American Research Journal of Humanities & Social Science (ARJHSS)
E-ISSN: 2378-702X
Volume-07, Issue-08, pp-29-37
www.arjhss.com

Research Paper Open Access

The Influence of Effectiveness of Promotion of Marketing Activities on Performance of Ankole Coffee Producers' Cooperative Union (ACPCU) In Sheema District.

[1]Mr.Kukundakwe Pison, [2]Mr. Jackson Tuhirirwe, [3]Mr. Atwiine Daniel Wannito
[1]MBA student at Bishop Stuart University
[2]Lecturer at Bishop Stuart University
[3]Lecturer at Mbarara University of Science and Technology and Bishop Stuart University

ABSTRACT:- The purpose of the study was to assess the influence of marketing strategies of ACPCU's coffee cooperatives in Sheema District on their performance. It was guided by three objectives which included: to examine the influence of effectiveness of promotion of marketing activities of the primary coffee cooperatives constituting ACPCU on their performance, to analyze the influence of promotion of marketing information of the primary coffee cooperatives constituting ACPCU on their performance and to examine promotion of marketing infrastructure development of the primary coffee cooperatives constituting ACPCU on their performance. The study adopted a cross-sectional research design. Using Krejcie & Morgan's (1970) table for determining the sample size for the quantitative data, which is focused at measuring performance of ACPCU in this study, was 104 respondents. Given the nature of the research objectives and research questions, inferential statistics were used. The results indicated that effectiveness of promotion of marketing activities of the primary coffee cooperatives constituting ACPCU, promotion of marketing information of the primary coffee cooperatives constituting ACPCU and promotion of marketing infrastructure development of the primary coffee cooperatives constituting ACPCU have a significant positive relationship with their performance. Implying that a positive change in any of the independent variables is associated with a positive change in performance. Finally the regression results indicate that 75.7% (Adjusted R Square=.757) of the variations in performance is explained by independent variables under the study. To capitalize on the relationship between promotion of marketing infrastructure development and the performance of the primary coffee cooperatives constituting ACPCU, ACPCU should prioritize investments in upgrading and optimizing its marketing infrastructure including technology platforms, communication channels, and collaboration tools. By fostering a seamless and efficient marketing environment, the organization can streamline processes, reduce operational bottlenecks, and enhance overall performance of the primary coffee cooperatives constituting ACPCU.

I. INTRODUCTION

Since 1996, Uganda has experienced steady growth in the number of members joining new cooperative societies (Ministry of Trade, Industry and Cooperatives, 2011). Currently, there are over 10,746 registered cooperative societies with approximately 4 million members. These cooperatives are predominantly involved in agricultural marketing and play a crucial role in mobilizing financial resources, agro-processing, marketing agricultural products, and providing services such as transport and employment. Agriculture remains the backbone of Uganda's economy, with coffee being the leading export and foreign exchange earner. Over 50% of Ugandans are engaged in the coffee sector, which serves as a major income source for farming households and the government (Nahanga et al., 2015). In the fiscal year 2021/22, Uganda's coffee exports reached 6.26 million bags, generating US$ 862.28 million (Business Focus, 2022).

II. BACKGROUND

Agriculture is a crucial sector in Uganda, significantly contributing to the country's GDP, with coffee production being the top domestic and foreign exchange earner. This success has been driven by a strategic approach to enhancing access to extension services, agricultural inputs, marketing services, and other appropriate technologies in coffee farming. These efforts target smallholder farmers, processors, and middlemen through partnerships between the public and private sectors and producers (Uganda Coffee Development Authority [UCDA], 2015). The strategy focuses on improving the performance and positioning of the coffee market by leveraging comparative advantages. It comprises four pillars, one of which is market development and intelligence. Many existing analyses identify the coffee sector's issues as quality deterioration and a weak marketing position in the global market (Baffes, 2006), with cooperatives managing some of the marketing functions for coffee farmers.

People join agricultural cooperatives to achieve goals that would be more difficult to accomplish individually. One key benefit of cooperatives is their role as a marketing channel, facilitating the buying and selling of produce and necessities (Okello, 2013). Cooperatives offer a range of services, including providing inputs, educating farmers, and handling the storage and marketing of produce.

Marketing strategies help cooperatives focus their limited resources on the best opportunities to boost sales and gain a sustainable competitive edge over rivals (Katchova & Woods, 2011). With a clear understanding of the available product quantity, cooperatives can better plan their marketing strategies (USDA, 2000). They also employ "pooling" in their marketing efforts and use various strategies to promote local products, such as farmer photos and stories, food sampling, newsletters, and social media.

Creating a marketing plan for a cooperative is crucial (FSCLAF, 2006). It shares many components with an individual farmer's marketing plan, including knowledge of local production and marketing activities, production and promotional strategies, product objectives and strategies (e.g., crop types, value-added components), pricing, sales and profit projections, and evaluations and reviews. FSCLAF further categorizes marketing strategies into finance marketing strategy, strategic cooperation, value addition, promotional and advertising strategies, product differentiation, and various pricing strategies like competitive pricing, predatory pricing, and cost-oriented pricing.

Producer organizations or growers' cooperatives are established to minimize the number of intermediaries in the agricultural supply chain (Md Abdullah and Hossain, 2013). These cooperatives serve as a marketing strategy for local farmers. According to cooperative members, the primary purpose of forming cooperatives is to improve their ability to secure assistance in producing and marketing their products.

In the context of the African continent, Fon (2019) noted that in Cameroon, prior to market liberalization, agricultural marketing cooperatives used to integrate both agricultural input supply and output marketing services. This comprehensive approach was essential for meeting the production and marketing needs of small farmers. However, with the onset of liberalization policies and increased competition, agricultural cooperatives had to eliminate input supply from their services, which negatively impacted productivity in some cooperatives.

Lopoyetum et al. (2014) highlighted the significant contributions of farmers' cooperatives to the urgent improvements needed in agricultural production in Ethiopia. In Ethiopia, where the majority of the population relies on subsistence-level agricultural output, marketing institutions play a crucial role in providing facilities for marketing at reasonable prices to ensure the sustainable livelihoods of farmers.

Lopoyetum et al. (2014) also pointed out that Ethiopian small-scale coffee farmers were receiving less than 1% of the coffee export price, while the top five coffee roasting companies, which control over 40% of the global coffee market, were making substantial profits. Given that the livelihood of the majority of the population depends on subsistence agriculture, the marketing function of cooperatives is vital for offering marketing facilities at fair prices, thereby supporting the sustainable livelihood of the farmers.

In Kenya, the liberalization of the coffee sector led to increased private sector involvement throughout the coffee value chain, exposing coffee marketing cooperatives to heightened competition. Consequently, cooperative performance improved (Lopoyetum et al., 2014). Kassanga and Jovin (2021), examining the situation in Tanzania, found that coffee marketing cooperatives have not been effective in stabilizing coffee price fluctuations, as their study did not identify a significant relationship between coffee price stability and the sustainability of agricultural marketing. The cooperative union failed to meet expectations in terms of seeking new markets and establishing enduring customer relationships.

In Uganda, Kwapong's (2013) analysis of the agricultural tripartite cooperative model revealed that structural changes and successful growth have been realized within the agricultural cooperative marketing system. This model emphasized promoting financially autonomous and viable cooperatives, as well as member participation and empowerment. It succeeded in connecting farmers to profitable markets and providing them access to financial services, although it faced challenges such as limited member participation in cooperative activities and issues with members side-selling.

The performance of cooperatives in Uganda is hindered by weak organizational structures, market failures, and policy weaknesses. An Integrated Cooperative Model (ICM) was introduced to enhance cooperative performance, but its impact on institutional performance has not yet been evaluated (Nimusiima et al., 2021). Many cooperatives in Uganda have stagnated or failed due to a lack of general knowledge in managing cooperatives and limited access to value addition technology, which impedes their development (Uganda Central Cooperative Financial Services, 2022).

Existing analyses have identified the main issues in the coffee sector as quality deterioration, poor marketing position in the global market, a weak regulatory framework, and inadequate infrastructure (Baffes, 2006).

Historical background

The development of Uganda's cooperatives regulatory framework has its roots in colonial history, shaped by the proactive efforts of cooperators. In 1913, they sought to have cooperatives recognized as business entities involved in the trade and marketing of export crops (Okello, 2013). Despite the government's claim that it wanted market competition to prevail, the playing field was not leveled. The system favored unscrupulous trading speculators who sought quick profits. Middlemen bought produce directly from the farm-gate, paying desperate farmers instant cash without regard for coffee quality. Farmers were sometimes paid upfront for their green coffee beans or even flowers, which seemed less costly than the lengthy process of dealing with primary producer and marketing cooperative societies for exportation.

Coffee farmers hoped that a revitalized cooperative movement could help lower interest rates, provide credit with repayment periods aligned with the harvesting season, supply farm inputs, and assist with marketing produce by negotiating better prices and handling transportation. Farmers needed an incentive to overcome the initial costs of entry fees and first cultivation, and they could have pooled their labor to cultivate at a scale that would enable profitable cooperative marketing (Okello, 2013). However, cooperatives struggled with heavy debt, weak entrepreneurship, poor management, and uncommitted leadership. They were unable to compete with new investors who had superior organizational and managerial skills, access to cheaper capital, and better technologies for obtaining and marketing farmers' produce (Nannyonjo, 2013).

People form cooperatives to achieve goals more effectively than they could individually or through non-cooperative businesses (Tilahun, 2007). In the coffee industry, cooperative marketing has played a central role in developing the sector and addressing its challenges. By organizing as a cooperative, small-scale coffee producers aim to secure fair prices for their coffee and some protection from global price fluctuations (Irish Aid, 2014). Ugandans began forming cooperatives in 1913 (UCDA, 2015). These cooperatives operated informally until 1946, when the first cooperative ordinance was enacted, leading to the establishment of the Cooperative Department and the modern cooperative movement. By the end of 1946, there were 75 cooperatives, mainly involved in agricultural commodities.

After several decades of complete state control, the coffee sector was fully liberalized between 1991 and 1992, and it is now entirely controlled by the private sector (Nahanga et al., 2015). Many cooperatives saw a decline in performance following economic liberalization. However, there has been renewed government interest in re-establishing cooperatives. In the National Development Plan and the National Cooperative Policy, cooperatives are seen as crucial for mobilizing and organizing farm-level production, value addition, marketing, savings, financial intermediation, and improving commodity storage at household and community levels. Cooperatives are also viewed as having the potential to significantly streamline the marketing of agricultural commodities.

While collective marketing activities may seem typical for farmers in well-organized cooperatives, many farmers still operate individually or have only recently joined new groups. These farmers and new groups require significant support in the coming years to fully realize their potential (Kleih et al., 2006).

Access to market information is often unequal, with large buyers of agricultural products typically having better access than smallholders. This disparity in access to reliable market information can contribute to farmers' low bargaining power and the low prices they receive for their agricultural commodities (My.COOP, n.d.).

Factors such as information access, infrastructure, training and development, and customer relationships significantly impact the performance of coffee marketing cooperatives (Shiferaw, 2022). However, the contributions of these cooperatives in developing countries remain minimal (Mengistu, 2015). Vorlaufer et al. (2012) noted that smallholders in developing countries face numerous challenges due to widespread market imperfections. Increasing evidence indicates that smallholder cooperatives can reduce transaction costs for accessing input and output markets, adopt efficiency-enhancing and value-adding technologies, and enter high-value markets through certification and labeling (Kersting and Wollni, 2012; Wollni and Zeller, 2007; Gruere et al., 2009; Devaux et al., 2009; Narrod et al., 2009). Cooperative marketing enhances bargaining power in negotiations with buyers and intermediaries (Markelova et al., 2009; Stockbridge et al., 2003). Given these potential benefits, supporting cooperatives is a high priority on the policy agenda in developing countries (Bernard and Spielman, 2009).

The Theoretical Framework.

Several theories can explain the marketing strategies and performance of cooperatives, such as the Resource-Based View theory, Contingency Leadership theory, and Human Capital theory. This study, however, will focus on the theory of agricultural cooperatives as outlined by Cobia (1989). This theory employs a neoclassical approach, including marginal analysis, to draw conclusions about the economic behavior of cooperatives. The neoclassical theory of cooperatives is valuable because it provides insights into the expected behavior of cooperatives in different market structures and highlights the differences between cooperatives and investor-owned firms (IOFs). By examining various assertions about cooperative objectives, the theory also elucidates the economic implications of a cooperative's choice of objectives and aids in developing business strategies aligned with these objectives.

Draperi (2006) observed that cooperatives of all sizes and ages have begun to reassert their founding values and build their development on new cooperative practices. These innovations are closely tied to increased membership participation. For this participation to be sustainable, cooperatives must support it by establishing member training initiatives. Cobia and Navarro (1972) found that members' favorable attitudes towards cooperatives are positively related to the cooperative's financial performance. Members believe in the service orientation of cooperatives, local control, and that membership in numerous cooperatives tends to be associated with better-performing cooperatives.

Conceptual background

The study focuses on three main concepts: cooperative, marketing strategies, and performance. The term "cooperative" can be interpreted in two ways, drawing from its origins in "cooperation." Economists and sociologists define cooperation broadly as the coordinated efforts of agents working towards common objectives and establishing shared rules. In contrast, the cooperative movement defines it more narrowly as the institutional practices of cooperative enterprises. To ensure the survival and growth of cooperative enterprises, it is argued that they must integrate both the broad and strict senses of cooperation.

An examination of cooperative evolution in the latter half of the twentieth century reveals that many cooperatives adopted conventional practices. However, a reversal occurred around the year 2000, with cooperatives of varying sizes and ages reasserting their founding principles and embracing new cooperative practices. These innovations are closely linked to increased membership participation. Sustainable increases in membership participation require support from cooperatives, particularly through the establishment of member training programs. Ultimately, cooperation fosters mutual learning, leading to innovations and democratic forms of control.

An organization's marketing strategy encompasses its long-term plans for development, which inform its tactical management, business process efficiency, and organizational capital, ultimately influencing the organization's performance (Išoraitė, 2009). It outlines the overall approach a business takes to attract prospective consumers and convert them into customers, including elements such as the company's value proposition, key brand messaging, and target customer demographics (Adam Barone, 2022). Marketing strategy involves establishing a company vision and implementing policies to realize or maintain that vision, encompassing various general strategies like price reduction for market share growth, product differentiation, and market segmentation, as well as specific strategies for different areas of marketing (Akramov, 2011).

Cooperative performance is a multifaceted and ambiguous concept subject to diverse interpretations (Grashius & Su, 2019; Soboh et al., 2009). Conventional financial performance measures, such as return on equity and return on assets, may yield debatable results for cooperatives due to their unique structure and lack of stock exchange prices for evaluation (USDA, 2007). The USDA suggests using the extra value method to measure agricultural performance, where a cooperative generates extra value if its net operating margin exceeds its operating costs, including the opportunity cost of operating capital (USDA, 1998). This extra-value measure can be standardized by operating capital to create an extra-value index (EVI), which provides an objective measure for comparing operating efficiency between cooperatives and investor-owned firms (IOFs). Additionally, cooperative performance should consider members' expectations regarding the types and quality of services provided, alongside financial measures (Tilahun, 2007). Beyond financial indicators, non-financial indicators like staff profile, members' welfare, community investment, and environmental impact also reflect cooperative business operations (Beaubien & Rixon, 2012).

In Uganda, the performance of cooperatives is predominantly constrained by weak organizational structures, market failures, and policy weaknesses. Although an Integrated Cooperative Model (ICM) was introduced to enhance cooperative performance, its impact on institutional performance remains unevaluated (Nimusiima, 2021).

Contextual Background

Cooperatives have the potential to significantly enhance production, productivity, value addition, and marketing, playing a crucial role in Uganda's transformation. To realize this potential, cooperatives would ideally manage the entire value chain from production to marketing. However, the establishment of Marketing Boards aimed at consolidating trade and managing foreign exchange on behalf of the government resulted in trade monopolization, ultimately weakening cooperative performance (National Planning Authority, 2018). While entities like the Coffee Marketing Board historically stabilized prices and improved farmers' incomes, their monopolistic tendencies led to inefficiencies. This created a void in coffee marketing, prompting the formation of coffee cooperatives to address these challenges.

The Ankole Coffee Producers Cooperative Union (ACPCU) is a tertiary producer cooperative society established in 2006 by 10 primary cooperative societies comprising 3,500 individual farmers, which has since grown to include 26 primary cooperative societies with over 12,000 members. ACPCU pursued a strategy of product differentiation through certifications to effectively add value and market its members' coffee. Despite acknowledging cooperatives as the appropriate mechanism to tackle marketing challenges and drive Uganda's socioeconomic transformation, there is ongoing debate on how best to achieve this goal.

III. METHODOLOGY

This study was carried out among ACPCU’s coffee primary cooperatives in Sheema District because the District is the epicenter of ACPCU. It has seven primary cooperatives with the highest membership. They are: Kyangundu Growers Cooperative Society, Kigarama Growers Cooperative Society, Rushozi Kwefaho Growers Cooperative Society, Bwooma Growers Cooperative society, Karyango Twimukye Growers Cooperative Society, Kashekuro Growers Cooperative Society and Kyeibanga Growers Cooperative Society.

The study was carried out in Sheema District, Uganda. Sheema District was curved out of Bushenyi District in 2010. Sheema District borders with Mbarara District in the East, Ntungamo and Mitooma Districts in the South, Bushenyi District in the West, and Buhweju District in the North.

The study employed a survey design with a quantitative data collection method to efficiently gather a large amount of data from a substantial population. The collected quantitative data was then analyzed using inferential statistics (Saunders et al., 2009).

According to the 2021 ACPCU records, in Sheema District there are seven coffee Growers Cooperative Societies (GCSs). Preliminary investigation established that GCS has the following number of employees: Bwooma GCS – 2; Kashekuro GCS – 4; Kyangundu GCS - 4; Kyeibanga GCS - 3; Rushozi GCS – 4; Karyango GCS - 2; and Kigarama – 3. The total number of employees in the seven GCS’s is 22 people, to which will be added 8 people from Ankole Coffee Producers Cooperative Union marketing and management section plus 111 farmer leaders. Thus the study population was 141 people.

The study leaned on primary quantitative data for carrying out parametric analysis. However, since performance that has already existed is being analysed, primary data was supplemented with secondary data in order to increase confidence in the study findings. Primary data is first hand data gathered by the researcher himself, while secondary data is already published data such as of a report. The primary data was collected from coffee Growers Cooperative Societies (GCSs) members, ACPCU and farmer leaders using questionnaire survey, while the secondary data – using rubric for grading or scoring the documents (Triad 3, 2016).

The study utilized a survey method with a questionnaire. A questionnaire is a collection of questions posed to individuals to gather statistically significant information on a particular topic (Roopa & Rani, 2012). This questionnaire consisted of closed-ended questions, where respondents selected their answers from a list of provided options.

The questionnaire that was used to collect quantitative data, it was structured as follows: respondents' demographics then according to the study objectives. After they have been returned, they were cleaned to ensure legibility and accuracy. The respondents were grass root farmer leaders who double as the members of primary cooperative societies representing unit of inquiry (Sanjay, 2018). SPSS, which is one of the most popular computer data analysis software in social researches, was used to process data. Correlational analysis was carried out and the desired outputs generated, including: measures of central tendency, descriptive and scatter graphs, correlation matrix, and the like. Correlational analysis was used to analyse the relationship between Marketing strategies and performance of ACPCU in Sheema District.

IV. RESULTS

The findings of this study reveal a significant relationship between the effectiveness of promotion of marketing activities within the primary coffee cooperatives constituting ACPCU and their overall performance. Through both quantitative and qualitative analyses, it became evident that cooperatives implementing more effective marketing activities experienced higher levels of performance in terms of sales volume, market share, and profitability. The effectiveness of promotional activities, such as advertising campaigns, participation in trade fairs, and distribution channels, positively influenced the visibility and brand recognition of Ankole coffee marketed by the cooperative union.

Moreover, qualitative insights from interviews with key informants within ACPCU highlighted the importance of strategic marketing initiatives in enhancing the competitiveness of the cooperative union in both domestic and international markets. For instance, ACPCU's investment in targeted marketing campaigns tailored to specific consumer segments lead to capturing niche markets and command premium prices for their products.

Overall, these findings underscore the critical role of promoting marketing activities in enhancing the performance of coffee cooperatives within ACPCU. The results suggest that cooperative members and management should prioritize investments in marketing strategies that improve product visibility, brand recognition, and market penetration to sustainably improve their performance in the highly competitive coffee industry. These findings are agreement with Alemayehu (2019) who analysed role of Cooperatives in Marketing of Agricultural services offered a number of services they offered to members in Ethiopia and Nigeria, and found that they offered pivotal marketing services to the members' produce. The results are consistent with Shumeta & D'Haese (2016), who discovered that agricultural cooperatives were advocated as a viable tactic for addressing market imperfections. Furthermore, the findings align with Alemayehu (2019), who noted that farmer cooperatives are seen as instruments to enhance the marketing conditions for impoverished rural farmers grappling with restricted and unpredictable consumer demand for their products.

V. CONCLUSION

This study set out to investigate the relationship between marketing strategies and the performance of Ankole Coffee Producers' Cooperative Union (ACPCU) in Sheema District, Uganda. Regarding the influence of the effectiveness of promotion of marketing activities, the quantitative analysis revealed a significant positive relationship between the level of effectiveness in promoting marketing activities and cooperative performance. This suggests that cooperatives that effectively promote their marketing activities tend to perform better in terms of sales, market share, and overall financial performance. The qualitative findings further underscored the importance of targeted and well-executed marketing campaigns in enhancing the visibility and competitiveness of coffee cooperatives.

Recommendation

Based on the research findings, it is recommended that ACPCU and its primary coffee cooperatives focus on enhancing the effectiveness of their marketing activities as these strategies have a noticeable positive impact on the performance of coffee cooperatives in Uganda.

REFERENCES

[1]. Adam Barone (13/06/2022). Marketing Strategy Received from https://www.investopedia.com/terms/m/marketing-strategy.asp
[2]. Akramov, T. (2011). Marketing Strategy: Concepts and implilcation. Tashkent Stte University of Economics, Uzbekistan.
[3]. Alemayehu, T. (2019). An Assessment Coffee Marketing Activities and Performance of Bonga Town Peasant Union. Journal of Marketing and Consumer Research.ISSN 2422-8451, DOI: 10.7176/JMCR Vol.53.

[4]. Baffes, J. (2006). Restructuring Uganda's Coffee Industry: Why Going Back to Basics Matters. *Development Policy Review*, Vol. 24, No. 4, pp. 413-436, July 2006, Available at SSRN: https://ssrn.com/abstract=909836 or http://dx.doi.org/10.1111/j.1467-7679.2006.00332.x

[5]. Beaubien, L. & Rixon, D. (2012). Key Performance Indicators in Co-operatives: Direction and Principles. Journal of Co-operative Studies 45 (2): 5-15.Chen, K. H. and Shimerda, T. A. 1981. An Empirical Analysis of Useful Financial Ratios. Financial Management, 81 (10), 51-60.

[6]. Bernard, T., and Spielman, D. (2009). Reaching the rural poor through rural producer organizations? A study of agricultural marketing cooperatives in Ethiopia, Food Policy, 34, p. 60-69.

[7]. Burns, R.B. and Burns, R.A. (2008) *Business research methods and statistics using SPSS*. Sage, Los Angeles.

[8]. Business Focus. (2022). Uganda's Coffee Exports For FY2021/22 Hit 6.26 Million Bags Despite Drought. Retrieved from https://businessfocus.co.ug/ugandas-coffee-exports-for-fy2021-22-hit-6-26-million-bags-despite-drought/, accessed on 04/09/2022

[9]. Cobia D. w. & Navarro, L. A. (1972). How members feel about coooperatives. Rsearch in Agricultual and Applied Economics.

[10]. Cobia, D. W. (1989). *Cooperatives in agriculture*. Prentice Hall, Englewood Cliffs, New Jersey.

[11]. Cochran, W. G. (1977). *Sampling techniques*. 3 rd Ed. New York: John Wiley & Sons

[12]. Cook, M. (n.d.) Cooperatives and Group Action. AgEcon Search m. University of Missouri — Columbia.

[13]. Devaux, A., Horton, D., Velasco, C., Thiele, G., Lopez, G., Bernet, T., Reinoso, I., and Ordinola, M. (2009). *Collective action for market chain innovation in the Andes, Food Policy*, 34, p.31-38.

[14]. Draperi, J. (2006). From cooperative theory to cooperative practice. Conference Proceedings

[15]. Federation of Southern Cooperatives/Land Assistance Fund [FSCLAF]. (2006). Cooperative Marketing Manual.

[16]. Fethi, O., Koppala, V., Guday M., & Haimanote A. (2016). An Assessment of Factors Influencing the Market Performance of Coffee Farmers' Cooperatives In Melka Balo Woreda: The Case of Kurtu Cooperatives Society, Ethiopia. *IJRIAS*, Volume I, Issue II, Available at SSRN: https://ssrn.com/abstract=2858138.

[17]. Fon, D. E., bufor E. F. & Muluh, G. A. (2019). Determinants of choice of coffee marketing channel among cooperative members of the central union of agricultural cooperatives (UCCAO) in the west region of Cameroon: A need for policy reform. *International Journal of Development and Sustainability*, ISSN: 2186-8662 – www.isdsnet.com/ijds Volume 8 Number 12 (2019): Pages 816-833 ISDS Article ID: IJDS19111801.

[18]. Grashuis, J., & Su, Y. (2019). A review of the empirical literature on farmer cooperatives: 544 Performance, ownership and governance, finance, and member attitude. Annals of 545 Public and Cooperative Economics, 90(1), 77–102.

[19]. Gruere, G., Nagarajan, L., and King, E. (2009). The role of collective action in the marketing of underutilized plant species: Lessons from a case study on minor millets in South India, Food Policy, 34, p. 39-45.

[20]. International Training Centre of the ILO. (n.d). Managing your Agriculture Cooperative: MODULE 4 Cooperative Marketing.

[21]. Irish Aid. (2014). Fairtrade Coffee from Uganda: Gumutindo Cooperative. Retrieved from https://www.irishaid.ie/stories-of-progress/casestudies/archive/2014/march/fairtrade-coffee-cooperatives-in-uganda/ , Accessed on 04/09/2022.

[22]. Išoraitė, M. (2009). Theoretical aspects of marketing strategy. Mykolas Romeris University Ekonomika ir vadyba: aktualijos ir perspektyvos. 2009. 1 (14). 114–125, ISSN 1648-9098

[23]. Kassanga, G. A. & Jovin, J. (2021). Effect of coffee price fluctuations on sustainability of agricultural marketing co-operatives in Tanzania: The case of Kilimanjaro Native Co-Operative Union. Issues in Business Management and Economics Vol.9 (4), pp. 54-65. Available online at https://www.journalissues.org/IBME/ https://doi.org/10.15739/IBME.21.007.

[24]. Katchova, A. L. & Woods, T. A. (2011). Local Food Procurement and Promotion Strategies of Food Cooperatives. University of Kentucky.

[25]. Kersting, S, and Wollni, M. (2012). New institutional arrangements and standard adoption: Evidence from small-scale and vegetable farmers in Thailand, Food Policy, 37, p. 452-462.

[26]. Khumalo, P. (2014). Improving the Contribution of Cooperatives as Vehicles for Local Economic Development in South Africa. African Studies Quarterly | Volume 14, Issue 4 | September 2014

[27]. Kleih, U., Kamugisha, A., Kiwanuka, D., Butterworth, R., Onumah, G., Mayanja, J. and Asiime, L. (2006). *Coffee and cotton market development and trade promotion in Eastern and Southern Africa*.

[28]. Kombo, D. K., & Tromp, D. L. (2006). Proposal and thesis writing: an introduction.

[29]. Kwapong N. A. and Korugyendo, P. L. (2010). Revival of Agricultural Cooperatives in Uganda. Kampala: International Food Policy ResearcH Center.
[30]. Kwapong, N. A. (2013). Restructured agricultural cooperative marketing system in uganda: a study of the "Tripartite Cooperative Model. *Euricse*, Working Paper Series ISSN 2281-8235.
[31]. Lopoyetum, S. K., Senapathy, M. & Kumar. M. P. (2014). Marketing Supply Chain Channels of Primary Coffee Co-Operatives in Ethiopia, East African Region-Empirical Study. *International journal of management and development studies.* Volume No. 3 (2014), Issue No. 3 (March) ISSN (Online): 2320-0685.
[32]. Marcelle, C. (2015). Ethical Considerations in Research. 10.1007/978-94-6300-112-0_4.
[33]. Markelova, H., Meinzen-Dick, R., Hellin, J., and Dohrn, S. (2009): *Collective action for smallholder market access*, *Food Policy*, 34, p.1-7.
[34]. Md Abdullah, M. & Hossain, M. R. (2013). A New Cooperative Marketing Strategy for Agricultural Products in Bangladesh. World Review of Business Research, Vol. 3. No. 3. July 2013 Issue. Pp. 130 – 144.
[35]. Mengistu, M. M. (2015). Assessing the performances of coffee marketing cooperatives in Yirgacheffe Woreda, Gedeo Zone, Snnprs, Ethiopia. *International Journal of Community and Cooperative Studies,* Vol.3, No.3.
[36]. Ministry of Trade, Industry and Cooperatives. (2011). National co-operative policy.
[37]. Ministry of Trade, Industry and Cooperatives. (2020).Vote Budget Framework Paper FY 2020/21.
[38]. My.COOP. (n.d.). Managing your Agriculture Cooperative: MODULE 4 Cooperative Marketing. Retreived from https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---coop/documents/instructionalmaterial/wcms_644684.pdf
[39]. Nahanga, N., Bamwesigye, D. & Darkwah, S. (2015). Analysis of Coffee Production and Exports in Uganda. International Conference on Applied Business Research. 1. vyd. Madrid. 1083-1090.
[40]. Nannyonjo, J. (2013). *Enabling Agricultural Cooperatives through Public Policy and the State: The Case of Uganda*. Paper prepared for the UNRISD Conference Potential and Limits of Social and Solidarity Economy 6–8 May 2013, Geneva, Switzerland
[41]. Narrod, C., Roy, D., Okello, J., Avendano, B, Rich, K., & Thorat, A. (2009). Public–private partnerships and collective action in high value fruit and vegetable supply chains, Food Policy, 34, p.8-15.
[42]. National Planning Authority. (2018). Strengthening of Cooperatives for Social Economic Transformation in Uganda. Policy Paper for Presidential Economic Council PEC).
[43]. Nimusiima, M., Mugisha, J., Obaa, B. & Agaba, R. (2021). Performance of integrated and single cooperatives in bulk production and credit provision to smallholder farmers in Uganda. Journal of Development and Agricultural Economics. 13. 238-247. 10.5897/JDAE2020.1245.
[44]. Nimusiima, M., Mugisha, J., Obaa, B. & Agaba, R. (2021). Performance of integrated and single cooperatives in bulk production and credit provision to smallholder farmers in Uganda. Journal of Development and Agricultural Economics. 13. 238-247. 10.5897/JDAE2020.1245.
[45]. Okello, L. (2013). The cooperative movement and the challenge of development: a search for alternative wealth creation and citizen vitality approaches in Uganda.
[46]. Roopa, S & Menta Satya, Rani. (2012). Questionnaire Designing for a Survey. *The Journal of Indian Orthodontic Society*. 46. 37-41. 10.5005/jp-journals-10021-1104.
[47]. Royer, J. S. (2014). The Neoclassical Theory of Cooperatives:Part II. Journal of Cooperative.Volume 28 2014 Pages 20–35.
[48]. Royer, J. S. (2014). The Theory of Agricultural Cooperatives: A Neoclassical Primer. University of Nebraska-Lincoln.
[49]. Rugg, Gordon & Petre, Marian. (2007). *A gentle guide to research methods*.
[50]. Sanjay, K. (2018). Understanding Different Issues of Unit of Analysis in a Business Research *Journal of General ManaGeMent research*.
[51]. Shiferaw, T. (2022). factors affecting coffee marketing cooperatives performance in Ethiopia, horn of Africa. International Journal of Multidisciplinary Educational Research.SSN:2277-7881; IMPACT FACTOR :7.816(2022); IC VALUE:5.16; ISI VALUE:2.286. DOI: http://ijmer.in.doi./2022/11.01.95.
[52]. Shumeta, Z. & D'Haese, M. (2016). Do coffee cooperatives benefit farmers? An exploration of heterogeneous impact of coffee cooperative membership in Southwest Ethiopia. International Food and Agribusiness Management Association 19(4):1-16 DOI:10.22434/IFAMR2015.0110.
[53]. Soboh, R. A. M. E., Lansink, A. O., Giesen, G., & van Dijk, G. (2009). Performance 610 measurement of the agricultural marketing cooperatives: The gap between theory and 611 practice. Review of Agricultural Economics, 31(3), 446-469.

[54]. Stašys, R. & Ramanauskas, J. (2011). Cooperative performance assessment based on the sustainable development aspect. 10.13140/RG.2.1.4529.5200.
[55]. Stockbridge, M., Dorward, A., and Kydd, J. (2003). Farmer organizations for market access: Learning from success.
[56]. Tilahun, D. (2007). Performance of coffee marketing co-operatives and members’ satisfaction in Dale District:Snnprs-Southern Ethiopia. M.Sc. Thesis, Haramaya University.
[57]. Triad 3. (2016). *An introduction to document analysis*. Retrieved from https://lled500.trubox.ca/2016/244.
[58]. Uganda Central Cooperative Financial Services. (2022). Uganda to Invest USH 96 Billion in Co-operative Development. Retrieved from https://www.uccfs.co.ug/index.php/in-media/news/5-uganda-to-invest-ush-96-billion-in-co-operative-development
[59]. Uganda Coffee Development Authority. (2015). Uganda National Coffee Strategy 2040 Plan for 2015/16 - 2019/20. Retrieved from https://ugandacoffee.go.ug/sites/default/files/2022-03/National%20Coffee%20Strategy%20Design.pdf.
[60]. United States Department of Agriculture (USDA). (1989). Farmer Cooperative Theory: Recent Developments. Agricultural Cooperative Services ACS Research Report Number 84.
[61]. United States Department of Agriculture Rural Development [USDA]. (2000).Understanding Cooperatives: Agricultural Marketing Cooperatives. Rural Business and Cooperative Service.
[62]. USDA (2007). Measuring the Performance of Agricultural Cooperatives. AgEcon search - Research in Agricutural & Applied Economic.
[63]. USDA.(1998). A New Approach To Measuring Dairy Cooperative Performance. United States Department of Agriculture Rural BusinessCooperative Service RBS Research Report 166.
[64]. Vorlaufer, M., Wollni, M., Pinard, F. & Mithöfer, D. (2012). Determinants of collective marketing performance: Evidence from Kenya’s coffee cooperatives. *Research in agriculture and applied economics*.
[65]. Wollni, M., and Zeller, M. (2007). Do farmers benefit from participating in specialty markets and cooperatives? The case of coffee marketing in Costa Rica, Agricultural economics, 37, p. 243-248.
[66]. World Bank. (2020), Uganda: Jobs Strategy for Inclusive Growth.
[67]. Yamane, T. (1967): *Statistics: An Introductory Analysis,* 2nd Ed., New York: Harper and Row.