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Participatory Resource Management and Development in Developing Countries: "Do the Attributes of the Organizing Committee for Local Participation Matter"?

Evidence from Bunyoro Kitara Diocese Tree Planting Project, Uganda

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Abstract

In the past few decades, local community participation has been viewed as one of the major ways through which sustainable resource management can be attained. Communities have been encouraged to take part in resource management projects in order to attain better results. However, there are still some concerns in academic and practitioner circles on how the participatory approach can be implemented in order to gain the most out of it. Hence, pointing to the need for further research on ways of improving participation especially in community resource conservation and development. In this regard, this research set out to discover important areas in the community resource management and development through which the participatory approach can be enhanced based on two cases of the tree planting project in Bunyoro Kitara Diocese in Uganda.

This was achieved by trying to identify the attributes of the organizing committee which might affect the outcome of the participatory approach. Specifically, the study focused on the role of age distribution, gender representation, level of education and level of experience of the organizing committee for participation in sustainable resource management based on a participatory approach. The findings of the research suggest that the attributes of the organizational structure for local participation in question play an important role in the effectiveness of a participatory approach to community resource management.

In particular, having youth, and women represented on the organizing committee highly improves the chances of success of a participatory approach to community resource management. This is also found to be the case when experienced people are represented on these committees. But it is also clear that there are complementary advantages of having men and women, as well as the youth and the old on these committees.

The findings of this study are important for informing and providing insights on how the organization structure for promoting participation in a community project in a developing country can be enhanced by focusing on the people charged with foreseeing the activities of the community project, hence contributing to ways through which participatory approaches can be improved in community resource management.

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Chapter one: Introduction

1.0 Background

In a bid to ensure that development is attained through management of resources such as forests, water and fisheries resources, a lot of strategies have been developed, with the most influential one being a people driven approach to development in order to promote sustainable resource management. But development is a complex issue with numerous facets. It is therefore important to pay close attention to the most important areas in any resource management approach to development in order to realize positive outcomes. Several definitions bring to our attention what constitutes important underlying aspects of development.

According to the United Nations Development Program (UNDP), development is "to lead long and healthy lives, to be knowledgeable, to have access to the resources needed for a decent standard of living and to be able to participate in the life of the community" (Volunteering options 2008). Another perspective on development presented in the development literature is freeing people from obstacles that affect their ability to develop in their own lives and communities. This area of thought is linked to the notion of achieving human development mainly through empowerment (Volunteering Options 2008). From the angle of empowerment, Robert (1993) defines development as a means through which people especially the poor are enabled to take more control over their own lives and secure a better livelihood with ownership and control of productive assets as one key element.

In addition, Biswanger et al. (2010, p.73) also define empowerment as "the expansion of assets and capabilities of poor people to participate in, negotiate with and hold accountable institutions that affect their lives"   Therefore development is about local people being able to take control of their own lives, express their own demands, find solutions to their own problems (Volunteering Options 2008) and the communities they live in.

On the other hand, Burkey (1998) defines development at a micro level of the society. He argues that it is a process that must involve people of varying social-economic status, skills levels, occupations, education levels, levels of ambition and varying levels of awareness and enlightenment. Freire (1972) goes on to say that the basic elementary criterion of determining whether a society is developing or not, one must find out whether that society is " a being for

itself" meaning that, power to decision making concerning its political, economic and cultural aspects should be located from within the society. Their argument is also strongly in line with the view that empowerment is important in development.

Consistent with the meanings of development as presented above, it is therefore not surprising that participation by local communities in the activities of managing and conservation of the resources is one of the major ways that have been embraced to aid in the achievement of meaningful development. While a lot of research has been presented on participation for development, debate is still open on whether participation always guarantees success in resource management, and the key areas which need to be addressed in order to realize positive outcomes in the participatory resource management. For this reason, this study seeks to contribute in that line by investigating the question: how do the attributes of the organizing committee for local participation affect the outcome of the resource management, and eventually the benefits which the resource brings to the community?

Specifically, the study focuses on which, and how the various characteristics of the organizing committee charged with mobilizing and foreseeing the participatory process influence how the resources are managed and developed. The organizing committee characteristics of interest in the current study are the distribution of age, gender, education and experience in the organizing committee membership. This area of study is particularly important in the light of recent concerns resulting from mixed study findings on importance of participation in resource management and development (Mendoza & Prabhu 2006, p.180; Pretty 1995).

1.1 Research problem

The model of participatory approach implicitly assumes that under the right conditions, the resources will be sufficiently well managed and also the economic outcomes for the community will be strengthened. But some studies show that it is not a straightforward relationship (Frances 1999, p.597; Gillingham 2001, p.803). There are also many projects that do not take off even when the participatory approach is employed. This scenario highlights the need to examine the characteristics underlying the structure of organization of the management committee membership and their potential to affect the outcomes of the participation approach. While many studies have examined the participatory approach to resource conservation in many spheres (Twyman 2000, p.323), our knowledge regarding the

effects of attributes of organizing committee charged with foreseeing the process of participation is still limited. This study contributes to this research gap.

This study focuses on forests in Uganda since forest conservation has been very much advocated for in the recent past as a result of increased encroachment on forests through settlements, lumbering, charcoal burning, and clearing them in a bid to industrialize. There are a number of forest reserves in Uganda which include Mabira forest, Budongo Forest, Kibale Forest and Mpanga forest reserve among others. These forests are all natural forests and are known for their good contribution to biodiversity. Many of them face encroachment because of population pressure and charcoal burning.

Mabira forest, one of the virgin rainforest in Uganda (Agriculturist 2008), is facing a severe encroachment from the neighboring population. It also faces a threat of up to a quarter of it being cleared for sugarcane plantation in a bid to promote industrialization by the government (New Agriculturist 2008). The clearing did not take place because of the massive opposition from the public and the residents of the area around Mabira forest, hence making the issue of participation and the attributes of participants more relevant not only in conserving the natural forest of Uganda but also encouraging a forestation in communities.

In order to explore ways through which participation is important in management of a resource such as forests, the study focuses on the Bunyoro Kitara diocese Tree planting project, which is a private initiative to promote conservation and development of forest resources in Bunyoro Kitara Diocese located in the Western Part of Uganda. This project was started in around 2001, where the diocese leadership started to promote the planting of trees in a bid to conserve the environment, and at the same time tap the economic benefits that come with tree products.

This project is managed in a way that all parishes in the diocese are encouraged to plant a given amount of trees which they have to be responsible for until the trees mature. This project involves all the community members in a given parish under the auspices of local community participation. Focusing on this tree planting project, the study seeks to identify ways through which community participation as an approach to development can be enhanced by identifying the role of the organizing committee membership for community participation.

1.2 Research objectives

The objectives of the study include:

- To establish how the attributes of the organizing committee aimed at promoting participatory forest management are associated with the efficient management of the forest by the users.
- To identify the extent to which the attributes of the organizing committee aimed at promoting participatory forest resources are associated with the economic gains by the resource users.

1.3 Research questions

The research questions of the study were:

- What are the attributes of the organizing committee responsible for promoting participatory forest management?
- How are these attributes related to the way the forest resources are managed?
- To what extent does the efficient management of forest resources result in more economic gains for the resource users?

1.4 Significance of the study

Local Participation has been advocated for by many scholars as one of the major ways through which forest resources can be managed sustainably. Inoue & Isozaki (2003) asserts that, in the case of forests, promotion of community forests is one of the key issues to be considered. This implies that to attain better results from forestry, the local communities should take part in the management of the forests. Based on this Premise, various measures have been put in place to ensure participation of the locals in resource management among which are both National and International treaties.

But despite all these measures, it has not been a guarantee that local participation in forestry management has always led to successful results. This is in part because these treaties have not clearly spelt out the administrative measures necessary for participation to succeed (Inove & Isozaki 2003). Other aspects, such as attributes of the organizational/administrative structure of the participating communities may be critical to the success of participation and yet little about their influence is known especially in developing country context.

Therefore the focus of this study area will help policy makers and development workers to understand ways through which the organizing committee for participation can be erected in order to promote an effective participatory process in resource management and development.

Chapter two: Literature review

2.0 Definition of participation

In a bid to ascertain what people's participation really is, a lot has been discussed about whether participation is a means employed to achieve development or an end in itself (Burkey 1998). The proponents of people's participation as an end in achieving development do argue that development for the benefit of the poor cannot be realized until the poor people themselves are left to control the process through participation. However, Oakley and Marsden (1984) point out that, the above argument has been adopted recently. Meaning that, all along, participation has been regarded as a means to achieving development and this thinking has not helped much in attaining meaningful development.

This makes them conclude that momentous participation of the local people in their own development is one that equips them to have direct access to those resources necessary and useful to achieve development as well as having them get actively involved and influencing decisions that affect those resources (Oakley and Marsden 1984). The United Nations Institute for Social development (UNRISD) has also defined participation as the process that "involves organized efforts to increase control over resources and regulative institutions in given social situations on one part of groups and movements of those hitherto excluded from such control" (Pearse and Stiefel 1979). Put this way, it means that participation gives the poor people more control over their own life situations. In recent decades, participation has risen to great prominence, and in some circles it is described as a basic human right. For instance, FAO in (Burkey 1998, p.56) supports this notion and argues that:

> Participation by the people in the institutions and systems which govern their lives is a basic human right and also essential for realignment of political power in favor of disadvantaged groups and for social and economic development…[in addition]…Rural development strategies can realize their full potential only through the motivation, active involvement and organization at the grassroots level…with special emphasis on the least advantaged, in conceptualizing and designing policies and programs and in creating administrative, social and economic institutions, including cooperative and other voluntary forms of organization for implementing and evaluating them .

Given the growing importance attached to participatory approach to development, including the area of resource management, it is thus not surprising that many studies have emerged investigating different facets of participation. In the area of resource management, different terms have been used to describe participation. Some scholars refer to it as collaborative management (Mendoza & Prabhu, 2006). Others have chosen to use the terms such as

people's participation and popular participation to refer to participatory management (Pretty 1995). But regardless of the term used, in the reviewed literature it is generally argued that the participatory approach is a means through which various stakeholders of the project or resources are involved in the decision making and planning process (Hare, Letcher & Jakeman, 2003).

2.1 Evolution of local community participation development strategy

Local and community driven development is one of the most advocated for development approaches in the contemporary world. The world is steadily moving away from development approaches that promote centralised systems of development as these do not address the problems of the people at the grassroots properly. "Local and community driven development (LCDD) is not a project, it is an approach that aims to empower both communities and local governments with the resources and authority to use them flexibly, thus taking control of their own development" (Biswanger et al. 2010, p.73). This confirms Sethi's (1983) assertion that, the rural poor are in the best position to solve their problems, so all efforts should be directed to strengthening their capacity to enable them take independent action. This shows that the locals get to participate in their own development, thus owning it.

 LCDD has gained ground around the world and the World Bank is one of the active actors encouraging the shift of power, decision making and development away from central authorities to local levels. This approach to development has evolved from the time where practitioners had to consult with communities, to the era where communities could participate in limited aspects of the development programs and eventually to the era where the communities themselves were empowered to manage and define the programs on their own or in partnership with local government (Biswanger et al. 2010).

 This however has not been as easy as it sounds; it has not been attained without obstacles along the way. This is so because devolution of power to the grassroots does require legal and in some cases constitutional changes accompanied with substantial institutional development at the local level. These changes pose a threat to bureaucratic, political and business interests of some parties that have benefited from centralisation and so they oppose or act as a hindrance to local community participation development strategy. A case in point to illustrate the above is in Bangladesh where, in the 1970s, Akhter Hamid Khan of the Bangladesh Academy for rural development devised the Comilla model which was a community based model for rural development. This model sought to tackle development from the local

people's perspective based on their concrete knowledge of their problems. This model was accepted to be used all over the country. However, central politicians refused to give up the implementation of projects and financial power to the people at the grassroots hence undermining community empowerment (Biswanger et al. 2010). Other examples also show that this problem was encountered in other parts of the world, that is, there was failure to provide fiscal and administrative decentralisation.

What was put in place were local bodies appointed by the central government and also accountable to it and not the local people. These local bodies lacked finances and administration powers thus failing to attain the original aim of community empowerment. However, as Biswanger et al. (2010) asserts, such resistance and obstacles to local community participation can be overcome if strong community champions of community empowerment and decentralization come into play.

The table below shows the evolution of local community driven development strategy

Table 1: Evolution of community driven development strategy

Year	1950s	1960s	1970s-80s	1990s to date
Community Involvement in development	Minimal community involvement	Community consultation	Community participation	Community empowerment

Source: Biswanger et al. 2010

Biswanger et al. (2010) also go ahead to assert that, even international leadership towards achieving local community participation in development faced challenges. A case in point is when the president of the World Bank (1969-81), Robert McNamara tried to fight poverty and unequal income distribution by putting in integrated rural development programs (IRDP's). But despite his good intentions, his efforts were not sufficient as programs still ended up in a top-down manner, unable to focus on the most pressing needs of the local communities (Biswanger et al. 2010)

Sectoral approaches were yet another method used by governments to support and encourage rural development (Biswanger et al. 2010). Even though some successes were registered for example the big irrigation canals in China, Brazil and Mexico which came into existence through the sectoral approach to rural development, generally the sectoral approach failed the citizens especially the poor (World Bank 2003c). This approach failed because of having

highly centralized bureaucracies which were not accountable to the local communities who were supposed to be the users. In some instances, they engaged in corruption and spent the biggest share of funds on setting up offices in the capital and hiring staff thereby derailing from the important issue of meeting the needs of the poor communities. This led to the failure of the sectoral approach to community participation.

In the 1970s rural development programmes faced yet another obstacle. This was the dominance of the elite and the exclusion of the minorities and the poor people. However, this was counteracted by designing programmes that specifically targeted the poorer areas and weaker groups (Biswanger et al. 2010). Nevertheless, not much was achieved as these programmes were typically managed by the central governments and Non-Governmental Organisations (NGOs).

But in the 1980s, there was the emergence of rural asset creation and employment programmes as a result of grants and subsidised credit in a bid to reach specific areas and target groups (Biswanger et al. 2010). This spread all over the world and was supported by World Bank and other donors. As all the other approaches to community driven development, this too did not yield much in the end as community participation was either limited or nonexistent and also the targeted programmes were being managed by sectoral bureaucracies who were still not accountable to the communities they were supposed to serve.

Fortunately, donors and governments were able to find a solution for this, and they did this by including local governments and communities in the later development programmes that were put in place (Biswanger et al. 2010). For example in 1975, World Bank's development policy, emphasised the need for rural development to be participatory in nature, decentralised and embedded in the local communities interests. This achieved some successes but still limited impact was seen all over the world as it warranted a lot of time consuming institutional changes (Biswanger et al. 2010)

The above failed attempts to see community driven development come into play led to the emergence of NGOs, as state led efforts had failed. NGOs were recognised as vehicles which can supplement government efforts in bringing about participatory development. NGO activities included relief, family planning, employment generation, health and sanitation. In India, the Freedom from Hunger campaign was created by the Ministry of Agriculture in a bid to support voluntary organisations that were involved in rural development (Biswanger et al. 2010) which later became the Council for Advancement of People's Action and Rural

Technology. India's success inspired many other countries to set up schemes that promote people's participation and several other countries did the same (Hedge 2000). Ironically, this approach too, did not achieve as much as was expected of it. This was because they used the community participation and consultation model as opposed to using the full community empowerment model (Biswanger et al. 2010). This creates bureaucracies hence failing to build the management and implementation capacities of the local community. Nonetheless, NGO's have played a crucial role in the promotion and distribution of participatory appraisal and planning by moving away from completely top-down systems to Community Based Development (CBD).

The emergence of NGOs as an approach through which local community driven development could be attained was followed by participatory appraisal and planning. Here all communities took part in in-depth surveys to find out and define the most pressing problems and issues that demanded project attention (Biswanger et al. 2010). Zacatecas state Development Plan in Mexico was the first PIDER project to have a participatory approach in the entire state. Participatory appraisal and planning led to the birth of Rapid Rural Appraisals (RRAs) which acted as "a streamlined effective method and toolset to provide a quick high quality understanding of community development realities, without the expensive, time consuming surveys in Zacatecas" (Biswanger et al. 2010, p.38).

 The RRA techniques later metamorphosed into Participatory Rural Appraisals (PRAs) where analysis and planning responsibility was moved to the community level (Biswanger et al. 2010). World Bank (2003d) defines PRA as a process that aids local communities to get to know their problems and opportunities and helps them come up with their own priorities. This means that the local people get empowered to deal with their own problems and participate in their own development process. PRA led to the take off of local community driven participation through letting people participate in their own development through empowerment.

Now, local community participation has gained ground all over the world with particular focus on empowerment which is linked to helpful local governments and encouraging central governments and sector institutions. Getting to this level of a coherent vision and practice of people's participation in their own development has been a long and arduous one.

2.2 Participatory versus non participatory approaches

The existing literature recognizes that the participatory method of management is very different from the traditional method where issues related to management were mostly left in the hands of experts and professionals with little or no consultation with the stakeholders (Mendoza & Prabhu 2006, p.180). Burkey (1998) confirms this by saying that for the past 30years, there has be no participation of the poor in the sharing of the benefits that have come with development efforts.

In contrast, participatory management aims at equipping the local communities and other stakeholders in order to have a say in the resource management or the project that concern them. This in some ways also suggests that participation is one of the ways through which the needs of the community can be articulated and at the same time ensuring that there is self reliance and mobilization of the masses (D.P Ghai et al. 1977). Where self reliance means "doing things for one self, maintaining one's self confidence, making independent decisions…..as a community within a collective group to which every member has voluntarily allied himself or herself" (Burkey 1998, p.50).

Also unique about the participatory approach is that the extent of people's participation in their own development is considered a vital element in measuring success of any development efforts (Burkey 1998). In this case, the critical aspects to project success in local participation in development projects is the ability to involve the locals in decision making during the implementation stage (Cohen and Uphoff 1977) as this makes them feel empowered since they are able to do things for themselves (Burkey 1998) hence owning the project and in the long run fostering development.

To be able to achieve the above, a clear understanding of the existing socio-political environment is a prerequisite as it guarantees the involvement of vulnerable and marginalized groups and also promotes collective decision making (Biswanger et al. 2010) Such local mobilization efforts are likely to pay-off vis a vis efforts that forego participation because participation aids the development of pride, initiative, creativity, self confidence, cooperation and responsibility (Burkey 1998). These aspects are very important if development is to be attained as they help people to provide solutions to their own problems and at the same time take charge of their own livelihoods.

However, scholars warn against the practice of reducing participation to just mobilization of people in basic activities such as community meetings, villagers coming together to help in digging a road, or do some community cleaning (Burkey 1998). They argue that the danger with conceptualization makes participatory practices insufficient. Instead, participation should be encouraged in all spheres and at every level of the development process and ensuring that people's own creative energies are employed (Burkey 1998) as participation is not a panacea, meaning that every community will have a different approach to participation, there is no one-size-fits-all in this regard. This view is also shared by other scholars. For instance, Paulo Freire in Burkey (1998, p.57) argues that:

> Attempting to liberate the oppressed without their reflective participation in the act of liberation is to treat them as objects which must be saved from a burning building; it is to lead them into the populist pitfall and transform them into masses which can be manipulated.

Once participation is well administered, the various studies and scholars argue that the benefits will be more than if abandoned. This means that, if the participating communities are well involved in all segments of the participatory process, from management to implementation levels, then more tangible results will be achieved. This is because of the fact that people get encouraged to participate more once they feel trusted through involving them in the decision making and implementation processes.

For this reason in the area of resource management this paradigm has attracted a lot of attention not only among development agencies such as NGOs, Banks, but also government institutions (Pretty 1995; Kleemeier 2000, Burkey 1998). With the new paradigm of community participation, it is hoped that people will be independent and empowered, where they will be left to take part in their own development process. In turn, this will foster meaningful development and promote good outcomes from the development venture.

2.3 Making the participatory model work: Highlighting the importance of management

It is generally believed that when the local people are involved in the decision making in the course of managing a resource, the economic outcomes of the resource are always good thus addressing the challenges of sustainable development in relation to resource management (Mendoza & Prabhu 2006, p.180). Frances (1999, p.597) also says that "the conundrum of ensuring the sustainability of development interventions is assumed to be solvable by the proper involvement of beneficiaries in the supply and management of resources, services and

facilities". It is therefore interesting to establish the underlying requirements for participation to work in regard to improving the lives and income of the participating group.

It is natural to begin by assessing the role that a strong participatory management institution plays. Weak institutions governing the implementation of a participatory approach are taken to be one of the causes of its failure particularly in relation to resource management (Bromley 1992; Ostrom 1990). This argument necessitates a stronger leadership institution to govern activities entailed in the participatory approach. Therefore searching for appropriate attributes in the organizational structure to govern the participatory process may be a step in the right direction. It is therefore essential that formalized management structures be an important point of consideration if a participatory approach is to work (Turner 1999, p.653).

For efficient implementation of the participatory approach there is a need to manage the conflict between the project's concerns and participatory discourses. In particular, Frances (1999, p.598) brings this problem to attention. This is because a project already has a set of rules and activities with desired outcomes. So, where it becomes hard to incorporate the ideas of the participating groups in the already existing mandates of the project a participatory failure is imminent.

To contribute to the discussion on how a conducive environment for participatory approach may arise, Moser and Sollis (1991) advance that there is a need to more broadly conceptualize the notion of participation. To better be able to understand the linkages between intervention, participation and empowerment. The issue of participation needs to be understood well to enjoy the benefits that come with its use like empowerment and superior economic outcomes from resource management.

The arguments presented above, offer a promising support for the notion that management of the participatory approach is important for its success. The importance is magnified by the realization of development workers as noted by Franches (1999, p.597) that communities can do anything well provided they are well mobilized. But what is not well articulated in the reviewed literature is what characteristics offer optimal outcomes in efforts related to adopting a participatory approach.

2.4 Causes of participation failure

In the existing literature several issues have been raised which may lead to participation failure. This literature brings attention to the fact that participation does not imply automatic success.

Cleaver (1999) highlights the effect poor participatory structures may have in undermining the success of participation. The argument raised is that participatory approaches often fail because the structures put in place for its purpose may sometimes promote bureaucratic tendencies, thereby making it hard for participation to achieve its goal. On the other hand, informal community structures set up to match the local community context structures to promote participation are said to yield better results since they conform to the standards of the community and are not bureaucratic (Cleaver 1999).

Another view is that participatory approaches fail when "projects are imposed on groups either directly or by suggestion" (Burkey 1998, p.161). In such cases, what the participants consider applicable and of greater importance to them run a risk of being ignored. Inevitably, this perpetuates loss of interest in participation since everything concerning the project may not necessarily address the need of intended beneficiaries. This in the long run leads to the failure of the projects since it at least partly excludes the people concerned.

Furthermore, participatory approaches are conducted through debate and analysis in the best way possible, the real situations that the poor face and ensuring that they take part in the participation process. This is done to ensure that the best options that will enable the poor people to participate are taken up. However, where efforts to achieve that is severed from addressing and comprehending the more complex determinants that bring about technical and social change, participation is bound to fail (Biggs 1995; Goebbel 1998, p. 284; Mosse 1995). This is because the poor people are not given a conducive environment for them to take part in project activities.

This is particularly the case when participatory approaches fail to address issues concerning power and other resources, thereby ignoring other factors that should work hand in hand with participation to successfully bring about tangible technical and social change of the participants. When this happens, the participatory approaches are bound to fail because issues

of power are paramount in encouraging participation. When people feel that they are lacking power and control in some aspects of the participation process, then the morale to put their all in the participation process is lost.

They develop a tendency of referring to the whole process as "their project". This scenario is created when the communities are not fully involved in the activities of the projects and this leads to failure of the participatory approach.

Failure may also arise where the organization necessary to support participation are lacking. An important organizational mechanism highlighted in the literature is trust (Granovetter 1992). Where a value of trust exists, there is a formalization of mutual expectations which leads to co-operative behavior (Cleaver 1999). Such organization establishment characterized by trust would lead to reducing costs that come with individual transactions (Cleaver 1999). Where such vital organization mechanisms are missing, participation is likely to fail due to limited co-operation, joint ownership, responsibility and collective endeavor of the community members (Cleaver 2001). According to Nelson (1995), participation may also fail when an over simplistic approach is adopted, specifically by ignoring the social and historic context.

Suffice to say also is the issue of limited preparation of the organizations promoting participatory development. De Silva (1983) in his study in South Asia observes that, many organizations promoting participatory development were not fully involved with the groups during on ground investigations. This led to mechanically formed groups creating a situation where collective action was initiated before the communities were ready for it. This made the participants lose interest in the participatory project and consequently led to the failure of the project. Collective group activities should always start when people have known each other and in one way or another are at ease to work collectively. Short of that, participatory development is bound to fail.

Non constructive participation is yet another cause of failure in participatory development (Burkey 1998). People's participation is not always constructive. This is especially where an individual with stronger characteristics in the group assumes leadership and suppresses other members, in effect rendering other members passive, as their ideas may be ignored. Further, Burkey (1998) stresses that lack of experience in group decision making in most cases leads to disagreements and casting of blame that may lead to the division of the group as fractions within the group form. This leads to failure of participatory development.

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Issues concerning book keeping are yet another cause of failure of participatory development (Burkey 1998). People are not always open with issues concerning money especially in developing countries where there are weak legal institutions. This leaves the members dissatisfied with how resources accruing from the participatory project are managed. The resultant effect is disintegration of the group since the group members are unsure of how the benefits from the project are managed.

Burkey (1998) also goes on to say that, too little confidence of the leaders in the people they lead in participatory development has led to failure of participatory organizations. More often than not, major organizational and management decisions of co-operative groups are taken by the leaders as opposed to the people themselves. This is because they lack confidence in the people to do good work without their input; they assume that things will go wrong once left in the hands of the participants. They also assume that if they take the major management decisions themselves, they will yield best results and will not be criticized by their supervisors.

 The failure to have confidence in the people to run the groups on their own makes the leaders introduce a problem for participatory development, that is to say, the masses are not involved in the decision making process. This in turn makes them followers in the whole participatory process, taking part in only what they are told to do as opposed to taking part in all the activities of the project. This creates a situation where the community members are dependent on the leaders, and reflecting a belief that without them the project would most likely stop (Burkey 1998), since the community members themselves are not well equipped to run the activities of the projects. This happens because the leaders lacked confidence to involve them in all the segments of the projects.

In conclusion, as Burkey (1998) asserts that as much as there is a total lack of statistical material to base any conclusions, it is not unreasonable to conclude that more often than not, participatory groups fail as opposed to succeeding in a bid to form viable organizations. He goes on to say that, this is not necessarily because the approach is wrong, but a pointer to greater need to constantly reflect as well as increase the rate of experience sharing among the organizational leadership, This makes the study of the attributes of the organizational leadership worth focusing on.

2.5 Paradoxes of participatory development

It is important to note that paradoxes may arise in the use of participatory approach. By paradox, I imply a situation where all the requirements for achieving success are in place but still participation fails to deliver positive results. These paradoxes are discussed below within different types of participation.

2.5.0 Paradoxes in action based participation

Promotion of action based participation is one of the important tools in promoting participatory development. This is because it gets people involved in the development process. However, if over emphasized, it may lead to the failure of participatory development as people tend to lose interest in the whole process because they begin to feel that they are only participating in the process of self help (Burkey 1998). They start to feel that they are not taking part in the most important segments of participatory development such as decision making and learning among others. This makes them feel excluded from what they are actually supposed to be involved in (Burkey 1998).

2.5.1 Paradoxes related to Pragmatism

Pragmatism is also an important feature of participatory development as it encourages people to participate in collective action with an anticipation of the good outcomes. However, this too may lead to failure of participatory development if the participants become too pragmatic. This is because they will begin to focus more on what they are gaining as individuals rather than on long run community benefits. This negatively affects the outcomes of participatory development in the long run.

Burkey (1998) has also argued that, much as raising awareness in participatory development is important, especially in helping the locals to know the importance of participation, it may perpetuate failure of the participatory approach if a lot of attention is directed to it. This is because people may boycott participation since there are no tangible results to enjoy. This is especially true in developing nations where the needy people expect visible and tangible results that will help them move out of poverty. This is backed by Martin Scurrah (in Cohen 1980) when he says that

> I have seen many well meaning attempts to promote participation fail and have encountered many disillusioned idealists because there was failure to realize that for people whose energies are devoted

> wholly to survival, participation, unless it involves immediate and tangible pay-offs, is simply a luxury they cannot afford.

So, participatory approaches that give special attention to awareness, may lead to limited participation among the poor people, who should actually be participating in order to overcome their survival needs.

2.5.2 Paradoxes related to localization

Localization is another useful component to consider while promoting participatory development as it encourages people from a specific locality to work towards their own development. This is so because, people from the same community find it much easier to work together since they know each other and in most cases share same beliefs and norms. This encourages participation because; these community members know very well what will work for them and what will not.

Suffice to say however, localization and isolation of the participating groups makes them weak (Burkey 1998). This is because they are not able to go beyond their community to learn more, exchange ideas and interact with other communities. This locks them up as they are not able to copy better ideas to improve the participatory approach which they do not have by relating with other communities. So, once the projects they are working with are done, they have nothing much to do since they did not try to broaden their scope by getting involved with other communities.

However, caution should be taken in trying to network and share experiences with other communities, good local leadership may be lost into the larger organizational network. This makes the local community gain less. This may also lead to loss of relevance to the local community needs. This occurs when the networks created have different cultures and norms in that a policy that promotes participatory approaches in one community may actually discourage it in another. Networking in participatory approaches should be done in communities that share characteristics or in communities whose characteristics can be easily aligned to suit each other for participatory approaches to work well for the benefit of both communities.

Another important tool in fostering participatory development is to allow the participants develop at a rate favorable for them. This makes them understand what they are doing and own the project. But on the contrary, this may be hard to achieve especially in developing countries. This is because most projects get their funding from donors. If the leaders decide to

invest time in the participation process in a bid to allow local people to develop at their own pace and according to their own priorities, it is most likely that the sponsors of the projects may start to doubt their input. This is because when people are given time to understand the participatory approach well, visible results from participation may require a long time to achieve as the whole process tends to take longer time than anticipated. Donors should understand that, trying to hurry to reap benefits from the participatory approach is not a very good idea as it constrains the people involved in the whole process and in most cases does not achieve the desired results, instead, it constrains them.

 On the other hand, the project leaders may decide to put less time in the project and try to rush the activities of the participating groups, in a bid to achieve visible results and impress the sponsors. When this is done, the participating groups do not get time to learn and understand what is actually being done in the project and the purpose of it all. Instead they do things according to the set pace. This demoralizes them since in the process of rushing; the leaders do not take time to understand what to concentrate on in a given community, if the participatory approach is to be employed. In the long run, the project ends up impressing the sponsors but when actually on the ground, nothing tangible has been attained in terms of making the participatory approach work.

2.6 Benefits of participatory approach in efficient management of resources

The notion that the participatory approach is important for resource management has attracted considerable attention in public and private sectors as well as among international donors (Kleemeier 2000). Hare, Letcher & Jakeman (2003) note a number of reasons why stake holders may be involved in the resource management. These include: the desire to increase the legitimization of management decisions, it is also important to increase project effectiveness, it can also be important in encouraging social learning and a means of manipulating the public.

The literature in support of participatory management suggests that it is an efficient means to resource management, because it can address the challenges of sustainable development better than the traditional non participatory approaches (Mendoza & Prabhu 2006, p.180). Pretty (1995, p.1251) also note that efficiency when participation is encouraged occurs in resource management because people that will be affected by the project would be involved in the project in this way tapping into their vital information necessary for the project's success.

Moreover, this would make the beneficiaries of the project to agree with and support the project. A participatory approach, as demonstrated by numerous studies, is therefore a critical part necessary for developing successful management of resources (Pretty 1995; Franches 1999).

But not everyone agrees with the positive claims made about participatory approach in resource management. Gillingham (2001) makes an observation that there are mixed findings about the role of participation in successful management of resources or projects. Other scholars such as Franches (1999, p.803) also agree, claiming that participatory approaches to development do not always lead to efficiency and effectiveness as well as community empowerment and recommends critical analysis of the participatory approach.

In addition, although widely anticipated to bring benefits in resource management, participation may be far from being straight forward. Some researchers note that it has several complexities. For example, different stake holders may have different views regarding the focal project or a resource (Twyman 2000, p.324). In some cases the people may find it difficult to voice their claims especially when they perceived as inferior or a minority in the group (Twyman 2000, p.325). And, where people are only dragged into the process, participation may be a problem for efficient management of the resource (Pretty 2005, p.1251).

In the same vein, the outcome of participatory resource management may be limited when the stakeholders do not have interest in the sustainable use of the resource. It could be perceived that a move to participation will in fact undermine their livelihood (Twyman 2000, p.330). The situation can become worse when the local people might not have any understanding of their local environment thus not able to effectively manage their natural resources through local practices (Twyman 2000, p.329). Such a situation may arise when the local people take their local knowledge as not important (Briggs 2005, P. 99).

Clearly as noted in the reviewed literature there are mixed arguments and mixed empirical findings with regard to whether participatory approaches lead to efficient management of resources. It is also pointed out in the reviewed literature that empowerment and development may not necessarily occur in the participatory approach. These mixed views suggest that there are still opportunities for research to identify areas of improving participatory approaches to resource management.

2.7 Literature gap

The problems with participatory approaches cited in the literature can be dealt with by supporting participation with strong management. For instance, with strong management, the problem of varying interests of the stakeholders can be aligned. But in the existing literature how the management affects the outcomes of the participatory approach is not systematically researched empirically.

When the organizational structure of participation is not appropriate, for example, Gillinghman (2001) notes that there will be problems of noncompliance with the rules of the resource use, and conflicts over access to resources and distribution of project benefits will occur. Just as the attributes of the resource users are important in self organization for collective action, the attributes of the organizational structure for the resource management are important. It is therefore important to investigate how the attributes of organizational structure affect the efficient management of the resources when a participatory approach is adopted. Furthermore, how the livelihood of the participants is affected should also be ascertained.

Along these lines, this study sought to examine how the organizational characteristics affect the outcomes of participatory approaches regarding efficient management of a resource and the economic benefits that will accrue to the participants.

2.8 Findings from the literature review

From the literature reviewed, the following concepts and their relations guided this study. The concepts and their relations are presented in figure 1 below.

Figure 1: Organizational Attributes for participation and their relationship to sustainability
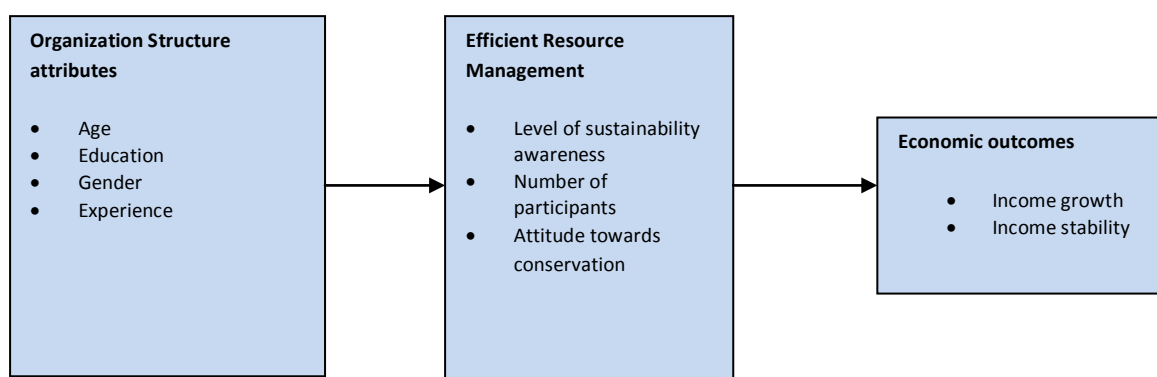
According to the diagram, the attributes of the organizing committee for community resource management through a participatory approach are posited to influence the advantages of participation for the general community as well as economic benefits at the individual level.

Chapter three: Research methodology

3.0 Area of study

Bunyoro Kitara Diocese is a Diocese under the Anglican church of Uganda. It is found in the mid-western part of Uganda and includes the districts of Hoima, Kibaale and Buliisa. The Tree planting project was started around the year 2001 (Mwesige 2009) in a bid to improve and supplement on the income of the diocese and at the same time conserve the environment. The Project was started to fight deforestation in that part of the country where we have only two forests (one of them being Budongo Forest) and from which a lot of timber is being obtained.

Uganda is one of the least developed countries in the world. This is because a big percentage of Uganda's population lives in abject poverty. In a bid to improve their livelihoods, some Ugandans in rural areas have resorted to burning and selling charcoal. This has led to widespread deforestation and encroachment on the existing forests.

Fighting deforestation was one of the reasons why the project was started since getting timber from the two forests at no time was sustainable (Mwesige 2009). Another reason for starting the project was for economic sustainability since the diocese lacked enough sources of income to sustain its employees. So the financial outcomes of this tree planting project would help cover some of the financial needs of the diocese. (Mwesige 2009) The project operates in a way that the different church parishes and Archdeaconries have to secure land for planting trees (Mwesige 2009). The parish and Archdeacon administrators are responsible for mobilizing the Christian community to participate in the planting, and taking care of the trees.

One of the ways in which participation of all the Christians is ensured is that every child that is confirmed in a given church must plant at least one tree (Mwesige 2009). This ensures the continuity of the project and ensures participation. The proceeds from the trees after the harvest of the timber in a given Parish and Archdeacon are used by that Parish (Mwesige 2009) to ensure the development of that Parish and the Diocese as a whole. This has increased the rate of income generation in Bunyoro Kitara Diocese. Currently, there are 70,000 trees planted on Diocese land only of which 20,000 of these are estimated to be ready for harvest in three years time and will lead to a net profit of three to six billion Uganda Shillings (Mwesige 2009). This will improve on the economic stand of the Diocese.

This Area of Study was chosen because of the fact that the different Parishes and Archdeacons of the Diocese encourage and use participation of the local people to ensure that sustainability of the tree planting project is attained and in the end anticipate that better economic gains are achieved. But on the contrary, some of these projects are not attaining as much compared to some other projects as far as sustainability and better economic outcomes are concerned. So using this area will help us to ascertain whether, apart from participation of the locals in the tree planting and managing project, the attributes of the organizational structure for participation of the locals in the given areas and parishes make any difference? So generally, this area of study will help us find answers to our research problem.

Figure 2: Map of Uganda showing area of study

Source: Crossed Crocodiles 2009   Area of study

3.1 Research strategy

In this study, the triangulation approach was used in data collection. Through triangulation, both qualitative and quantitative research strategies were used in order to obtain rich data for the study. In the qualitative part, the focus was on understanding the phenomena of interest based on the interpretation made by the participants themselves (Bryman 2008). As suggested by Bryman (2008), in employing the qualitative strategy, attention was mainly paid to words rather than numbers during data collection and analysis. In quantitative strategy, emphasis was on collecting numerical data based on the perceptual answers obtained from the respondents.

3.2 Research design

According to Bryman (2008), a research design provides a framework for collecting and analyzing data in the study. In this study, comparative research design was used. This involved a comparison of two cases of the pine tree planting project in Bunyoro Kitara diocese. Each case was selected on the condition that it is characterized by high level of participation of the community members. On the basis of this criterion, two projects were considered, namely; Cathedral tree planting project and Kakindo tree planting project. In the paragraphs that follow, a brief description of each of these projects is made.

3.2.0 Project one: Cathedral Tree Planting Project

St Peter's Cathedral Tree planting project is one of the many Tree planting projects in Bunyoro Kitara Diocese. It is located a few kilometers from Hoima town, hence making it an urban located project. This tree planting project was started in 2002 by planting an acre of pine trees on this church's land. Since then, the project has been planting pine trees on a yearly basis and more than 20,000 trees have been planted.

St Peter's Cathedral Tree planting project embraces community participation by enabling the community members to be fully involved in the activities of the project. This is done by community members offering land to the project to plant more trees, having community members physically plant the trees and participate in the maintenance of the trees. Another

way through which the community participates is by encouraging planting of a tree for each confirmation[1] candidate in the community.

This has helped in maintaining the continuity of the St Peter's Tree planting Project. St Peter's Tree planting Project is run by a committee that plans and implements the activities of the project which comprises men, women and youth who work together with the community for the success of the project and as one of the respondents put it, it is encouraged to have a woman and a youth on this committee in order to promote gender equality and encourage the participation of the youth in this tree planting project.

3.2.1 Project two: The Kakindo Tree Planting Project

The Kakindo Tree planting project is also one of the many tree planting projects in Bunyoro Kitara Diocese. As opposed to the Cathedral project that is located in an urban area, this project is located in a rural area in a local village called Kakindo. The Kakindo tree planting project was started in 2004. This project started with around half an acre of pine trees that were planted by the confirmation candidates of that year. Since then, it has become like a tradition, all confirmation candidates have been planting at least one tree before their confirmation.

This has helped the project expand and sustain the project, because in Bunyoro Kitara diocese, confirmation is done once every year and hundreds of people are confirmed in this project. This means that hundreds of trees are planted every year. The community members participate in this project in a way that, they take part in decision making on matters concerning the project.

The project is run by a committee from the community that works together with the community members to plan how best the project will be sustained. The committee in this project also comprises of men, women and the youth since it is encouraged by the diocese that all groups of the community are represented on the management committee of the tree planting projects. The community members are also involved in clearing the land before the

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[1] Confirmation refers to the practice in the Anglican Church where church members who have accepted the teaching of the Christian faith according the Anglican traditions are initiated into the Christian community by laying on of hands and prayer by the Bishop.

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trees are planted, they also take part in the pruning process and they have a monthly meeting with the committee to exchange ideas regarding to the project.

3.3 Sampling frame

The target of the study was community members who are involved in the two selected projects for this study participating in these projects as either management committee members or as general participants in ensuring the sustainability. These projects are expected to yield some economic benefits for the participants and their survival is based on participatory approach by the community members.

Since participation in each of these projects is wide, with numerous stakeholders emphasis was placed on obtaining a sample for the study from the participants who are well knowledgeable and highly involved in the activities of those projects. During the pretest stage of the data collection it was found that community members with the participation experience of one year and above would constitute the appropriate target group. On this basis, the sampling frame for the study was limited to the participants in each of the two selected projects with at least one year experience.

3.4 Sample and Sampling approach

The sample was drawn from the target population using purposive sampling. In this method the emphasis was placed on identifying respondents who are most knowledgeable about the activities of the project cases included in the study. It was expected that any person to be included in the study should have at least a year's experience in the project. Based on the sampling criterion, a sample of well informed respondents was identified. There were eighteen respondents from each project.

The majority of the respondents in the position of management were male in both projects. This is also the case with the majority of the respondents who were drawn from the group of community members involved in those projects. In general, the sample constitutes six committee members from the Kakindo project, six committee members from Cathedral project, twelve community participants in the Kakindo project and twelve community members from the Cathedral project. Table 3 gives a full description of the sample characteristics.

3.5 Research method

According to Bryman (2008), a research method is a technique for collecting the research data. For this study, four data collection methods were deemed appropriate. These included structured interviews, observation, document analysis and questionnaires. Through the structured interviews rich detailed information was obtained from a few selected respondents who were well versed with the project and able to provide insights critical to understanding the various dimensions of the phenomenon under study in great detail.

These interviews were conducted with five respondents (the interview guide is provided in the appendix B). In addition to interviews, questionnaires were utilized. The use of questionnaire was important in soliciting data which is quantifiable and from a relatively bigger number of respondents. The questionnaire was completed by a total number of thirty one respondents in both project cases.

To supplement interviews and questionnaires, observation methods were also utilized where information such as the ongoing activities in line with participation in the two projects were physically observed as they took place and in some cases pictures taken. Finally, document analysis was employed to obtain already existing information, which would enable a better understanding of participation in these community projects. Collectively, the four methods resulted into rich information that made it possible to shed light on how and why participation is likely to depend on the characteristics of the management in charge of overseeing the participatory process from both qualitative and quantitative angles.

3.6 Type of data

Both secondary and primary data were used in this study. The primary data was collected from thirty six respondents. These included both the group of people in charge of managing the participatory process and the community members who are stakeholders in the two projects selected for the current study. On the other hand, the secondary data that was used included reports of the projects, and newsletters.

In particular, the information solicited was on the age, gender, level of education and experience of the management in charge of overseeing the participation of the community in the respective projects and their outcomes in relation to efficient use and management of the community projects. The information on the level of efficiency in resource management was

investigated by encouraging respondents to share their experiences related to mobilization activities in their project, opportunities provided in their respective projects to learn and act in ways that promote sustainability of the forest resource and encourage conservation led development. In relation to economic outcomes, the respondents were asked to provide information about the benefits they expect or have already realized through participating in their respective projects.

3.7 Reliability and validity issues

The study also addressed reliability and the validity issues. To ensure validity a thorough literature review was conducted as a base for obtaining a clear understanding of which concepts underlie the phenomenon under study and how to measure these concepts in a way that does not distort their true meaning. Later, the items used in the questionnaire and the interview guide to tap into the study phenomena were reviewed by the supervisor. This resulted into changes of some items in order to ensure that they are valid. The pretest of the research instruments indicated that the items in the questionnaire and the interview guide were largely appropriate for the underlying phenomena they were intended for.

On the other hand, reliability refers to the consistency of a research instrument over time. To ensure that the questionnaire used was stable, emphasis was placed on revising the items in the questionnaire as much as possible such that they are simple to understand. This process involved the review of the items by my supervisor. In addition, during the pretest stage of the questionnaire, respondents doing the pretest were encouraged to identify vague questions and this lead to appropriate revisions.

Since necessary steps were taken, it is reasonable to believe that the questionnaire used in this study gives consistent results even when applied in different periods or to other people in the same study context.

3.8 Data analysis

In this study, the analysis was exploratory as opposed to confirmatory approach**.** Therefore there was no hypothesis testing. The analysis utilized both qualitative and quantitative data. In the qualitative data analysis, statements by the respondents regarding the questions raised in the study were presented with some appearing as direct quotations while others paraphrased. In the quantitative part, counts were used to show the degree to which a certain phenomenon

was reported by the respondents to be important. The quantitative data was presented in tables generated in Microsoft Excel. In addition to tables, pictures were used to offer a pictorial to illustration of the projects.

Chapter four: Presentation and Data analysis

4.0 Introduction

In this study the approach to data analysis was exploratory as opposed to a confirmatory approach which involves hypothesis testing. Based on the exploratory approach, the emphasis in the data analysis was on identifying patterns in the data which highlight the resource management outcomes of certain attributes in the structure of the management intended to oversee a community resource on the basis of participatory management approach. In addition, the analysis is based on the triangulation strategy, where qualitative and quantitative methods are integrated in the analysis

4.1 Descriptive statistics
4.1.1 Study cases

In this study, data analysis involved a cross case comparison of the data obtained on two tree planting projects in the study setting. The criterion for inclusion in the study was that the project reflects a high level of participation among the community members. Consequently, the Cathedral and Kakindo tree planting projects were identified as the appropriate cases for exploring the current study's research question. Table 2 gives the characteristics of the two projects included in the study.

Table 2: Descriptive statistics of the study cases

Characteristic	Cathedral Project	Kakindo Project
Year Established	2002	2004
Location	Hoima Municipality	Kakindo
Project Activities	2 monthly meetings, 3 trainings a year, plants trees once every year, thinning is done 3 times	1 monthly meeting, one training a year, plants trees once a year, thinning is done 2 times a year
Management structure	6men, 4women, 10 board members,	5 men, 3 women, 10 board members

Source: Primary data

The activities across the two projects are the same. The main difference is the frequency with which they are conducted. While there is more training at the Cathedral project, the Kakindo project does not do this as often. This is so because the Kakindo project is in a rural area, so getting facilitators there is not as easy as having facilitators at the Cathedral project which is in an urban area. Both projects do have monthly meetings of the management committee to plan on how to manage and ensure sustainability of the projects. It was also observed that both projects use the same methods to ensure that trees are continuously planted.

The methods used to ensure that trees are continuously planted include, each confirmation candidate planting a tree in celebration of their Christian development, ensuring that every couple that is wedded plants a tree, and also every child that is baptized also plants a tree among other methods. It was noted however that, despite having the same activities to ensure that trees are continuously planted, the Cathedral Project had more trees than the Kakindo project. This is so because, being urban based, the Cathedral project has more people who get confirmed, wedded, and baptized compared to the rural based Kakindo Project. Figure 3 below shows community members participating in the clearing and planting of new trees.

Figure 3: Community members taking part in the project activities

Source: Primary Data

Both projects had women on their management committees. However the Cathedral project had more women on its committee than the Kakindo project. This can be explained by the fact that the idea of involving more women in leadership in this region where men tend to dominate management positions, is better understood in the urban area while the rural areas like the case with the Kakindo project are also slowly beginning to adapt it.

4.1.2 The respondents

In order to solicit reliable and valid data, it was ensured that only people with considerable experience and knowledge about their respective projects participate in the study. Consequently, the project administrators were involved in identifying and soliciting information from the community members with the reputation of active participation in the projects in question. Table two provides a description of the study respondents.

Table 3: The Descriptive Statistics of the Study Respondents

Respondent Characteristics	Cathedral Project	Kakindo Project
Position	6 Committee members, 12 community members	6 committee members, 12 community members
Age (Average)	31-40	31-40
Education (Average)	Tertiary	Secondary
Gender	10 males, 8 females	11 Males, 7 Females
Experience (Average)	7 years	5 years

Source: Primary Data

Age

The age distribution of the respondents reflects that the majority of the respondents fall under the category of the 31-40years. This is consistent with the fact that this age group carries the biggest percentage of the population in this region.

Education

The findings of the study reveal that the majority of the respondents had at least attained secondary school education. This is consistent with the education system in the country where primary and secondary education is free to a given level. This is because Uganda gets support from the World Bank for free primary and secondary education. So, most of the population is expected to at least have attained secondary education. More, parents work hard to at least see their children through secondary school. This is because education is viewed as a key to success in Uganda

Gender

Despite the fact that most of the respondents were male, a representative number of the respondents were women. This shows that, despite this particular community being a male dominated one, women are slowly being recognized and consequently being involved in the activities of the community. This can be backed by the fact that, the management committees of the tree planting projects should at least have one woman on them. This helps in ensuring

that both men and women get represented. Figure 4 below shows the gender distribution of the respondents.

Figure 4: Bar Chart showing gender distribution of the respondents
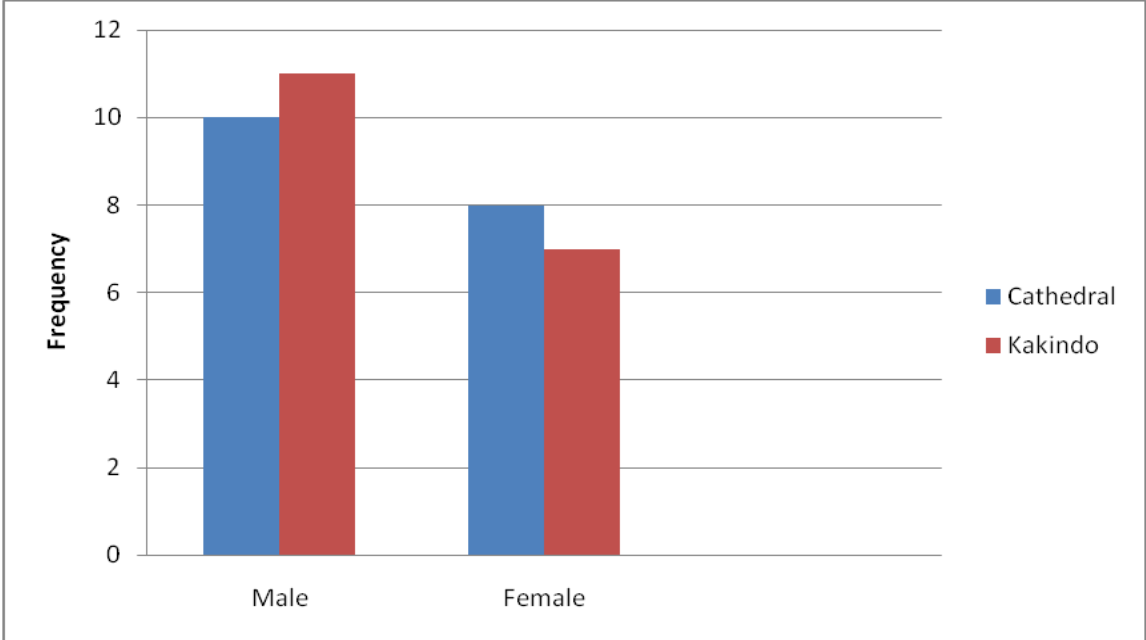
Experience

The experience level of the respondents was generally high. This was a deliberate step by the researcher to ensure that those who participate have considerable experience with the activities of the projects in order to obtain good and relevant responses. Figure 5 below shows the level of experience of the respondents.

Figure 5: Bar chart showing the distribution of level of experience of the respondents
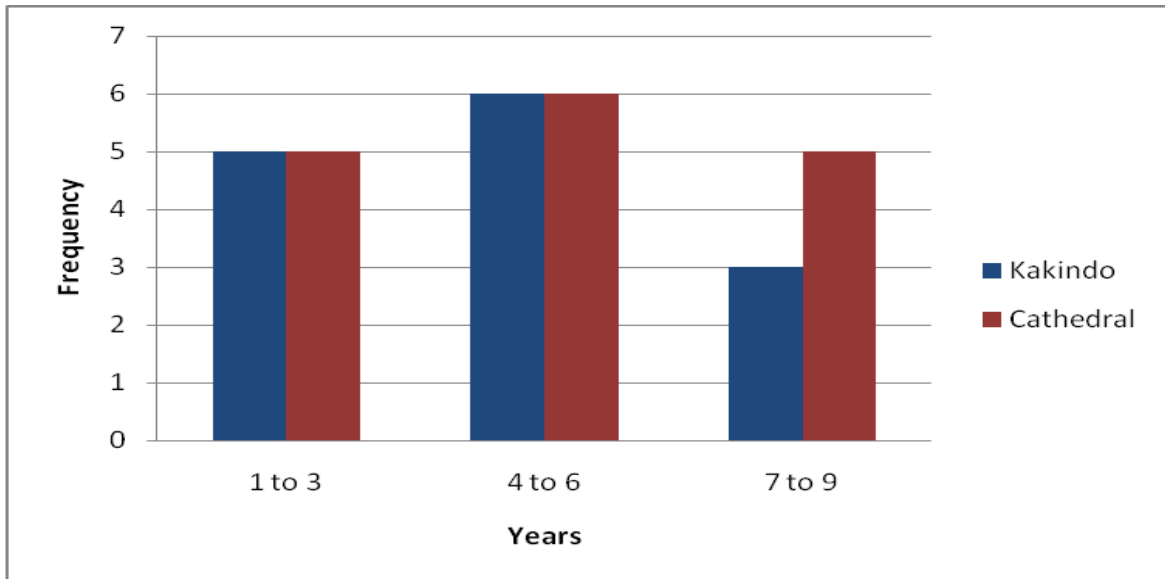
4.2 Management committee structure and sustainable resource management

On the basis of the literature review and preliminary interviews, four characteristic of the management structure that are important in promoting sustainable use of a forest resource were identified. These included gender, level of education, experience and age of the management personnel. The sections that follow provide qualitative and quantitative evidence on the importance of those factors based on the respondents across the two cases of the study.

4.2.1 Gender and management: Achieving effectiveness in ensuring participatory resource conservation

In the previous studies on sustainable development, gender is considered an important aspect of sustainable resource management and utilization. This is because gender shapes the person's opportunities and barriers to participate in sustainable management of the community resources (World Bank 2011).

 In most communities, men and women do not have equal opportunities in deciding how resources in their communities can be managed. For instance, in developing countries it is typical that men reserve the power on key decisions affecting the economy and society, yet

the effects of poor resource management affects the women most in the form of traveling long distances to collect water and gather firewood among others. The women in developing countries are arguably in a good position to contribute towards good policies on sustainable use of resources given the role that they play in their communities.

On the basis of this background, the management of any resource that is based on the principle of creating opportunities for women to equally participate in key decision making is important for attaining the required outcomes. In the table 3 below, the evidence on how important it is for women to participate at the management level in the local community efforts to achieve sustainable resource goals is presented in reference to managing a community tree planting project.

Table 4: Advantages of participatory approach that gives women decision making power

Advantage	Cathedral Project (Frequency)	Kakindo Project (Frequency)
Lead by example	5	2
Equality	2	2
Good community educators	3	2
Mobilizing for participation	4	5
Trust	4	1

Source: Primary Data

Evidence from the study clearly shows that being good educators is the leading advantage for the Cathedral project and also rates well for the Kakindo project for involving women in making key decisions related to the management of the community resources. Some of the respondents provide support for this view by arguing that, women are good educators since they are the ones mainly charged with the responsibility of bringing up children. In this community, child upbringing is taken to be a big task since it involves a lot of educating in order to bring up children with good behavior. So some respondents argue that the women on the leadership committee have ably transferred this quality to the tree planting project and

hence being able to educate the participating community members about the benefits of being part of the tree planting project.

Leading by example is another advantage that was cited about the women on the management committees of the tree planting projects. Some respondents argued that the women on the committee do take part in the activities of the project like pruning which gives the rest of the community morale and encouragement to participate since they see their leaders also getting involved. Figure 4 below shows a woman leader planting a tree during a tree replacement session

Figure 6: A woman leader planting a tree during a tree replacement session

Source: primary Data

The advantage of leading by example is mostly enjoyed by the Cathedral project as opposed to the Kakindo project. This scenario can be explained by the fact that, being an urban based project, women in the Cathedral project are more exposed and empowered to have more time to take part in the activities of the project. This is because they may have helpers at home to do the home chores while they are away. This is however not usually the case in rural areas,

like the Kakindo project. The women in this project have to do both the home chores and also take part in the activities of the project at the same time. This reduces the time that they take trying to be fully involved in the activities of the tree planting project. Hence making the Cathedral project that is urban based score better on this advantage than the Kakindo project that is rural based.

The study also reveals that good mobilization is an important advantage inclined to women involvement on the management committees of the tree planting projects. The Kakindo project scores highly on this advantage. Respondents argued that since women are the ones mostly involved in activities like firewood collection that may cause destruction of trees, after getting involved in the management of the tree planting projects, they have been able to learn the dangers of poor forest management and have been able to mobilize the communities better for participation in the tree planting project by sensitizing them on how to stop forest destruction through firewood collection.

The involvement of women in management therefore has seen more people taking part in the project since they respect what these women say trusting that they are well versed with it since they have experienced what they are talking about. This has helped women on the management committees to be good mobilizers. The Kakindo project scores better, than the Cathedral Project on this advantage. This is because of the fact that it is rural based. Women in rural areas in Uganda have to collect firewood everyday as a source of fuel while women in urban areas just buy charcoal or firewood, so they are not directly involved in activities that lead to the destruction of the trees.

This explains why the urban based Cathedral project scores less on this advantage.
The advantage of women being good at mobilization of the community for participating in the projects has also been attributed to women's ability to communicate well with people very well as one of the respondents noted that;

"Women have a convincing tongue .They talk very well as they explain to you the benefits of being involved in the project"

The respondent goes on to explain that women are precise, articulate and convincing as opposed to men. They convince you to take part in the activities of the tree planting project.

This can be related to the culture of these communities where women are "supposed" to talk in a nice and humble way as opposed to men who are "supposed" to talk in a more authoritarian way. So this leaves the communities inclined more to listening to women since they appeal rather than instruct. This in the end makes them good mobilizers hence promoting community participation in the tree planting projects and attaining sustainability.

In addition, the data from both projects indicates that a participatory project will have an advantage of trust from the participating community when women are involved. This is mostly applicable in matters of finances. Women are taken to be trustworthy. This is because women in these communities are taken as role models and mothers of the nation such that they are highly trusted compared to men. This originates from the fact that, in these communities, women are taken to be the custodians of morality and are supposed to be exemplary. Women are brought up and nurtured to be so. So it is not surprising that people will feel more comfortable to have women on the management group just because they will be satisfied that finances are being handled well. . For instance, a community member noted that;

"Women can be trusted when it comes to finances; they are not corrupt as men"

This is a clear indication that when women are part of the management committee, the community members are encouraged to participate since they are certain that the finances of the project will be handled well for the benefit of the whole community. This is consistent with existing literature where Granovetter (1992) and Cleaver (1999) assert that, where a value of trust exists, there is a formalization of mutual expectations which leads to co-operative behavior. And where co-operation exists, participation will definitely thrive. This kind of co-operation created by the trust the community members have in the management group because of having women has helped to sustain the tree planting process in both projects hence fostering environmental sustainability.

 The advantage of trust being associated with women is enjoyed more in the Cathedral project basing on the statistics above. This can be explained by the fact that, while most of the respondents in the Cathedral project viewed the economic benefits of the tree planting project as a major benefit, most of the respondents of the Kakindo project viewed the environmental

benefits as the most important. This makes the Cathedral project relate more to the advantage of trust than the Kakindo project since most of them somewhat focused on the financial benefits as opposed to the Kakindo project respondents who are mostly inclined on the environmental benefits as you will later see in the section of benefits from the project.

Promotion of equality between men and women is yet another advantage that the respondents pointed out. This is because it;

"Caters for the needs of both men and women in this community"

This in turn solicits more participation from both men and women of this community when both genders are represented, meaning that issues facing both men and women regarding participation in the tree planting project will be addressed properly as both sexes have representatives. One of the respondents also said that;

"Involving both men and women in the management of the tree planting projects, promotes equality between men and women"

This is because, in this community, management responsibilities are "supposed" to be undertaken by men. Female involvement in the management of the tree planting projects has therefore led to more participation especially by women. This is because women feel valued and represented as one woman representative said;

"Seeing a woman on the management committee of this tree planting project makes me feel happy, so I come and take part in the project activities"

This advantage is enjoyed equally by both the Cathedral and the Kakindo tree planting projects. This is because, both communities share the same cultural norms and values that put men at the forefront when it comes to issues to deal with management. So it is expected that, when women are involved in management, then the reaction from both communities will be somewhat similar.

Like In the case of Women, the study also reveals advantages which are associated with involving men in the key decision making process in the community efforts to manage a resource through a participatory approach. These advantages are given in table 5.

Table 5: Advantages of participatory approach that gives men decision making power

Advantage	Cathedral Project (Frequency)	Kakindo Project (Frequency)
Equality	3	1
Reliability	2	0
Mobilization and monitoring.	3	3
More energetic	4	8
Promote cooperation	1	1
Networking	2	0

Source: Primary Data

From the table above, being more energetic was the leading advantage of having men on the management committee of the tree planting projects in the data collected. This is because in this community, men are taken to be strong. They can do many things at the same time. They are able to take part in activities like pruning, planting, among other activities and even still take part in the management of the project very well. One of the respondents said that;

 "Men are strong, so they help in many activities that require a lot of energy"

This promotes division of labor in the participation of the tree planting project since both genders get to do what they can do best. Figure 7 below shows a man digging up a hole where a tree will be planted to replace one that died off.

Figure 7: A man digging a hole to plant a tree to replace a spoilt one

Source: Primary data

This advantage scores more in the Kakindo project as opposed to the Cathedral project. This is consistent with the fact that being rural based, the issue of taking men as stronger than women is still more engrossed in the rural areas than in the urban areas where the Cathedral project is. It is believed that men have more energy than women and can do much more than the women; as far as physical work is concerned as they have limited access to tools like tractors that can make such work easier. However in urban areas like where the Cathedral project is, they have better access to advanced methods of say clearing the land before tree planting by for example tractors. So men do not have to offer much as far as manual labor is concerned

Evidence from the research also shows that mobilization and monitoring are yet another advantage associated with having men on the management committees of the tree planting projects. Men are good at mobilizing the masses because they have a lot of freedom at their disposal. This is consistent with the fact that men are the decision makers in this community; they do not need any kind of permission from anyone to do what they want. This is not the case with women who have to get permission from their husbands or fathers to do something or go somewhere.

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This gives men more time and freedom to move around and mobilize the community members to take part in the activities of the projects. And it also creates time for them to monitor how the projects are progressing hence promoting continuity of the projects. One respondent said that;

"Men help more people to take part in the project since they have more freedom to move around and talk to people"

Women in this area are not so much free to move around and talk to very many people as they are supposed to be at home taking care of the home and women who stay at home are more respected than those who keep moving. Those who keep moving around are branded as "spoiled women". So this is why we see both the Cathedral and the Kakindo projects scoring the same on this advantage associated with having men on the management committee of the tree planting projects since they are both in the same community with same cultural inclinations.

Related to the above, the research found that reliability is another advantage associated with having men on the management committee of the management committee. This advantage is enjoyed by men because they have the freedom to do as they wish, they are the decision makers in the community, and so in most cases you can count on them to do project management activities as opposed to women.

The Cathedral project had more respondents agreeing to this than the Kakindo project. This may be due to the fact that, being urban based; most of the committee members do stay near the project, and have mobile phones so they are reachable most of the time. Means of transport are better in urban areas so they can move faster whenever they are called upon, among other things. This may not be the case with the rural based Kakindo project where the above mentioned amenities may not be readily available, so it makes the men in this project less available whenever needed than the ones in the Cathedral project as showed by the statistics above much as they may have more freedom and time at their disposal.

As an advantage enjoyed by women on the management committee of the tree planting projects, promotion of gender equality is also enjoyed by men. This is because it appeals to both men and women by promoting both the interests of men and women on the management committee as earlier cited above.

However the Cathedral project attaches more importance to this advantage than the Kakindo project. This can be explained by the fact that, being urban based issues of gender equality are paid more attention to than in the rural areas like the Kakindo project. Kakindo project's score on the other hand shows that, the stereo type that men by "default" have to be on the management committee of the tree planting project is still more prevalent in the rural areas. So they do not see it as an advantage associated with having men on the management committee of the tree planting project.

Another advantage associated with having men on the management committee of the tree planting projects is that men are good at promoting cooperation hence preventing conflicts. One respondent pointed out that;

"Whenever there is a conflict in the project, men are better than women when it comes to resolving it"

She goes on to say that this is because men are taken as a stronger sex and are more often than not listened to when they speak. Another respondent argued that, it is very hard for women to listen to each other and resolve a conflict on their own without the intervention of a man as they see themselves as equals. This advantage had only two respondents agreeing to it from both the Cathedral and Kakindo projects. This may be because, based on the arrangement of these tree projects, conflicts may rarely emerge.

Networking is also another advantage linked to having men on the management committee of the tree planting projects. This is in relation to networks helping in sourcing for support to bring in resources to support the project. This can be explained by the fact that the cultural inclination of this community views men as the main bread earners, so they expect them to transfer this to the management of the projects. Men are able to get links to aid the development of the tree planting projects. For example, they are able to get tree seedling donations, funding, among other networks.

The Cathedral project scores more on the networks advantage than their Kakindo counterparts. This may be due to the fact that, being urban based; they are more exposed to networks opportunities than the Kakindo project management committee members.

Clearly there are some differences in the advantages that are attributed to female and male as shown in table 3, 4 and 5. These differences highlight the need for looking at gender in the sustainable resource development in a way that should integrate both women and men contributions in sustainable resource management. As noted by some community members it is an advantage for the community to have both men and women in the key decision making positions (administration of the participatory group) since this promotes equality in running the affairs of the projects.

4.2.2 Level of experience of the leadership committee and efficient management of the resource

The contribution of committee members assigned to mobilizing the community members to participate in the resource management is likely to depend on the level of experience in that line of work. It is important to have experience in conservation as well as management skills and leadership experience. Such management members will be able to share experience across and replicate successful experiences. They must have experience of applying participatory methods in different situations or contexts. Good participation requires input from a variety of people with many types of experiences and expertise. When everyone contributes to the process the people feel they have ownership of the project and develop more appropriate solutions for their context.

Because participation introduces sharing experiences, in turn giving opportunities to learn as the experienced management committee members impart more skills in the participating communities leading to the achievement of environmental sustainability. The advantages associated with having experienced people on the management committees of the tree planting projects are given in table 6 below

Table 6: Advantages of having Experienced Management Committee Members

Advantage	Cathedral Project (Frequency)	Kakindo Project (Frequency)
Learning	9	3
Effectiveness	3	0
Sustainability of the project	3	6
Innovation	1	0
Knowledge on dealing with project documents	1	0

Source: Primary Data

Evidence from the study shows that, the main advantages of having experienced management committee members are promotion of learning and achieving sustainability.

Having experienced leaders promotes learning in a way that they transfer the skills they have obtained through their experience in such activities to the community members who in turn learn and understand them. This in turn promotes environmental conservation and more participation as the participants believe that their leaders are well conversant with what they are doing. One respondent commented that;

 "I started planting trees because of getting advice from Mr……. who has been involved in tree planting for many years now"

This shows that the community members are able to learn more about the tree planting projects if they have leaders that they believe in. Another respondent confirmed this as having experienced leadership as an advantage when he said that upon hearing a well experienced management member, about the dangers of cutting down trees without replacing in a training that he attended, he started taking part in tree planting projects. This in the end reduces deforestation and conserves the environment.

Sustainability is yet another advantage that was associated with having experienced leadership. This is because they are able to pass on what they know to the people in the

community and the community embraces them knowing fully well they have been doing this before and have been successful. This promotes sustainability as this is continuously done with the help of the experienced leadership. One respondent said that;

" Am sure this project will continue because we have been involved in it for some time now, and we know what to do"

This statement affirms that, with experienced people in leadership, sustainability of these projects may be attained.

The study also reveals that a certain level of effectiveness is attained when the management members are well experienced. Some respondents explained that the committee members are well conversant with the dos and don'ts of the project. So they are able to effectively help the people participate well and achieve the set goals. One respondent said that these leaders know when it is time to prune the trees; they know where in which particular soil type the trees will grow well, they know when to plant the trees, among other important knowledge. This helps them to effectively manage the activities of the project and in the end attain active participation of the community members.

Another important issue in relation to effectiveness as an advantage associated with experienced management members that the study reveals is the ability to manage project documents. The study shows that, information regarding the tree planting projects is well managed with experienced leadership since they know the technicalities that come with doing that, that may be the reason why we see Cathedral project with a score on that advantage as opposed to Kakindo project which has no score for this advantage. The Cathedral project has been in existence longer than the Kakindo project.

Innovation was another advantage associated with experienced management that some respondents agreed to. This is because with their experience, they know what works well and what does not work well with regard to tree planting. So they are in a good position to come up with better ideas that will help the projects do well. This was confirmed by a respondent who said that;

"Better tree seedlings are being used now as opposed to the seedling that they were using when the project had just started"

The above statement in a way shows that experience helps to better the activities of the project since new and better discoveries are able to be made by the experienced management members.

Generally we see that the Cathedral project scores more than the Kakindo project with regard to the advantages associated with having experienced leaders save for the sustainability advantage. This may be because of the fact that, the Kakindo project is younger than the Cathedral project, the Cathedral project started earlier than the Kakindo project so it has enjoyed far more advantages with regard to experienced leadership than the Kakindo Project. However much as that is the case, it is very important to note that the Kakindo project is starting to recognize the usefulness of experience as far as attaining resource sustainability is concerned. This is because they notice how the leaders that have been in the project since it started are very useful in the day to day activities of the tree planting projects. One of the respondents said that;

"This project has been able to plant more trees every year because of some leaders who understand how well to help us make sure that the trees are not destroyed by our goats"

This proves that having experience in this field helps the leaders not only know how to teach the communities about tree planting but also helps them understand the issues that may hinder the success of the projects in the communities and how to appropriately address them.

4.2.3 Education of the organizing committee and participatory effectiveness

Though education is noted to influence the effectiveness of leadership, it is important that we understand it role in the context of a community resource management. This section provides evidence on the how the education level of the organizing committee affects the effectiveness of the participatory approach in resource management and reasons why. The evidence in table 6 provides reasons why the committee members charged with organizing the community to participate in a resource conservation project should have a high level of education. In the

context of the study area, a person is regarded as highly educated when he or she has a post-secondary education qualification.

Table 7: Advantages of having highly educated members on the tree planting management committees

Advantages	Cathedral Project (Frequency)	Kakindo Project (Frequency)
Ability to teach	5	8
Knowledgeable leadership	6	7
Ensures sustainability	4	3
Efficiency	1	0

Source: Primary Data

From the above table, the research revealed ability to teach, knowledgeable leadership, sustainability and efficiency as the most enjoyed advantages of having educated members on the management committees of the tree planting projects. More explanations on both of these factors are given below.

Having highly educated management committee members is advantageous in a way that, it provides an opportunity to use various tools to communicate information. This means that the educated management members have different ways to pass on information to the participating groups in efficient ways. This helps them to get the masses to participate more easily. A number of respondents agreed that having educated management members makes it simpler for them since they know how to teach and pass on information to them. One of the respondents noted that;

"Because they are educated, they are able to help us understand how to look after the trees"

This helps them to know what to do and what not to do for the project to prosper and attain sustainability in the long run. This is because they possess the knowledge that is required to do be able to teach others.

One respondent also noted that most of the documents come in English, so it is important to have educated management leaders. As this puts them in a good position to be able to read

and understand these documents so that they can be able to interpret and to pass on the information well to the participating communities that cannot understand them well in English.

Consistent with existing studies, the findings of the study indicate that having highly educated committee members is likely to be a source of attaining sustainability in a conservation project. As noted by a number of respondents in both projects, this is one of the most important advantages in the study context because being educated; they have the skills to mobilize the communities, teach them about the advantages of tree planting and help them understand the disadvantages associated with destroying the environment. This helps them to continuously participate in the tree planting projects. This leads to sustainability of the projects. Figure 6 below shows trees from the Cathedral project at different levels of growth, which indicates that sustainability can actually be achieved.

Figure 8: Cathedral project trees at different levels of growth

Source: Primary data

The second most important advantage associated with high education levels is knowledgeable leadership. Respondents from both projects agree to this because here, leaders do not only know how to teach the participants, but they have knowledge of how to lead the given communities. This involves being able to understand how to deal with the diverse characteristics of the participating communities. For example, when the leaders are educated, they will try to incorporate the norms and cultural customs of the participating communities so that everyone will feel at ease to participate. This encourages more people to participate in the projects. For example, one respondent said that;

 "It is encouraged to have at least one woman on the management committee of the tree planting projects"

The above statement confirms that, given the higher level of education they possess, they understand the importance of having women taking part in the management of the tree planting projects.

Educated management committee members are able to lead the communities towards meaningful participation because they are able to read. In this way, if they are having challenges in the project, they are able to read and get information on how best to deal with such circumstances. One of the respondents confirms this assertion by saying that;

"Having educated leaders is good because they have knowledge about what they are doing"

In this way they exercise knowledgeable leadership which helps to deal with the community members in the most appropriate way and therefore promoting participation. The research further shows that one of the respondents pointed out efficiency with regard to dealing with finances as an advantage associated with having educated members on the management committee of the tree planting projects. However, it did not score that much from both projects. This is consistent with what is actually on the ground in both projects. Since the economic benefits of the tree planting projects are long term, not much has been realized from these projects as far as the economic benefits are concerned. Even though the first harvest from the Cathedral tree planting project may start soon. Many respondents seem not to take efficiency as a very important advantage of having highly educated management committee members as of now.

However, it is not likely that only the educated can bring advantages to the management committees of projects aimed at encouraging participatory approaches in resource management. In this study context, it was found that, even though they are less educated, committee members with low level of education can provide valuable insights in mobilizing and governing activities aimed at ensuring the effectiveness of participatory approach in the community resource management since they have been doing this for some time and have experience in doing so they help the projects enjoy the benefits of having experienced leaders as already showed above.

Further still, as much as education was pointed out to be a very important attribute of the management group, some respondents did say that the integrity and character of the people on the management group does also matter a lot regardless of their education levels. This is because in these communities, morality is one of the key virtues of good leadership, such that even though a leader is highly educated but lacks integrity and morals, then his level of education is underscored. Therefore it was discovered that morality is one important

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characteristic of the management group that is highly regarded in these communities. This is because the communities look up to their leaders for guidance, and because of this fact the leaders are expected to be exemplary to the rest of the community for projects like the tree planting projects to be successful since the community members will have trust in them.

The evidence about educated management committee members points to a need for understanding that the leadership of the resource conservation team should be well trained and well informed in management. This however necessitates an appropriate balance between formal and informal education as both of them possess different advantages. This is especially so in communities where the education level is still low and most education gained through formal training. This is based on the fact that, given the level of education is still low, avenues to appeal to the less educated should be put in place so that they do not feel alienated and discriminated against during the participatory process.

4.2.4 Age of the management committee and sustainability

Participation of the youth in community activities has been on the rise since the 1990s. This has been mainly because the youth have the interest, ability and strength to take part in activities in their communities that directly or indirectly affect their lives. This section provides the usefulness of involving the youth in the decision making process of both the Cathedral and the Kakindo tree planting projects. That is to say, this section addresses the issue of youth involvement in the context of these particular two communities. Table 7 below highlights the advantages of having the youth on the management committees of these projects

Table 8: Advantages of having the youth on the tree planting management committees

Advantage	Cathedral Project (Frequency)	Kakindo Project (Frequency)
Good mobilizes	4	1
Good educators	5	2
Ensure continuity	9	5

Source: Primary data

Results from the study show that, the most important advantage in the context of the two tree planting projects is ensuring continuity. It is clearly seen from the results that this is the major reason why the youth are being involved in the management of both projects. When asked why he sees it important to involve the youth in the management process, one respondent answered;

"The youth are our leaders of tomorrow, so we have to train them now to be able to lead well in future"

This is true for both projects because both communities have the same belief that for the project to continue, then the young generation should be involved in the running of the projects. In so doing, they will be equipped with knowledge and skills about the projects which will help them carry on the legacy when the old generation is no more. This ensures sustainability of the projects and in the long run the environment is conserved.

The research also reveals that involving the youth helps in mobilizing the communities for participation and this applies to both projects. This is consistent with the community in question in a way that, it is the young people who are normally sent on errands whenever it is needed. So the youth are good candidates for this since it is engraved in their culture in a way that they are used to dealing with everyone in the community since they interact with them on a daily basis when they are sent on errands. It therefore becomes easier for the youth to appeal to the community members since they have interacted freely with them before. Furthermore the percentage of the youth in this region is quite high, so when they are encouraged by their colleagues in the management group to mobilize the masses, they do it on a large scale hence promoting widespread participation in the activities of the project.

Respondents in both projects went on to confirm that the youth are good educators. Some respondents attributed this to the fact that they are young and their minds are still fresh. They are able to conceptualize the activities of the projects very well and then pass on the information to the rest of the community in the simplest way possible. This makes the youth a useful resource on the management groups of the projects.

From the above results, we can conclude that to the biggest extent, promotion of continuity is the main reason for involving the youth in project activities. This is advantageous in the sense

that, it leads to environmental sustainability. When the projects continue, environmental protection will be achieved.

4.3 Achieving efficiency in a community tree planting project

It has been argued that sustainable management of the forest resource is one of the world's greatest challenges, as misuse of forests affects different aspects of life ranging from climate change, economic development and wellbeing of human life (Catherine 1999, p.1). It is therefore important to learn how to effectively manage the forest project by the community especially where the forest project is also intended for economic gains.

The Bunyoro Kitara tree planting project adopted the confirmation activity to achieve sustainable management of the forest resource within the framework of participatory approach. This is because it is done every year and thousands of people are confirmed. One respondent explained to us that, every person who is confirmed plants one tree. This gets most of the community members to participate and at the same time ensures environmental conservation as many trees are planted every year.

4.4 The relative importance of the organizational attributes in the case of Bunyoro Kitara Tree Planting Project

The methods used in the Bunyoro Kitara Tree Planting project to ensure sustainable management of the private forests are to a large extent tailored to the community context. In many ways the success of these methods can be attributed to the nature of the organizing committees established in each project case to ensure increased participation of the community members in planting and caretaking of the forests. The experience from the Bunyoro Kitara Tree Planting project seems to suggest that some characteristics of the organizing committee are more important than others when it comes to promoting sustainable resource use through the participatory approach (using the combined statistics of both projects—this is an extension of section 4.3).

Table 9: The relative importance of the organizational attributes in the tree planting projects

Attribute	Frequency
Education	34
Age	26
Experience	26
Gender	58

Source: Primary Data

The table above shows that while all the attributes of the management committee might be important in promoting participatory approaches, respondents from the Cathedral and the Kakindo tree planting projects find some attributes more important than others in the same regard. Gender is the leading attribute that was highlighted by the respondents. This may be because promotion of gender equality is being encouraged in most parts of Uganda.

Education is the second attribute that is highly regarded as important from the research. This may be due to the fact that, education is seen as the key to success in these communities therefore they expect their leaders to be educated. Experience and age score the same showing that much as they are important, their importance is not as highly gauged as that of gender and education in these communities.

4.5 Economic benefits and efficient management of the private forest resource

Economic benefits from the tree planting projects cannot be expected in the short run. In the case of Bunyoro Kitara Project, it is expected that it takes twenty five to 50 years to start harvesting the trees. In order to ensure the project sustainability the approach adopted in the study area is to encourage the community to sacrifice their land to plant new trees. Therefore the question of economic benefits from the tree planting project is real especially when the benefits are not expected sooner compared to putting land to other uses. Table 10 below provides evidence on the community member's perceptions regarding the economic benefits that will result from efficiently managing and sustaining the tree planting project.

Table 10: Expected benefits

Expected Benefit	Cathedral Project (Frequency)	Kakindo Project (Frequency)
Income	9	6
Improved weather patterns	3	2
Environmental protection	8	9
Learning by imitation	5	5

Source: Primary data

The research reveals that environmental protection is the leading expected benefit from both projects. Respondents from both projects agree to the fact that when trees are planted on a large scale and for a long time, the environment will be protected from pollution, soil erosion, among other things. One of the respondents confirms this by saying that;

"Planting trees will help us to stay in a clean environment since they help in trapping green house gases"

This means that the community members understand the benefits of tree planting; they are not doing it just for the sake of it, but rather with the intention of promoting sustainability. Improved income for both the church and the community members is another expected benefit for both the Cathedral and Kakindo tree planting projects. This is so because; it is one of the reasons why this project was started. As one of the respondents said:

"The trees will help my church to get money when they are harvested and sold"

Another respondent said that;

"The project will help us to get some money when it starts harvesting"

The above statements show that the church has been able to help the participating members understand that the benefits are not only individual, but also communal. They will be enjoyed

by both the church and the participating communities. Figure 9 below shows some of the trees that will soon be ready for harvest from the projects.

Figure 9: Trees that will be harvested from the projects in the near future

Source: Primary data

However, some respondents showed concern about the economic benefits being in the long term. They argued that, the trees take a long time to mature (25-50years) and even when they mature, once harvested, you will have to wait for another 25years to harvest again. This they said may not be too much profitable. The above argument however may be counteracted by the fact that, these projects have so many trees and at different levels of growth as already shown above. This will solve the above problem because, as some trees will be harvested, there will be other trees at a different level of growth that will also be harvested after the first harvest, and more trees will still be planted. So this achieves both the economic gains and environmental sustainability.

Improved weather patterns are yet another benefit both the Cathedral and the Kakindo tree planting projects are expecting to enjoy in the future. Currently, because of widespread deforestation in this area and other associated environmental destructions, the weather

conditions are drastically changing for the worse. Long dry spells are becoming a common occurrence. So when trees are planted on a large scale, this phenomenon may be averted. One respondent confirmed this when he said;

"We will be able to get more rainfall when the trees grow"

This shows that the tree planting projects will be able to impact the participating communities in a positive way. Learning is yet another expected benefit that the research found out. Respondents from both groups agree to the fact that, the tree planting projects are a training ground for them to learn all about planting trees, the benefits and the technicalities involved so that they can be able to the same on their own. One respondent said that;

"I expect to learn more about tree planting so that in the future i will be able to plant my own trees"

This will promote environmental sustainability as more trees will be planted and the economic levels of these communities will be boosted from the financial benefits that accrue from tree harvests. From the above observations, it is important to note that, participation of the community members is not enough, they should be able to know for which reasons are they participating in a given community activity and work together towards achieving it. Therefore participation should not be done for the sake of it; it should be done to achieve some set goals to be enjoyed by all.

Table 11: The realized benefits so far

Realized Benefits	Cathedral Project (Frequency)	Kakindo Project (Frequency)
Social cohesion	9	9
Firewood	8	9
Controlling soil erosion	6	7

Source: Primary data

Findings from the study reveal that social cohesion, learning, and control of soil erosion are the major benefits that both the Cathedral and the Kakindo tree planting projects are enjoying

so far. These benefits encourage people to participate more as they have improved the lives of the community members.

Consistent with other studies related to the participatory approach, social cohesion is one of the benefits that both projects are enjoying now. Social cohesion is where the communities own and feel part of the development projects they are participating in as opposed to participating because they must do so. Respondents from both projects agreed to the fact that they feel that they are part and partial of the projects because they are involved in the project activities at all levels. This promotes unity and togetherness in the community hence promoting the sustainability of the project.

Being a developing country, Ugandan communities still depend a lot on firewood as the main source of fuel. It is no wonder that respondents from both projects agree to the fact that, they have been able to get firewood from these trees. This firewood is obtained during the thinning period of the trees. Thinning is when some branches of the trees are cut off to enable them to grow well. These branches are used by the community members hence getting a source of fuel.

Controlling soil erosion is another benefit that is being enjoyed by both projects. Pine trees help in providing soil cover that helps in stopping soil erosion.

 "As the trees grow, the roots make the soil firm and soil erosion is stopped". One respondent noted.

Figure 8 below shows how trees can provide soil cover and prevent soil erosion

Figure 10: Some of the trees from the tree planting projects that provide soil cover

Source: Primary data

Nevertheless, some respondents said that pine trees acidify the soils. They asserted that this may be harmful in the long run since the soils will become less productive. This argument does hold, but these trees are not planted on arable land in these projects, and pine trees do best on non arable land, so by planting pine trees, these projects are providing soil cover for soil in areas where farming does not do well. This helps in preventing soil erosion

From the above analysis, we note that community participation is an important element in fostering development; however, used alone it may not be able to lead to the desired results of sustainable development. Aspects of local participation like the attributes of the management group of the participating communities do have a very big and positive impact as seen above in the cases of the Cathedral and Kakindo tree planting projects in Bunyoro Kitara Diocese. However, even though, these attributes are very important in helping these communities participate in the tree planting projects, it was noted that the respondents found some attributes more important than others as already shown above.

The study results also show that participation in environmental sustainability projects should be blended well to fit in the community where they are being practiced. The Cathedral and the Kakindo tree planting projects have been able to use the activities of the church and the communities around them to achieve this goal.

Chapter five: Discussion of findings

5.0 Introduction

Since the 1990's, community led development that promotes participation has been encouraged. This is because it is believed involving the locals in their own development fosters meaningful development and faster. It has been argued that when the locals take part in development projects, they tend to do better than when they are not. However, there is mixed findings on the importance of participatory approaches to resource management and development. This therefore necessitates further research to understand the areas improvement is necessary for the participatory approaches to work.

 The findings of the study as presented in the earlier chapter provide insights on how local community participation can be improved to foster community led development through efficient resource management by focusing on the characteristics of the management committee which is charged with overseeing the activities of the community participating in a common interest resource. . The sections below provide a discussion of the key issues emerging from the data collected on a tree planting project of Bunyoro Kitara Diocese, which is based on the foundation resource development and conservation through community participation.

5.1 Gender and management in local community participation

Previous studies indicate that involvement of both men and women in community participation is important for promoting community participation in sustainable resource management. However, much as women and men are encouraged to participate, the organization of these participatory efforts as indicated in the study findings is mainly dominated by men. This is also true in other aspects of development especially in developing countries.

 Women seldom take part in management related issues and this affects the process of community participation. But this study highlights the need for women involvement in coordinating and managing the activities related to participation in resource management. This is because, according to the evidence from the study, shows that women are better at mobilizing the masses compared to men, they are more trustworthy in terms of finances than

men, and they are better community educators compared to men. These outstanding qualities in management to promote participation in conservation projects shows, the importance of women involvement in the management process of resource management.

This is an important observation and calls for increased effort to involve women in central activities of participation in resource management. Based on this finding, resource management approaches that keep women at the periphery of the activities aimed at promoting community participation is likely to fall below the expected outcome.

The study found this to be very important because it not only exploits the advantages of having both men and women on the management committee, but also boosts the morale of women to take part in the development activity, in this case tree planting. This happens as a result of seeing their fellow women taking part in the decision making process which is not a common occurrence in the area of study. So this study confirms that, in order to achieve meaningful community participation and achieve sustainable development, it is very important to involve both men and women in management.

5.2 Involvement of the youth in management for local participation

In recent times, the youth have been encouraged to take part in participatory community development projects. However, they have been involved in all the other activities of participation, but seldom involved in the management process. This is especially true in developing countries where young people are "supposed" to take instructions from the elders in the community. Thus rendering the youth useless as far as management is concerned. This study however reveals it is very important to involve the youth in management. This is because; they are the leaders of tomorrow.

In this study, there are some youth on the management committees of the two tree planting projects. This helps them to be able to learn and get skills on how management is done in order to encourage local community participation in the tree planting projects. In so doing continuity of the project is secured, these young people will be well equipped to take over from the old management leaders when the time comes since they already know what to do from being involved in the management process at an early stage. Therefore this study highlights that the youth should be involved in the management responsibilities in

participatory projects like the tree planting projects because they ensure continuity and in the end ensure environmental sustainability.

5.3 Existing Institutions and local community participation

Local communities especially in developing nations are known to have their local institutions ranging from local administration structures, local churches, and local hospitals, among others. These communities do respect and hold these institutions in high regard. This study revealed that, tailoring participatory projects with these institutions promote wide spread community participation. The tree planting projects in this study are under the Bunyoro Kitara Diocese, which is under the Anglican religion in Uganda.

It was discovered that many people are highly involved in this project because of the fact that they trust and believe in the church institution which existed before these projects started. So using the church institution has increased local community participation in these projects. Therefore, the study reveals that it is important for development agencies that promote local participation to embrace the already existing institutions as they are already known and trusted by the locals. This will help them in getting the communities to participate and get involved in a given development activity faster.

5.4 Management and social cohesion

In most projects that promote community participation in environmental sustainability, it has been difficult to achieve social cohesion. This is in line with recent studies that show that, these projects come to given communities with their own people to be on the management committees. They do not involve the locals in the management process. This makes the communities feel excluded and always refer to the projects as "their projects". However, in this study, this was not the case, respondents in both projects referred to the project trees as "our trees". This is because community members are involved in all the segments of the project right from management level to the lowest segment of participation.

This shows that, for communities to own a given project that promotes local participation, the local people should be involved in all aspects of the project including management. This helps to cater for certain norms and traditions of the community. These norms are embraced because of having local people in management who are knowledgeable about them. This

fosters more involvement of the locals as they feel that their concerns are also addressed, hence promoting local participation and sustainability in the long run.

Generally, this chapter has given more explanations about the key findings of the research highlighting the importance of each of them and the degree to which they affect community participation in environmental sustainability projects. It was noted that involving community members in all segments of the project especially management does impact community participation positively.

Chapter six: Conclusion, limitations and recommendations

6.0 Conclusion

As well established in the existing literature, it is not always a guarantee that a participatory approach to resource management will always guarantee positive outcomes. This shows that there are some important issues that still need to be addressed in order to achieve the widely anticipated benefits of participation especially in local community resource management. This study was designed to help finding areas that can assist in achieving meaningful community participation in resource management by focusing on whether the attributes of the organizational structure of organizing committee membership for local participation in resource management affect the participatory approach outcome in resource management.

This study was conducted on a tree planting project in Bunyoro Kitara Diocese, Uganda, where two cases of this tree planting projects (Kakindo and Cathedral projects) were compared. The attributes considered in this study were; Age, Gender, Level of education and the level of experience of the organizing committee members, who are charged with overseeing the tree planting project. This study revealed that indeed the characteristics of the organizational structure for local participation in resource management do matter because different characteristics have different advantages in regard to promoting participation of the community members.

The study for example revealed that involving the youth in management has a lot of advantages on community involvement in the resource management, as this is seen as likely to promote continuity of the community efforts through the youth for many generations. In addition, they represent the majority in the community; hence involving them in the management of the activities of participation is likely to attract many youths to participate.

Further more, the study revealed that having women on the management committee was the most important attribute. This is an important finding in the developing countries where women have tended to be marginalized. This is because they have qualities like trust, good

mobilizing skills and being good educators which are very essential factors for the success of participatory approaches towards resource management.

Another interesting observation from the study is the importance of the existing institutions which people trust as enablers of community participation. Several people were noted to be highly involved in the activities of Buyoro Kitara project because of the close attachment they have to their church.

It was also clear from the findings of the study that there are benefits from participatory approach to community resource management. Among the most important benefits are financial gains, environmental sustainability, and social cohesion. In a nutshell, the study clearly supports the need to look at membership of organizing committee for community participation as important for the success of participatory approaches to community resource management and development.

6.1 Limitations of the study

While this research has provided important knowledge in addressing some of the concerns in the participatory approaches it has one major limitation.

The study is based on a small sample. In order to get better information with regard to the importance of organizational structure for participation in resource management; there is a need to undertake more studies with bigger samples. This will help in coming up with even better conclusions with regard to how to improve participatory approaches to resource management which focus on the organizational structure of organizing committees in resource community resource management.

6.2 Recommendations

As more work is being done in order to improve results from the participatory approach in community resource management, a key recommendation from this study is that development efforts through community participation need to put more efforts in utilizing already existing local institutions to involve members in community projects or resource management. This was found to be very important in this study area. For example, because the church is a trusted institution in the study area, the two cases studied showed a high level of success because

people feel a high sense of belonging to the church and take the tree planting as important. The community members therefore work hard to support this project because of their attachment to the church and the trust they have in the church institution. Therefore by using already existing trusted institutions, will not only save resources, but also will promote wide spread participation in the area concerned.

Secondly, it is clear from the study findings that participatory projects with regard to resource management in developing countries should put more emphasis on the youth and women involvement in these projects. This is because based on this study's findings the youth and women have strong qualities which are essential for the success of participatory approaches in developing countries.

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Appendix A

Questionnaire

Dear Sir/Madam,

I am from the University of Agder, Norway and I am conducting a research project in order to write a thesis for a Master's degree in Development Management.

You are invited to participate in this survey that is intended to solicit information regarding Sustainable management of forest resources through the participatory approach. My focus is on Bunyoro Kitara Pine Tree Planting Project.

The information given is strictly for academic purposes. Your answers will be treated anonymously and confidentially.

1. Please indicate the project where you belong from the options given below.
Cathedral Project ☐
Kakindo project ☐

2. How old are you? (Please tick)
20-30years ☐
31-40years ☐
41-50years ☐
51-60years ☐
61years and above

3. Are you male or female? (Please tick)
Male ☐
Female ☐

4. What is your level of Education? (Please tick)
Tertiary level ☐
Secondary school level ☐
Primary school level ☐
None ☐

5. What Position do you hold in this project?
Management Committee member ☐
Community member ☐

6. How long have you been part of this project?
1-3years ☐
4-6years ☐
7-9years ☐

10years   ▭

7. Do you consider education of the management committee to be important when it comes to mobilizing participation in this project? Give reasons for your answer.

_____

_____

8. What advantages has the project received related to the level of experience of people in the top management?

_____

_____

9. In your view, what is the advantage of having some women in the management of this project?

_____

10. In your opinion, is it important to have men in the management of this project? Please give an explanation for your answer.

_____

_____

11. In your view, what are the advantages of having the youth on the management committee of this project?

_____

_____

12. What benefits are you expecting to get from taking part in this project?

_____

_____

Thank you so much for taking time to answer these questions

Appendix B

Interview Guide

1. How is the management of the pine tree planting project organized in order to ensure effective participation of the locals?

2. Apart from age, gender, level of education and experience, are there other characteristics of the management of the pine tree project that you can suggest that may be useful in trying to ascertain whether the characteristics of the leadership group helps in efficient
management of the resource?

3. What do you think is the best way to capture whether or not the projects are ensuring sustainable tree growing?

4. What benefits have the participating communities gained or hope to gain in the future from the tree planting project I am interested in the economic, social and environmental benefits?

5. What challenges do you see for these projects in terms of sustaining the activity of the communities that are growing and sustaining the trees?

6. Which characteristics of the management do you consider to be crucial in regard to ensuring that the participation of the local community in these projects continues to follow the set standards to ensure the continuity of the tree planting project?

Thank you so much for taking time to answer these questions