors to verify Tshs. 2,041,158.65 as Cash Balance and Tshs. 683,500 as Bank Interest as of 30/06/1996 due to improper book-keeping. This factor gives opportunities for dishonest members or leaders to mismanage the group funds.

In general, leadership transparency and accountability with respect to financial management are key factors for enhancing group sustainability. However from the FGD it was revealed that unnecessary over expenditures and too many drawings by some leaders and members especially from the inputs shop and transport project (lorry) led to a decrease in the group income and consequently affected the group's positive sustainability. For example it was observed from the books of accounts that in the financial year 1997/98

there was an amount of Tshs. 9.5 millions as expenditure for transport project (lorry) but the relevant documents were not shown. Table 13 shows the general financial trend of Twikinde Cooperative Society (income, expenditure and net profit/loss) for the years 1995/96, 1997/98, 1998/99, 1999/2000, 2001/2002 and 2002/2003.

Table 13: General financial trend of Twikinde income generating projects

YEAR/PROJECT	TURNOVER	EXPENDITURE	NET PROFIT	NET LOSS
1995/96:				
- Lorry	*	*	-	-
- Inputs shop	3,194,315	3,278,410	-	84,095
- Wine Production	152,640			3,315
- Milling machine	206,536	286,185		79,649
1997/98:				
- Lorry	4,400,000	16,987,568	-	12,587,568
- Inputs shop	518,615	495,730	22,885	-
- Wine Production	*	*	-	-
- Milling Machine	*	*	-	-
1998/99:				
- Lorry	-	-	-	-
- Inputs shop	1,560,000	1,435,000	125,000	-
- Wine Production	78,800	92,730	-	13.930
- Milling Machine	*	*	-	-
1999/2000:				
- Lorry	*	*	-	-
- Inputs shop	1,100,000	1,278,305	-	178,305
- Wine Production	111,000	150,370	-	39,370
- Milling Machine	*	*	-	
2001/2002:				
- Lorry	4,300,000	3,020,000	1,280,000	-
- Inputs shop	391,920	990,920	-	599,000
- Wine Production	*	*	-	-
- Milling Machine	*	*	-	-
2002/2003:				
- Lorry	48,000,000	38,900,000	2,100,000	-
- Inputs shop	3,249,800	2,940,600	309,200	-
- Wine Production	81,900	49,880	32,020	-
- Milling Machine	*	*	-	-
Total cumulative Profit and Loss	**67,345,526**	**69,905,698**	**3,869,105**	**13,585,232**

* Accounting Records Not Available.

Source: Compiled from Financial Annual Reports for Twikinde Income Generating Projects (2003)

As can be seen from Table 13, the general financial trend of Twikinde projects is not promising. Most of the time the projects have been operated at a loss. For example in the year 1995/96 all projects were run at a loss, except for the lorry (transportation), whose accounting records were not obtained (misplaced). The results also show that from the year 1998 up to 2002 the projects were running at a loss. This trend indicates that the financial situation of Twikinde Cooperative Society is not stable and its sustainability can not be maintained since its working capital is not enough to run the projects. The researcher did not manage to obtain the financial records for other projects due to misplacement of accounting books and improper record keeping.

4.5.8 Negligence of group members advice (views) by some group leaders

In order to improve the performance and sustainability of the group activities, it is very important to take into consideration the ideas, views or advice of the group members. Members from the FGD pointed out that previous group leaders did not take into consideration the advice of members group; as a result some projects were seriously affected by such factors and they ceased to operate while others were operating inefficiently. For instance, it was observed that the grain milling project is not operating now due to this problem. As one member said, *" I personally advised the previous group leaders to employ trained people for operating the milling machine but there was no response with regard to this advice, instead they employed untrained people who did not have knowledge of how to operate the machine and this factor has lead to breakdown of the machine hence currently there is no income contributed by the milling machine and also this is a serious factor which has contributed to the economic deterioration of our group"*. (Youth, male, Ng'ungulu).

The researcher also observed that there was no serious consideration of some expert advice from the field extension officers by Twikinde group. For instance, the decision of lending the lorry to a businessman from Morogoro town up to now, was taken contrary to the advice from UMADEP as the main advisor for the Twikinde Cooperative Society, and this also has contributed to decreasing of the group income because there is no income with respect to lorry and the sustainability of the group cannot therefore be achieved.

4.5.9 External financial and technical dependence

Mills (1988) in his model shows that if the group is mature enough it becomes both a source and recipient of new capabilities and learning. In order for the group to be sustainable, its self-determination and growth need to be maintained. This can be achieved through the group capacity building whereby its permanent members are well trained in different innovations to avoid or minimize the external technical dependence. If the group members are well equipped in various fields that are very important for the group development the group itself becomes the source and also recipient of other new capabilities and learning which are some of the key indicators for the group sustainability. FAO (1986), was of a similar idea that, to enhance sustainability, sufficient resources have to be invested in building the technical, organizational and management capabilities of key institutions so that the needed support can be provided.

From the FGD it was revealed that, most of Twikinde investments (i.e. buildings, transport facilities (lorry, weigh machines and milling machine) came from external agencies and not created directly from the group itself. These investments were offered to the group as a loan with favorable conditions. For instance, the lorry costing Tshs 15 millions was

offered to Twikinde group and this amount was supposed to be paid for not less than five years with no interest, but from 1993 when the lorry was purchased up to this moment, the outstanding loan of Tshs.700, 000/= has not yet paid completely to UMADEP who supplied it. This situation reflects the lack of sense of ownership by group members since they did not contribute the real cost of that lorry. Member's contribution to group capital/affairs in terms of funds or other assets creates the feeling of ownership by group members and also increases members' participation in the group activities. Furthermore, it was observed from the survey that, the group was overloaded by assets/ investments that became a burden for the group.

With regard to technical services the FGD revealed that, Twikinde have been supported by UMADEP in the areas of training and workshops. De Leener and Mlambiti (1997), had similar results as he said that, the main supportive activities received by the group from UMADEP is marketing research, training and communication facilities. From the FGD it was identified that the group is still supported technically by UMADEP.

4.5.10 Lack of implementation strategies

Group sustainability cannot be achieved without clear strategies as the means of attaining the objectives of the group. The implementation strategies should be clear to all group members so as to give them an opportunity to participate well in the implementation of the group activities. Good and clear implementation strategies facilitate the accomplishment of the group purpose. If the group purpose is well accomplished group sustainability becomes certain.

Despite the good initial vision of Twikinde with respect to its future plans, the survey showed that most of the group members (80%) had the opinion that the projects implementation strategies of Twikinde group were not clear (Table 14). There were misunderstandings among leaders themselves on the issues of monitoring and supervision of the projects. There were no laid down strategies to realize the group vision.

Table 14: Respondents opinions with regard to Twikinde projects implementation strategies

Twikinde Ordinary members (n = 25)		
Opinions	**Frequency**	**%**
They are clear	5	20
They are not clear	20	80
Total	**25**	**100**

4.5.11 Poor group communication

Communication is power in the sense that people from one side react to respond to the conveyed messages or instructions from the other side with respect to the perception of these messages.

Most participants from FGD were of the opinion that poor group communication in the form of few group meetings contributed to failure of members to participate in group activities and this resulted into poor performance of such activities. The sustainability of the group is enhanced through good communication within the group. Different issues or problems of the group can be solved early before they reach a critical point if there is an effective communication within the group. Otherwise, without good communication in the group, problems cannot be solved easily and jointly hence there is a possibility of the group to disband (Mills, 1988).

Furthermore, the FGD revealed that three Twikinde ordinary meetings per year are not enough to discuss the current prevailing problems of Twikinde and there is a need of more frequent meetings per year to facilitate better communication. This opinion was supported by one contacted ordinary member who said that "as *I am a member of Twikinde I don't know what is happening now within our group because it is a very long time we have not yet met to discuss the existing development trend of our group due to very few meetings*" (Old aged, female, Ng'ungulu). The survey had some similar results to those of the FGD regarding the factors affecting the sustainability trend. The results showed that leadership problems with respect to lack of transparency and accountability by leaders were the most important problems that affected the sustainability of Twikinde Malimbichi Primary Cooperative Society (Table 15). Employing non-members in the projects, lack of business capital, poor market of members' horticultural products and financial mismanagement were other factors that affected the group sustainability. However, lack of implementation strategies, few group meetings (communication) and external technical dependence were also problems revealed from the survey that affected the sustainability trend of the Twikinde Primary Cooperative Society.

Table 15: Respondents opinions on factors affecting the sustainability trend of Twikinde Malimbichi Primary Cooperative Society.

Twikinde ordinary members (n = 25)		
Opinions	**Frequency**	***%**
Leadership problems	23	92
Poor market for horticultural products	19	76
Employment of Non-members	18	72
Lack of capital	16	64
Bad financial management	15	60
Lack of implementation strategies	10	40
Poor communication (Group meetings)	13	52
External technical dependence	8	32

* Percentages do not add up to 100 as some members had more than one response

4.4.12 Existence of common factors keeping group members together

Despite the problems facing the group such as poor financial management, leadership and marketing problems, it was observed that there are still members who remain in the group. This situation indicates that there is some sort of cohesiveness existing in a group supporting a number of activities that keeps members together. These factors include technical support from UMADEP (e.g. training and communication facilities), and social support within group members themselves. This cohesiveness has enhanced the group sustainability with respect to the duration of the group whereby it was observed from the FGD that the group has existed up to now for not less than twelve years.

From the FGD it was revealed that the technical and service support was an important factor that encouraged some members to remain in the group for a long time. As one participant said" *I have seen the various problems facing Twikinde group. But these problems cannot make me to leave the group because I am still getting some technical support such as training in different innovations and service supports such us loans in terms of inputs from our inputs shop of Twikinde group. Although the services are very few, but I think something is better than nothing and I believe that one day Twikinde will be in a better economic position"* (Middle aged, male, Tchenzema)

4.6 Future Plans and Vision of Twikinde Cooperative Society

The plan and vision of any organization or group are very important as they give a clear direction to such group. The foundation of group sustainability is laid down from good implementation of the plan and accomplishment or realization of the group vision.

From the FGD, it was revealed that, future plans have been established by Twikinde group so as to improve the current unpromising economic situation of Twikinde, which is the key factor for its positive sustainability. Some of the future plans of Twikinde as stated from the FGD are to improve the income generating projects of the group (i.e. inputs shop, lorry, production of plum wine and milling machine). In this case, if the income generating projects will be improved, the group can be sustainable as it will be able to meet its objectives.

The participants in the FGD showed that adequacy of agricultural inputs with reasonable prices at the inputs shop will be implemented first after selling the lorry and buying a new smaller one which is affordable to be run by the group. In addition, in order to overcome the competition with the local brew, it has been planned that there will be quality improvement of plum wine and reducing the selling price per bottle from Tshs. 250/= to 150/=. The FGD also revealed that, there is a plan for selling the milling machine so as to reduce the projects running costs. With regard to the group vision, Twikinde has focused to restore the initial vision of being a large Primary Cooperative Society aiming at improving the economic status of its members, the vision which was not previously reached.

Despite the good future plans and vision of Twikinde the researcher observed that there was no clear means to achieve such vision and nothing was stated with respect to implementation strategies. De Leener and Mlambiti (1997) also had the same results, as he found the lack of vision and clear development strategies as among the possible weaknesses of Twikinde.

Therefore, poor achievement of the group vision is also a factor, which has contributed to the negative sustainability of such group.

4.7 Summary

This chapter has presented and discussed the relevant findings obtained from the study. The socio-economic characteristics of the respondents as well as the origin and goals of Twikinde Malimbichi Primary Cooperative Society have been presented and discussed. The sustainability trend of Twikinde Primary Cooperative Society and other main factors affecting the sustainability of farmers groups focusing on the Twikinde primary cooperative society have also been presented and discussed. Furthermore, the determination of the future plans / vision of Twikinde primary cooperative society have been discussed.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This Chapter presents the conclusions from the research findings. Moreover, the recommendations for enhancing the sustainability of farmer's groups are given. Finally suggestions for further research are provided.

5.2 Conclusions

This study was conducted to find out factors affecting the sustainability of farmers groups in the context of rural development programmes.

The following conclusions can be made from the findings of this study.

a) The findings show that the idea of Twikinde group formation did not directly originate from the members themselves, but it was through advice from UMHODEP's technical adviser who thought the need to join farmers in groups, so that they could be assisted jointly in solving the marketing problems of their horticultural products in Mgeta. In addition to this advice from UMHODEP technical adviser, the group members were cultivating horticultural products indicating that before the formation of Twikinde Malimbichi Primary Cooperative Society, there were interpersonal contacts between the members who were practicing the same activities ie.horticultural practices.

b) Further results indicated that the main objective of Twikinde Malimbichi Primary Cooperative Society was to raise and improve the economic status of members through

practicing horticultural activities, and assisting members to acquire cooperative education through seminars and short courses.

c) The study found that the initial vision of Twikinde Malimbichi Primary Cooperative Society was:

- Increasing in production of horticultural products in Mgcta area.
- Improvement in marketing of horticultural products in Mgeta area.
- Increasing members income and
- Group to become a large primary Cooperative Society and proceeding to serve its members as per their needs.

d) The study revealed that the achievement of the goals and vision of Twikinde was rather minimal affecting the sustainability trend of the group. This was caused by poor implementation of some means of achieving the goals and vision of Twikinde group.

e) The study showed that there was a declining of Twikinde membership. This problem was mainly caused by dissatisfaction of members with regard to the expected benefits from the group, deaths of members, old age and members' discouragement after the introduction of share capital contribution that was not clearly understood by some group members.

f) With regard to the financial/economic situation of Twikinde group, the results showed that the income of Twikinde is not promising because all its income generating projects which are sources of its income were operated at a loss. This contributed to inability of Twikinde to run its activities effectively.

g) The study also showed that the main factors negatively affecting the sustainability trend of the group, include leadership problems, overstaffing in the projects, employing non-members in the projects, lack of capital by the group and unfavorable market for members horticultural products. Other factors identified were poor financial management, negligence of group members' views by some group leaders, technical dependence and lack of good implementation strategies. Poor communication (few meetings) was also identified as among the factors affecting the sustainability trend of Twikinde Malimbichi Primary Cooperative Society.

h) The study has found that the Twikinde members participation in contributing capital for the group investments such as buildings, inputs shop, milling machine and transportation (lorry) was minimal compared to actual grants and loans received by the group from external sources. This trend contributed to the poor sense of ownership by the members of the group investments and this led to ineffective membership participation in the group activities, which is among the factors contributing to the negative sustainability of many farmers groups. Furthermore, it was shown that there too many assets (investments) which became a burden to the group such that it was difficult to run them effectively.

i) The study has also found that despite the problems facing Twikinde group there are members who are still remaining in the group. This situation indicates that there are some common factors that keep members together such as technical support (training in different innovations) and service support (e.g. loans in terms of inputs from the Twikinde inputs shop). This factor has enhanced the sustainability of the group with regard to its long term of duration.

j) Results showed that future plans have been made by Twikinde group so as to improve the current unpromising economic situation of Twikinde, which is the key factor for its positive sustainability. Some of the future plans are to improve the income generating projects of the group (i.e. inputs shop, lorry, production of plum wine and milling machine). In this case, if the income generating projects will be improved the group can be sustainable as it will be able to meet its objectives. With regard to the group vision, Twikinde has focused on restoring the initial vision of being a great primary cooperative society aiming at improving the economic status of its members, the vision that was not previously reached.

5.3 Recommendations

On the basis of the findings of this study, the following recommendations are made.

a) The formation of any type of group should originate from members decision and the activities practiced by members before the actual formation of the group should be fairly similar. This will help to strength the cohesiveness of the group, which is the key factor for sustainability of such group.

b) In order to achieve the objectives and vision of any farmers group, there is a need to formulate appropriate strategies for implementing the group activities so as improve the sustainability of such group. These implementation strategies should be clear in all areas relating to the accomplishment of group activities such as communication (arrangement of group's meetings), management structure of the group, and duties and responsibilities of the projects supervisors within the group.

c) In order to boost the economic performance of farmers groups, there is a need for such groups to improve their income generating projects (as their sources of income) especially those, which are easily manageable and can be profitable so as to generate more funds to increase their working capital. Increase in working capital of the groups can reduce the groups' external dependence, a factor that can improve the group sustainability.

d) In order to improve member's participation in the group activities and their sense of belongingness in the group, which are key factors for group sustainability, it is recommended that the farmers groups should employ more members in their income generating projects rather than employing non-members. This will encourage members to participate more in their project activities. Otherwise special consideration should be made to employ non-members to the posts relating to activities, which cannot be well performed by the group members.

e) More education in group formation, management, members' responsibilities, agriculture and cooperative, record keeping and project management should be given to all group members and not leaders only. This will reduce the external technical dependence of the group such that these members will become resourceful people who will assist others as trainers and moderators when the current technical support will be withdrawn and therefore enhancing the sustainability of the group. Effective farmers group exchange visits should be encouraged to enable farmers in the groups to gain experience from other farmers groups on how they are managed and the types of activities that enhance sustainability of such groups.

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APPENDICES

Appendix I: Interview checklist for field extension officer (FEO)

A. ORIGIN OF TWIKINDE.

1. For how long have you known Twikinde?
2. Where and how did the idea of formation of Twikinde group come?
3. What were the goals of Twikinde?
4. Which approaches were used to achieve these goals?
5. Were the goals achieved?
6. If no, what do you think were the factors that contributed to failure of achievement?

B. SUSTAINABILITY TREND

7. Which types of extension services have you been providing to Twikinde?
8. Are you currently providing such services?
9. If no, why?
10. What is your view on Twikinde group with respect to the following issues:-
    (a) Membership growth
    (b) Leadership
    (c) Financial situation & Management
    (d) Members results/benefits.

C. OTHER FACTORS AFFECTING THE SUSTAINABILITY OF TWIKINDE PRIMARY COOPERATIVE SOCIETY

11. What are your general views about Twikinde with respect to the following issues:-
    (i) Group management/leadership----------
    (ii) Financial Management----------
    (iii) Economic performance----------
    (iv) Goal achievement----------
    (v) Leadership accountability----------
    (vi) Implementation Strategies----------
12. What is your opinion regarding Twikinde sustainability?
13. Why do you think it is sustainable/not sustainable?
14. What are your suggestions to make the group sustainable?

D. GROUP VISION/FUTURE PLANS

15. Basing on your long experience with Twikinde are there any future Plans/vision focused by members for their group development?
16. If no, what do you think are the factors contributing to the lack of Group vision?
17. If yes, what is the group vision?

Appendix II: Interview checklist for key informants (Twikinde group founders and leaders)

Respondent's no-------

A. GROUP ORIGIN

1. When was the Twikinde group formed ?
2. How was it formed ?
3. Why was it formed ?
4. What were the specific objectives of Twikinde?
5. What are the common activities done/performed by Twikinde?
6. What are essential conditions which one should fulfill to become a group member?
7. Who sets these conditions?
8. How many members (currently) do you have in the group?
   (a) Male---------- (b) Female---------- (c) Total----------
9. What factors keep members together in your group?
10. How do you obtain your group leaders ?
11. What is the composition of executive committee by gender?

    (a) Male---------- (b) Female---------- (c) Total----------
12. How often does this committee meet ?
13. What is your view concerning membership growth of Twikinde ?
14. What factors affect membership growth ?
15. What are the major obstacles that impinge on effective participation of members in the group activities ?
16. How do members benefit from Twikinde group ?
17. Which are the common activities as main sources of income for Twikinde group?

18. Are they managed successfully?
19. What problems does the group face in controlling these activities?
20. What is your opinion regarding Twikinde financial situation?
21. What is your view concerning Twikinde sustainability?
22. Why do you think it is sustainable/not sustainable?
23. What are your suggestions to make the group more sustainable?
24. What problems have you experienced to be a leader or member of Twikinde group?
25. What are your future plans or vision of Twikinde group?
26. Are there any written report concerning the future plans of Twikinde?

THANK YOU FOR YOUR COOPERATION

Appendix III: Questionnaire for Twikinde ordinary members

TITLE

Factors affecting sustainability of farmers group: The case of Twikinde Malimbichi Cooperative Society of Mgeta, Morogoro.

INTRODUCTION

The purpose of this questionnaire is to collect your views concerning factors that effect sustainability of farmer's group by taking the case study of Twikinde Cooperative Society. I hope that the findings of the study will assist in improving the sustainability of Twikinde.

I request your cooperation for filling this questionnaire/agreeing to be interviewed and I assure you that the information will be treated with strict confidence.

Respondent no ----------

Village----------

A. SOCIAL ECONOMIC CHARACTER OF RESPONDENT.

1. Age: (i) 18 – 26 ----------
   (ii) 27 – 58 ----------
   (iii) Above 58 years ---------

2. Gender: (i) Male ----------
   (ii) Female ----------

3. Marital Status:
   (i) Single ----------
   (ii) Married ----------
   (iii) Divorce/separated -------
   (iv) Widowed----------

4. Level of education by year of attendance:
   (i) None ----------
   (ii) Adult literacy----------
   (iii) Primary education----------
   (iv) Secondary education----------
   (v) Others----------

5. What is the size of your family ?
   (i) Below 18 yeas of age ----------
   (ii) Above 18 years of age ----------

6. What are major sources for your income ?
   (i) Farming activities ----------
   (ii) Livestock activities ----------
   (iii) Salary/wages----------
   (iv) Others (specify)----------

B. TREND OF SUSTAINABIILITY

7. When did you join Twikinde (year) ? ----------

8. What were the reasons for joining the group ?

   (i) Obtaining opportunity to be educated in different innovations--
   (ii) Need a greater opportunity for joint action with fellow farmers. I.e. doing & sharing the same business within the group----------
   (iii) To get solutions for problems by assistance from fellow farmers----
   (iv) Others (specify)----------

9. What benefits did you expect from the group ?
   (i) ----------
   (ii) ----------
   (iii) ----------
   (iv) ----------

10. Which benefits have you achieved so far ?
   (i) ----------
   (ii) ----------
   (iii) ----------
   (iv) ----------

11. Are you satisfied with the benefits you have achieved from the group ?
   (i) No ----------
   (ii) Yes ----------

12. If no, why not?

   ----

13. What are the most important factors that keep you in the group ?

   (i) Technical supports----------
   (ii) Financial supports ----------
   (iii) Services supports ----------
   (iv) Social supports----------
   (v) Others (specify)----------

14. What must be done by any one to become Twikinde member ?

(i) ----------
(ii) ----------

15. What are your opinions regarding such conditions in terms of enabling people to join Twikinde?

(i) Too tough---------- (ii) Reasonable ---------- (iii) Easy ---------

16. What is your view regarding Twikinde membership growth ?
(i) Increasing---------- (ii) Declining ----------

17. If increasing what are the reasons ?

(i) ----------
(ii) ----------
(iii) ----------

18. If declining what are the reasons ?
(i) ----------
(ii) ----------
(iii) ----------

19. Which activities have you participated in Twikinde group ?

(i) Leadership----------
(ii) Attending meetings----------
(iii) Giving financial contribution----------
(iv) Others (specify)----------

20. How many times have you attended in the group meeting this year ?
(i) Once----------
(ii) Twice----------
(iii) Three to Six times ----------
(iv) More than six times----------

21. What is your perception regarding the importance of farmers groups ?
---

22. What do you consider to be the major obstacles towards effective participation of members in the group activities ?
(i) ----------
(ii) ----------
(iii) ----------

23. To what extent do you agree with the following statements concerning leadership in Twikinde group ? (tick)

	*Statement	*Agree*	Don't know	*Disagree
(a)	Leaders listen to people's views and allow them to discuss and make decisions concerning their affairs	.....	.....	.....
(b)	Decisions are made in meeting on a Consensus basis	.....	.....	.....
(c)	Leadership is not carefully in making Follow-up to ensure success of group Activities	-------	-------	.....
(c)	Leadership have no transparency with Respect to feed back on group's activities	---------	-------	.....

24. What is your view concerning the relationship existing between group members and leadership ? (Tick)

	*Statement	*Agrec	*Don't know	Disagree
(a)	Working relationship between leaders themselves is good	--------	--------	---
(b)	Working relationship between group members and leaders is good	------	-------	---
(c)	Working relationship between Leaders and extension workers Is good	-------	--------	---

25. What are the main activities as source of income for Twikinde?
(i) ----------
(ii) ----------

26. What is your view concerning the management of those activities?
(i) Well managed----------
(ii) Not managed well----------

27. If not managed well, why? ----------

C. OTHER FACTORS AFFECTING THE SUSTAINABILITY OF TWIKINDE PRIMARY COOPERATIVE SOCIETY

28. Where do you obtain the agricultural inputs/implements?
(i) At Twikinde inputs shop ---------- (ii) In other non-Twikinde shops------

29. What kind of such implements/inputs?

---

30. If at Twikinde inputs shop how do you see their availability?
(i) Adequate---------- (ii) Not adequate ----------

31. If adequate/not adequate, what do you think are factors contributed to such situation?

---

32. If obtain/buy in other inputs shops why?

---

33. What is the production situation with respect to your horticultural products?
(i) Increasing-------- (ii) Decreasing---------- (iii) Stagnancy----

34. If increasing/decreasing why?

---

35. Where (place) do you sell your products ?

---

36. Who buy your products?
(i) Twikinde Cooperative Society---------- (ii) Other business people----

37. If Twikinde why?

---

38. If not Twikinde (others) what factors impinge Twikinde to buy the products ?
---

39. How do you see the marketing price of your products ?

(i) Favorable ---------- (ii) Not favorable----------

40. If favorable/not favorable why?

---

41. What type of transportation do farmers use for transporting their products ?
(i) By using Twikinde truck------(ii) by using on the non-Twikinde trucks----

42. Who are the decision-makers in Twikinde?
(i) Leaders only ---- (ii) all Twikinde members----- (iii) Other (specify) --

43. How do you see the member's participation in implementation of decisions ?
(i) High participation------- (ii) Low participation----- (iii) not at all---------

44. If (i) or (ii) or (iii) why ?

---

45. Have you got any training from the field extension workers?
(i) Yes---------- (ii) No----------

46. If yes which types of training?

---

47. Who provided such training?
(i) UMADEP field extension workers----------
(ii) Fellow members---------- (iii) Others (specify)----------

48. How do you see the trend of contact/relationship between Twikinde and field Extension workers?
(i) Is good --------- (ii) has declined---------- (iii) is not existing at all----

49. If (i) or (ii) or (iii) on question 49 above, why?

---

50. What are your general views about Twikinde with respect to the following issues:-
(i) Group management/leadership----------
(ii) Financial management----------
(iii) Economic performance ----------
(iv) Goal achievement ----------
(v) Leadership accountability----------
(vi) Implementation strategies----------

51. What atmosphere prevails in your group ? (tick)

*Condition		*Agree	*Don't know	*Disagree
(i)	Tension	---------	----------	----------
(ii)	Misunderstand	----------	----------	----------
(iii)	Hostility	----------	----------	----------
(iv)	Cooperation	----------	----------	----------

53. What is your opinion concerning sustainability of Twikinde ?

(i) It is growing ----------
(ii) It is deteriorating----------

54. Why do you think it is growing/deteriorating

) to enhance the sustainability of Twikinde ?

(i) ---
(ii) ---
(iii) ---

D. GROUP VISION

56. Have you ever discussed in your meetings about the future plans and vision for Twikinde?

(i) Yes ----------
(ii) No ----------

57. If yes, which are they ?----------

58. What are the strategies for implementation to reach such plans and visions?
---

59. If no why? ----------

THANK YOU FOR YOUR COOPERATION

Appendix IV: Questionnaire for non- members

TITLE

Factors affecting sustainability of farmers groups: The case of Twikinde Malimbichi Cooperative Society of Mgeta, Morogoro.

Respondent's No. ----------

Village ----------

A. BACKGROUND INFORMATION

1. Age: (i) 18-26----------
   (ii) 27-58----------
   (iii) Above 58 years ----------

2. Gender: (i) Male----------
   (ii) Female----------

2. Marital Status:
   (i) Single-------- (ii) Married----- (iii) Divorce/separated-------(iii) Widowed-----

4. Level of education by year of attendance:
   (i) None----------
   (ii) Adult literacy----------
   (iii) Primary Education ----------
   (iv) Secondary Education----------
   (v) Others ----------

5. What is the size of your family ?
   (i) Below 18 years of age----------
   (ii) Above 18 years of age----------

6. What is major source for your income ?

   (i) Farming activities ----------

   (ii) Livestock activities ----------

   (iii) Salary/wages ----------

   (iv) Other (Specify)----------

B. OTHER INFORMATION

7. Are you aware of the existence of farmers groups in the division/village ?

   (i) Yes ----------

   (ii) No ----------

8. If yes, why you are not a member of any group e.g. Twikinde ?

   (i) Tough conditions of becoming a group member----------

   (ii) Fear of future prosperity of the group ----------

   (iii) Bad image of the previous collapsed cooperative societies---

   (iv) Too much family responsibilities ----------

   (v) Poor encouragement from groups members ----------

   (vi) Others (specify)----------

9. Would you currently like to join the group?

   (i) Yes ----------No ----------

10. Do you think you can get any benefit by becoming a group member?

    (i) Yes ----------(ii) No ----------

11. What is your opinion on benefits for being member of farmers group?

    (i) Easy to obtain solutions for problems from the fellow farmers ------

    (ii) Getting education in different fields from the extension workers ---

    (iii) Gaining experiences in different businesses/activities from the fellow members ----------

    (iv) Building strong relationship with other members: Yes---No---

(v) Other (specify) ----------

12. What is your view regarding the rate of achievement in development growth of the various groups in your ward/village? E.g. Twikinde group?

(i) Growing: Ye------ No ---------

(ii) Declining: Yes----- No ---------

13. What do you think are the factors contributing to the group's success in growing (sustainability)?

(i) Good leadership within the group ----------

(ii) Full member's participation in the group activities ----------

(iii) Members involvement in the decision making----------

(iv) Education to all members about different issues relating to groups development----------

(v) Others (specify)----------

14. Which do you think are the possible factors contributing to the failure of the farmers groups in achieving the development growth (sustainability)?

(i) Lack of trustfulness and transparence by leaders to the members -----

(ii) Internal conflicts among leaders themselves ----------

(iii) Miss-management of group's fund ----------

(iv) Lack of market for member's agricultural products ---------

(v) Poor education to all members with respect to leadership and management ----------

(vi) Others (specify) ----------

15. What is your suggestion on things to be done in order to assist these farmers groups to be sustainable?

THANK YOU FOR YOUR COOPERATION