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Practices to Reduce Poverty: How the Sustainable Development Goals are Translated by Agricultural Value Chain Players in Uganda

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Abstract

In 2015, the UN established the Sustainable Development Goals in order for social development, environmental sustainability, inclusive economic development, and security and peace. Because poverty is still being a great concern nowadays, the choice to study the translation of goal number 1; end poverty in all its forms, has been made. Uganda turned out to be one the poorest countries in the world with a poverty rate of 67 percent. The majority of the poor lives in the rural areas and highly depends on agriculture. Because little attention has been paid towards the translation of the SDGs into Uganda and our focus will be on SD goal 1, the purpose of this research is to understand the translation process of SD goal 1 in the agricultural value chain in Uganda with the aim to reduce poverty.

This study is based on a qualitative approach to achieve its objectives. During a fieldtrip to Uganda, 15 in-depth interviews were conducted with several stakeholders in the agricultural value chain. The collected data has been categorized by using open coding into a model containing the discovered concepts.

Results shows that the abstract SD goal 1 is edited into concrete practices through several concepts translated into local contexts making it feasible for locals to understand and adopt. Firstly the improvement of quality is strongly related to reducing poverty in Uganda, such as value addition of crops, trainings and promotion of ethical behavior. As well productivity improvement and financial security turned out to affect the reduction of poverty in a positive way. Finally, some difficulties were found during the translation process, likely lack of trust and the widely known climate changes.

This research provides new knowledge on the translation process of the SDGs in the agricultural value chain in Uganda. The findings of this thesis provide support and enrich the existing literature of translation

theory. Additionally, farmers could get motivated towards the engagement of the concepts in order to help Uganda with the ending of poverty.

Introduction

Society is facing social and ecological problems every day. Especially poverty in Africa is being a great concern. In 1990, the number of people who have to live in extreme poverty, was 1.9 billion (United Nations Development Programme (UNDP), 2015). Currently, there are still 800 million people worldwide who have to live with \$1.25 or less a day, of whom the majority lives in Sub-Saharan Africa. Even this is a reduction of more than half of the number compared with 1990, there are still a lot of people worldwide dealing with poverty (UNDP, 2015). The United Nations Development Program (UNDP, 2015) states that ending poverty globally is one of the greatest challenges facing humanity and that's why they brought up the Sustainable Development Goals (SDGs), as a continuation of the Millennium Development Goals (MDGs). The fundamental challenge for the SDGs is to discover how to raise living standards while keeping the worldwide pressures on food systems, biodiversity and natural resources within reasonable limits by the end of 2030 (Munang & Andrews, 2014). To narrow this worldwide perspective down, our focus will be on the East-African country Uganda, due to their high poverty rate of 67 percent (Worldbank. 2015). As the majority of the poor live in rural areas and for the reason that 84% of the total Ugandan population live in rural areas and highly rely and live from agriculture (Farm Africa, 2016), we focus on ending poverty in the Ugandan agricultural value chain.

Current agricultural business practices in developing countries and the living conditions of poor rural farmers are thus particularly important to examine if progress towards the SDGs has to be made. This research will therefore focus on SD-goal number 1; end poverty in all it forms, with the focus on the

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agricultural value chain in Uganda.

Poverty in Uganda is still a concerning issue. Uganda, with a per capita income of less than \$170, is one of the countries with extreme poverty (Worldbank, 2015). In 2012, the poverty rate in Uganda was about 67 percent, expressing that 67 percent of Ugandans are poor or highly vulnerable to poverty. The life expectancy for women and men is at an average of 59 years, one of the lowest in the world caused by poverty (The Borgen Project, 2013). The Borgen Project is a non-profit organization that is addressing poverty and hunger and working towards ending them. They consider the social protection mechanisms to lift up the poorest and let them achieve full productivity potential as highly important. The government therefore gives priority towards social sectors and infrastructure expenditures. For the reason Uganda has fertile soils, a flourishing climate and it highly depends on agriculture, investing in this value chain will help the 84 percent relying on agriculture, feed the nation and it will stimulate economic growth (The Borgen Project, 2013). This high percentage depending on agriculture asks for improvement of the productivity and efficiency in these areas (Farm Africa, 2016).

One example of an improvement that already has been made is the development of better land management strategies (Worldbank, 2015); *'Improved management of land can result into more efficient land use that can boost productivity while at the same time allowing people with weak land rights to benefit more from economic growth.'*

The SDGs are important because of the growing need for sustainable development globally (Sachs, 2012). However, the SDGs and their targets are abstract in a way that they are theoretical and nonobjective. So it's interesting how the SDGs are translated into concrete practices and procedures to fit within Uganda. *'When managerial practices diffuse across the globe, they are translated to fit the receiving society'* (Boxenbaum, 2006). Translation thus would be the way how the

abstract, nonobjective SD-goals are made into real concrete, applicable practices so they can be implemented by local stakeholders like NGOs, farmers and the Ugandan government.

From an academic perspective, a lot of research has been done about the Millennium Goals and the Sustainable Development Goals but not yet how SD goal 1 is translated into concrete practices and procedures in Uganda. Gender equality is one of the seven targets of SD goal 1 to end poverty, the translation of this target into a concrete practice might be done through ensure women have equal chances as men finding jobs, so employers have to hire women as well men and maybe get subsidized for this,

Munang & Andrews (2014) studied the SDGs and their implications and ended their paper with the questions: *"Are the policy and its associated indicators feasible? And how should the SDGs be defined in the African context?"*. Sachs (2012) came up with comparable assumptions to enhance the quality of living and ecological requirements, the SDGs therefore need to be translated across many sections and regions. The interest here is in the implementation process and the developments that are made, like the better land management strategies mentioned above and the gender equality.

Hence, the implementation of SD-goal 1 in Uganda specifically has not yet been investigated and therefore by doing this research, new insights and complements can be given towards existing literature.

By analyzing the translation of the SDGs in Uganda, a contribution for profit organizations, i.e.. farmers, will be given to retain making more sustainable choices. Likewise, it may can be a use for non-profit organizations in order to enhance development procedures, since the results will show how the SDGs are translated in Uganda and their appropriateness. The outcomes can even be seen if the goals will face implications by achieving this. If so, local stakeholders, the government and the United Nations can take this into account by the

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evaluation and elaboration of the translation process of this goal.

Taking all of the above into consideration, this research is based on gaining a deeper understanding about the translation of the Sustainable Development Goal number 1 in Uganda, in order to reduce poverty and enhance the quality of living. This can be expressed in the following *research question*:

“How do local stakeholders translate the abstract SD-goal 1 into concrete managerial practices to reduce poverty in the agricultural value chain?”

This research will give explanations how the SDGs are translated in Uganda, like the different procedures and information that is provided to different stakeholders.

During this research the translation of SD-goal 1 in Uganda will be examined based on the translation theory, and will be discussed in the next section. Continued with the explanation of the research method that is used and a data analysis will be given. Lastly the results will be discussed and a conclusion will be provided to the selected research question.

Literature Review

Sustainable Development Goals

Sustainability ‘is the capacity to endure’ (Munang & Andrews, 2014). So reframing this, actions that are done today should consider the consequences that will affect the future. Brundtland et al. (1987) was one of the first calling for sustainable development and defined it as ‘development that meets the needs of the present while safeguarding Earth’s life-support system, on which the welfare of current generation depends’. Three main elements needs to be harmonized so as to achieve sustainable development: social inclusion, environmental protection and economic growth. Hence, there has to be promotion of sustainable, inclusive and equitable economic growth, creating better opportunities for everyone, reducing

inequalities, raising basic standards of living, fostering equitable social development and inclusion, and promoting integrated and sustainable management of natural resources and ecosystems (United Nations, 2016).

‘So, it’s time for global action for people and planet’ (United Nations, 2016). Therefore, the MDGs were set up by the United Nations in 2000 to achieve a set of important social priorities worldwide (Sachs, 2012). These goals contain 8 different goals and are aimed to express disease, gender inequality, hunger, unmet schooling, poverty and environmental

Because the MDGs has the expiring date of 2015, and the world still have to deal with important social concerns and dangerous climate changes and action has to be taken, the United Nations adopted a second round; the Sustainable Development Goals (SDGs). These are an extension of the MDGs, and contain 17 goals and 169 targets. ‘They call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet’ (United Nations, 2016). So taking action and ending poverty, that must be aligned with strategies that covers social motives such as social protection, education, health and job opportunities, keeping in mind the climate change and protecting the

environment. In order to monitor the SDGs, a number of global indicators is used. The Inter Agency and Expert Group on SDG Indicators (IAEA-SDGs) will develop a global indicator framework. The motion for each target is to have 2 indicators. Besides this, governments as well develop their own indicators for assisting the monitoring progress made on the goals and targets (United Nations, 2016).

‘End poverty in all it forms everywhere’, is the purpose of goal number 1 of the SDGs and has the focus in this study. It has his own 7 targets in order to achieve this. The targets for goal 1 set up by the United Nations are described below:

- By 2030, eradicate extreme poverty for all people everywhere, currently measured as

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- people living on less than \$1.25 a day.
- By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.
 - Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.
 - By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.
 - By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.
 - Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions.
 - Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions.

Hence, the aim of this goal is to end poverty and improve wellbeing through access to education, employment and information, better health and housing, and reduced inequality while moving towards sustainable consumption and production (Griggs et. al, 2013).

Sustainable Development in Uganda

Prescott-Allen (2001) published in *The Wellbeing of Nations: A Country-by-Country Index of Quality of Life and the Environment*, the 'Wellbeing Assessment'. This assessment of 180 countries, is based on 88 indicators like wealth, equity, land, water, resource usage etc. It turned out that Uganda was founded as one of the least sustainable countries out of the 180 countries.

As came forward of the United Nations Development Program (2005), Uganda is a country that has a low level of human development, and crucial problems of hunger and poverty. Of the Ugandan population, 40% doesn't have access to (healthy) food (UNDP, 2005). For the reason that Uganda highly rely on agriculture and poverty in this area is high, an appropriate translation of SD-goal 1 is needed in this value chain.

One NGO in Uganda that is committed to the SDGs is Farm Africa. It's an independent registered charity in Uganda with the aim to make the SDGs become reality. Their mission and alignment with the SDGs is to reduce poverty by helping farmers to increase their incomes and at the same time improve their productivity and way of living in a sustainable way.

The work they do is cooperate with rural Ugandans to increase their income. This is done through increasing the value of their production through better farming practices and simple processing of any surplus they produce (Farm Africa, 2016). They help farmers to produce and live in such a way, that they won't damage their natural resources. SDGs become reality by Farm Africa through (i) being experts in their field, delivering insightful and impactful evidence-based solutions (ii) pushing boundaries, being creative with new and old solutions and approaches (iii) acting for the long-term, building relationships and delivering long-lasting change for farmers (iv) working flexibly, taking advantage of the most effective solutions, whether from communities, private sector, civil sector or government and (v) sharing knowledge with others, reaching more

farmers than we could alone, ensuring effective technologies are widely accessed, (Farm Africa, 2016).

A venture programme called Maendeleo Agricultural Enterprise Fund (MAEF) has been launched by Farm Africa in 2011, to identify, help and grow enterprises in rural areas with the purpose to reduce poverty. Their predecessor Maendeleo Agricultural Technology Fund (MATF) has raised the incomes of households between 60 till 400%. A valuation of this fund pointed out that the effect can even be greater by improving business trainings and market linkages. And therefore the MAEF was launched. To even achieve a greater impact and long-term progression, they strongly want to align with the SDGs, work together with communities, the United Nations, the private sector and governments (Farm Africa, 2016).

Pender, Nkonya, Jagger, Sserunkuuma & Ssali (2004) did research based upon a survey of 450 households and their farms in Uganda about income strategies and agricultural productivity in Uganda. Their results show that plot size and labor use increases the value of crop production, leading to higher income. So farmers having a greater plot size can grow naturally more crops, and for that reason using labor helps them produce and harvest in time. As well farmers who participate in agricultural trainings and learn the best ways of farming, results in having a positive impact increasing productivity. These trainings promote the use of fertilizers. Meanwhile, Love, Twomlow, Mupangwa, van der Zaag, & Gumbo (2006) did an analysis of 10 years of agro-economic studies in Southern Africa and argue that the use of fertilizers do have a short term impact on food security, but it won't in the long term. Reasons for this are the difficulties regarding transport and the anxiety of using fertilizers due to the negative effect on soil. Besides this, the costs of using fertilizers on the long term are too high. Especially smallholder farms don't have the ability to afford this. They recommend the upgrade for transport systems and to subsidize fertilizers and as well promote women's labor in order to increase productivity

and therefore increasing food security.

The roles of programs and organizations and their impact has been investigated by Jagger & Pender (2006) by doing surveys at different levels in Uganda. They imply that households that are involved in programs and organizations is necessary to make sure information, knowledge and technology that they have learned can diffuse through the community. This because not every household and farms have the access, in terms of money, to these programs. The need is there in order to make farms adopt sustainable land management technologies, resulting in productivity improvement which will result in higher income.

Interventions in inputs (seed and fertilizer) should not be simple subsidies, but should be sustainable investments targeted at either end-user level or at the transport and marketing system. This is recommended as an alternative to the once-off intervention proposed by the Millennium Project. Upgrading the transport and distribution system for inputs will have a longer term and more sustainable impact than free distribution of fertilizer for one or two seasons. Similarly, developing the market for inputs – especially for sale of small quantities of inputs – will allow a contribution from the small-scale enterprise sector.

The implementation of SD-goal 1 is therefore interesting to investigate due to the improvements and developments that still have to be made. The phenomenon SD-goal 1 with the seven targets, has a mission to reduce poverty. The goal and targets are theoretical and still abstract. In order to implement this into Uganda, these targets of SD-goal 1 needs to be translated into concrete practices to make sure that the local citizens are able to understand and implement it. So the targets has to be turned from abstract into concrete practices. This needs to be done by local stakeholders with the help of The United Nations, as well as the government. To explain how translation can be done, translation theory is described in the next section.

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Translation Theory

Translation has many terms in previous literature studies, Backer (1991) defined it as knowledge utilization and describes this as 'research, scholarly, and programmatic intervention activities aimed at increasing the use of knowledge to solve human problems'.

The translation of new practices are done if one social actor imitates the use of another actor of the new practices, and the translation process modifies both the imitated and the imitator (described by Abrahamson (2006) as the following; 'translation is akin to the children's game of telephone. A word travels, whispered from one child to another in a chain of children. So translation is like a loud child's whisper. Chains of organizations and their agents imitating each other create translation of the ideas, objects and practices travelling down these imitation chains' (Abrahamson, 2006). Thus the translation of new ideas or practices within chains starts with the announcement of the innovation of a manager within the organization or the one who wants to start the change in a chain. Having said the innovation plans, it will flow through the organization by staff members telling and imitating each other about this innovation and from there it will flow through the chain through the imitation of agents and organizations. During the process of new ideas or practices that circulates within organizations and chains, these ideas and practices are translated in such a way it fits within the needs of the organization and the environment they operate (Sahlin & Wedlin, 2008). Czarniawska & Sevón (1996) argue that it's not a practice or idea that is being transferred from one context to another, but rather manifestations and accounts of a particular practice or idea. These accounts undergo translation when they will be spread, what results into local variants of models and ideas in different local contexts (Czarniawska & Joerges, 1996).

Sahlin-Andersson (1996) is a well-known translation theorist and describes translation as a term that points out both transformation and movement and calls this an editing

process. Ideas and reforms are framed in a way that it will be commonly accepted and familiar, in order to make sense to a reader or listener. So ideas are edited and presented to others as categories, examples, concepts and theoretical frameworks that are familiar (Sahlin & Wedlin, 2008). These concepts, frameworks, examples and interests are not similar in every context and every situation. So by editing this, it has been emphasized that the term 'editing' can change the meaning, formulation as well as the content of models, ideas and experiences (Sahlin- Andersson, 1996; Sahlin & Wedlin, 2008).

The implementation of management ideas at an organizational or local levels is a process where ideas have to be reframed from abstract ideas into a set of techniques or policy guidelines that make it concrete and easy to adopt (Morris & Lancaster, 2006). Ideas have to be transformed to local standards to make the implementation process feasible. So the translation process consists of selecting an idea, disembedding it from one region and re-embedding it in another one (Czarniawska & Sevón, 1996). This looks pretty straightforward but it's not an easy process.

Love et al. (2006) studied the translation of the MDGs in Africa doing a literature review. The MDGs implied the reduce of extreme poverty and hunger and all of this have to deal with the agricultural value chain. The proposals of the MDGs implied free or subsidized fertilizers and water resource management (UN Millennium Project, 2005). The results of the research of Love et al., (2006) shows that fertilizers do have a short-term impact, but don't affect food security in the long term. This because it has high costs and it is difficult to transport it throughout the rural areas. Concerning the water resource management, it's still difficult for smallholder farmers to access irrigation water. Besides the several solutions at a global level of the MDGs, Love et al. argues that these solutions don't always take into account the challenges and needs at regional levels. So while Love et al., (2006) did research about the translation of the MDGs in Africa and recommended that there should be better

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strategies and management for making the proposals a success, limited research has been done about the translation of the SDGs.

The implementation of the SDGs into Uganda is still under researched. Applying all of the above to the topic of this study, translation theory implies thus that these SDGs will be edited and transformed in a way it is feasible for the locals to adopt. With this study I want to investigate if SD goal 1 is translated so that local stakeholders can understand and implement this.

Methods

In order to answer this research question, the design of our research will be a qualitative research method, interviewing different stakeholders in the agricultural value chain in Uganda. The reason for the decision about doing interviews as research method, is to obtain an insight of the experience of the different stakeholders the implementation of the SDGs. By doing interviews, the possibility arise to continue and elaborate on particular answers of the interviewee to get more in-depth information. Because of the exploratory context and the cultural and interpretation differences, the need for flexibility to further elaborate questions during interviews is necessary and useful. As Rubin & Rubin (1995) argues that doing a qualitative research won't prove principles that are valid under all conditions, but rather strive for understanding how and why specific events take place in situations. Broadly, we seek understand how the SDGs are translated into Uganda. In the next section we will further discuss the research context regarding Uganda and the data collection and analysis.

Research context

The choice for Uganda has been made due to the high poverty rate. After the period of the Millennium Development Goals, poverty is still a remaining concern. The UNDP Report of Uganda (2015) about the results of the MDGs shows that people living in poverty has

reduced by half the number, but still 6,7 million of the Ugandan community can be addressed as poor and even 14.7 million as vulnerable. The World Bank (2016) still addresses Uganda as one of the poorest countries in the world with a per capita income of under \$170. Due to poverty, Uganda has one of the lowest life expectancy in the world for men and women. Malaria and AIDS turned out to be mainly the cause of death. The majority of the mortality consists of children and infants due to illness for the reason that Ugandans cannot afford vaccinations or visit health clinics.

As 89% of the poorest are classified as rural (Worldbank, 2015) the focus of this study is the agricultural value chain in Uganda. The choice for this specific value chain is because of the high percentage of Ugandans working and relying on this value chain. Collectively, the high poverty rate and the significant value of agriculture, Uganda turned out to be interesting to conduct research about the translation of SD goal 1 with the aim to reduce poverty.

Data collection

Data was collected in several areas in Uganda. Together with 6 colleague students from the VU University, we travelled to Uganda. in the period of 24 March till 12 April 2016 in order to do interviews. During the field trip, data will be collected and understanding the perspectives that are happening on the spot. We are actually conducting interviews across the entire agricultural value chain from rural farmers to producers to processors to (non)governmental organizations. The agricultural value chain is chosen because of the high dependence on this value chain, and the majority of the poor lives in the rural areas. This is done going to several different areas in Uganda, like the east, south-east and rural areas and by doing interviews with different local stakeholders in the agricultural value chain.

Starting point of the data collection is finding out which stakeholders in the agricultural value chain are useful for this research. This resulted

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in several stakeholders of different layers along the value chain to get various answers. The different stakeholders consist of NGOs, governmental organizations, production centers and rural farmers, in order to gather information about their interpretation of the translation process of different layers in the value chain. Because we only had 19 days to conduct research and we want to do face-to-face interviews, we had to rely on Ugandan colleagues, who have access to these different layers of stakeholders. Our preferences of stakeholders were written down and with their network in Uganda, interviews were arranged within our time in Uganda. Every approached stakeholder wanted to participate within our research. During our trip, we stayed in the capital of Uganda, Kampala. With this being the centre of trade, and with the biggest organizations and markets located there, our first week of interviews were taken in Kampala. We did a lot of company visits in order to ask our questions. Every single time, these companies were very grateful to have us, and therefore gave us a tour and insights in the daily businesses. Because of their gratefulness, they provide us with stories about their business as well their families. Besides companies, the interest to interview farmers in rural areas was there, so a three days field trip was planned to east- Uganda. During these days, I was able to talk to smallholder farms as well rural farmers and gather data regarding challenges they face in sustainable development. During all of the interviews, notes were written down in order to perhaps gain additional insights during the data analysis.

Pre-specified interview questions were made before going to Uganda. For the reason we were in a group of seven co-students during the interviews, and the different participants didn't have that much time, the main questions were asked and elaborated further to get well-argued answers. So it turned out that the interviews were semi-structured with the possibility for further elaboration in order to understand the translation process of SD goal 1 with the aim to reduce poverty. To gain trust

from the participants and get as much information as possible we assured them the given information will only be used within our researches and for no other means. At the end of the whole trip to Uganda, 15 interviews were held and include valuable information for this study. The interviews have a duration between 9 and 83 minutes, and about an average of 45 minutes. All interviews were tape-recorded and fully transcribed.

Data analysis

Analysis of the data consists reading and re-reading the interviews several times. After this, we started with open coding of the interviews (Locke, 2001) and this resulted in a lot of labels explaining phrases linked to quotes in the data. Then, we read the interviews again and started with going more in detail and find patterns and similar answers, as well as difficulties and challenges towards the translation of the SDGs and revised all the different labels. To analyze the interviews, the Gioia method is used for inductive coding to find differences and similarities among the many categories (Gioia, Corley & Hamilton, 2013). First order concepts are first emerged and resulted in 17 concepts. Between the discovery of the different concepts and categories, we went back and forth between the transcripts and the different labels in order to create the best concepts explaining our research question. Next, second order themes are abstracted, in order to group the 1st order concepts. Lastly the aggregate dimension is identified comprising the 2nd order themes explaining the translation process of SD goal 1 in order to reduce poverty. The process of inductive coding resulted in a list of first order concepts, second order themes and finally in an aggregate dimension. The concepts derived from the data will be visualized in figure 1, included in figure 1.

In the next section we discuss the aggregate dimension and the first and 2nd order themes derived from the data with the use of quotes of different interviewees. Appendix 2 present the quotes to further illustrate the different

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concepts.

Results

Out of the interpretive data analysis, several concepts were discovered in order to reduce poverty. Using the Gioia method (Gioia, Corley & Hamilton, 2013) these concepts are assigned to 1st order and 2nd order concepts. The aggregate dimension naturally is reduce poverty. Since the focus lies on the agricultural value chain and more than 80% relies on agriculture, the concepts implies concepts for this value chain to be developed. First, the participants explained several ways to improve the quality of crops which will lead to a reduction of poverty. Hence, the first 2nd order concepts we discovered is quality improvement that positively affects the reduction of poverty. The second concept discovered is productivity improvement because we found that due to higher productivity, labor increases, and farmers will generate more income. Third, we discover the need for financial security for farmers, which turned out to be the third 2nd order concept. As well some challenges are discovered which makes it difficult for local stakeholders to implement the SDGs effectively. These challenges are as well included in the 2nd order concepts, whereas challenges is the fourth concept. These 2nd order concepts consist of multiple 1st order concepts which we will discuss in the following section.

(i) Quality Improvement

The first concept we have identified in order to reduce poverty, or in Ugandan terms increase the income, consists of improving the quality of the products farmers produce. By improving the quality, farmers can get a higher price for their crops.

Value addition. One way of quality improvement is value addition of the crops. If farmers sell it immediately after harvesting, they receive a lower price because the supply

is high, and sometimes even exceeds demand. As a marketing officer from Mbale explains:

In terms of lack of storage facilities that everybody is harvesting at the same time and everybody is selling, sometime the supply exceeds demand and they waste, so with the ambient store he is talking about, the yare able to store, minimize the losses, but also storage adds value. If you store it for two months you will find that you are going sell it at maybe double the price than harvest. So just storage alone enables you to add value. In the end of the day you are getting more money per unite you are selling.

So the ability for farmers to store their crops after harvesting is quite useful, so they can sell it when the supply is low and therefore they can get better prices while selling it. Storage as well helps to reduce waste, waste of crops that could not be sold after harvesting due to the high supply, and farmers didn't know what to do with it. Now they can store it, farmers can sell the left-overs at another point in time and still receive a good price

Farmers used to sell their crops directly after harvesting, as a raw product. What now is being introduced is value addition to these crops. Coffee beans for example, are not only sold as raw beans but farmers are as well roasting it to get more money. This also applies to bananas. While there are many banana trees growing in Uganda, they were only used to eat bananas cooked, called Matoke. Professor Zake told us they are now making cookies and chips of bananas, which he even let us taste. So farmers are not only grow and harvest it, but processing crops to add value and sell it against a higher price.

But also the value addition along the value chain is very important. Now you find even in bananas, we used to eat bananas only cooked, but now we have started drying it, making powder, making confectionaries out of it. So every crop is trying to add value, to make sure that the farmers get more out of agriculture.

Share resources. Lack of resources often inhibits (small) farmers to process their crops, what makes it hard to add value. A solution to this is resource sharing, as well sharing capital for making investments for purchasing equipment. Especially the smallholder farms usually don't have the capital for purchasing equipment and thus the ability is not there to process it for better quality. Another way to improve quality and will help farmers process crops, is business incubation centers. These centers provide process equipment, trainings and facilities to get information. A senior advisor from SNV explains;

And also business incubation. Because the incubation centers they often have equipment that people can use to process different things. And it will have trainings, some kind of business trainings. They will have internet facilities, so someone can find out what's happening in other parts of the world and how to do it and things like that. So those business incubations centers have been in supporting and improving quality of products.

Training by associations. Another concept concerning quality improvement is training by associations. Farmers are encouraged to become a member of associations to receive trainings. These farmers can tell farmers who aren't members what they have learned, like word to word trainings. Members are once or twice a year trained how to produce quality products. They are explained how to harvest, when it's the best time to harvest, how many water and clean water. For example coffee, they are taught how to dry the beans and how to pick the good ones. A coffee farmer explained;

The trainings always help us a lot. When they train you, you get a good yield of coffee because they teach you how to produce good quality. Actually, even during the harvest they teach you how to grade the good quality bean and also those that are not good. So they give us the necessary skills and knowledge and in the end they buy the product.

Promote ethical behavior. The last concept

we discovered is the promotion of ethical behavior. Conforming to a code of conduct producing good quality allow farmers to receive more money. Farmers are taught how to produce good quality, which steps they have to follow. What has been explained by a production officer during the fieldtrip is that some farmer for example coffee farmers, put stones in bags of coffee beans to get more weight. When buyers found out they naturally give a lower price to the farmers. So what farmers get learned is conforming to a code of conduct and behave in an ethical way, ensure they produce quality, equals sustainable revenue. Hence, ethical behavior ensures farmers produce quality, gain a higher revenue and for the long-term adequate sustainable income because of trust building with buyers.

Yes, people are compliant with the code. When the price falls, what the message given to the farmers is, is that because quality is poor. But they want to get more money, by conforming to the code, they have better quality and thus more money. They are compliant to the guidelines for because of this reason.

Quality improvement seems to be an important factor for the translation of SD goal 1 in order to increase income. All farmers get to learned the best way of farming and are taught in a way it's understandable for the Ugandan farmers. Every step is explained in order to make the translation process applicable and easier to adopt as Sahlin & Wedlin (2008) argued. It's reframed into concrete practices through the trainings given, and learn farmers how to add value and behave in an ethical way, all in order to reduce poverty. Using the Gioia method, quality improvement is one 2nd order theme leading to increase income. The subconcepts supporting this are *value addition, training by associations, share resources, business incubation and promote ethical behavior*. These are the 1st order concepts of quality improvement. Visualization of this is shown in figure 1 in Appendix 1.

(ii) Productivity Improvement

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The next 2nd order theme I identified in order to reduce poverty is the improvement of the productivity of farmers. More than 80% of the Ugandan rely on agriculture (Farm Africa, 2016). And this is therefore the most valuable value chain in Uganda and can use practically help. If the productivity of the farmers will be improved, they can grow more crops and gain as a result more profit. As productivity increases, farmers have the possibility to employ the unemployed ones in their community.

Gender equality. One first order concept of productivity improvement is gender equality. When visiting companies in Uganda, we noticed that women are barely employed. If women are employed, they have the lower functions, while the management functions were mostly provided by men. Target 1.4 of SD goal 1 implies this concept, gender equality, and ensures all men and women have equal rights by 2030. If you empower women besides men, households will have more money to spend because both parents are able to work. A founder of a coffee shops told us;

If you look at the baristas here, they are mostly girls and that is not by accident. That is one of the ways, we try to empower women. And we got a saying: If you train one, you train a nation. That is one of our objectives. And I think it is sustainable, you empower them and they learn social skills as a vehicle and I think that is sustainable.

Land management training. A second concept is land management training. Farmers are trained in agribusiness practices, they are taught how to grow crops, like in terms of space between crops and trees. Farmers used to plant without knowing how to use their land to benefit the most. Information is provided about the best way and time to harvest e.g. making holes, how many water crops need, irrigation systems. Professor Zake explained us they get also taught post-harvest practices e.g. how to dry crops, process it and selling it. So with the right knowledge what to

do at which stage, farmers can grow more and better and can earn more money.

Essentially once farmers do what they should do at the various stages of the plant growth, they get the necessary produce. You see there is a lot still to teach our farmers, at production level, maintenance level, at the harvesting level, the cup taste. There is a lot to do with the coffee, how people can get out of the poverty by doing the right thing at the right time.

Fertilizers. Farmers used to think fertilizers will spoil the ground and therefore they were anxious of using it. Associations are now providing fertilizers and teach them how to use it with the right quantity and when to add it. With the use of fertilizers, crops can grow better and productivity increases, resulting in higher revenues and a greater extent of employment. A production officer from Mbale explained;

They know that using fertilizers and manure increases the productivity. But like in Mbale here it is different. (...) Concerning the chemical fertilizers, the attitude was that you put in fertilizers it will spoil the ground. But recently the extension workers went in to sensitize farmers how fertilizers are used with the correct measurement, timely application.

Intercropping. Intercropping is a fourth concept I identified and is currently a common practice used to improve productivity. The majority of the farmers produce one specific crop without knowing the possibility to grow crops together with trees i.e. intercropping. A well known intercropping combination is coffee plants with banana trees. The banana trees work well together with coffee plants because they provide shade for the coffee plants. So instead of growing just one crop, farmers are encouraged to do intercropping with the aim to produce more and provide the ability to earn more money. Intercropping is primarily learned with fruit trees like mango, bananas and oranges. A farmer showed us this concept;

Here on my farm I have many different crops,

so I am re-growing the coffee plants and what you can see here is that there is a ideal situation for the coffee. Because we have the banana trees and they provide shade for the coffee trees. Coffee and banana trees work really well together.

Replacement policy. The government introduced a replacement policy. This fifth concept entails as it describes the replacement of old trees. Farms are commonly family businesses, making use of old trees planted over 50 years ago. Production has been decreases as a reason these trees are more than 50 years old. The government therefore introduced this replacement policy in order to improve the productivity again. New trees perform better than the old ones and produce more, resulting in more income. A production offices and simultaneously a processor explains this concept;

The other problem is that some coffee trees are so old that their production comes down, some are over 50 years old. They were planted in the 50s and 60s. But now are government has said they have a replacement policy. That's why they've engaged with the UCDA, so to produce seeds for the farmers to replace those old trees.

Hence, the improvement of productivity of farmers turned out to be an useful 2nd order theme to reduce poverty. Similarly as quality improvement, the improvement of productivity is translated from some point of view so that farmers can understand it and easily adopt it. If productivity increases, obviously more crops are produced and more revenue is generated. As well employment increases due to the increased productivity and farmers therefore need more hands.

(iii) Financial Security

Providing financial security gives farmers a sustainable income and life and in the long term of reducing poverty. What have been taught to them is how to generate more income through different practices, and how to

take care of this money. This third 2nd order theme gives them more insurance to have the ability buying food and products for daily use.

Commercializing. A first concept discovered here is commercializing. The majority of the farmers produce for subsistence. Producing for their community to provide food for them is for them a concerning issue. They now have been taught not only growing for self- consumption but as well growing commercially. Farmers frequently have plenty of food produced, and instead of just giving it away, they are showed the benefits of selling it on the market because the demand is there. This generates income and provides more financial resources for their families. A member of the Ministry of Agriculture explicated:

We are saying no, we are telling farmers when they do activities near the lake of rivers. We promote land productivities, when it is enhanced you get more benefits, and to generate more income, since then they can instead of only sustaining themselves and when they have enough food at home they can sell the food which is surplus and thus generate income, enabling them to go to health clinics, get your kids into school.

Learn how to do business. Several participants emphasized the need for farmers to learn how to do business resulting in the next first order concept regarding financial security. Farms are businesses, but farmers usually don't have the knowledge to do profitable business. Farmer organizations and associations learn them how to do business in order to not get exploited by buyers. They teach them how to sell their products without making losses, how to make money. Associations help them to collectively sell their products at good prices to generate sustainable income. This way of doing business is called sustainable entrepreneurship and is currently taught to students at school. This gives them the ability to help their parents doing business or even start their own business. Learn how to do business is a significant factor and is described

by a production officer and a potato grower as;

But when they bulk and collectively market, they will be able to fix suitable and favorable prices for themselves. They should determine it when they act collectively. Initially they were individually selling and they should be exploited, so we bring them into the association and learn them collectively to fix the prices, be able to know that when we sell at so much we shall break even, above this we shall make profit, below this we shall make a loss.

Learn to save. What is important when having money, is knowing how to save it. So another concept that associations learn farmers is how to save money in order to have a backup in times of bad harvesting. Farmers are used to spend all their money immediately after generating income. Acquiring them to save money in order to invest in their business and have a backup in bad times is explicated by a production officer in Mbale;

And we also introduced a culture of saving. Because they used to sell the coffee after harvesting and spend all the money earned with coffee; they did not keep some money for the coffee trees. So now what we are seeing is they harvest and sell the coffee but the money they are getting out if these sales is not money for the farmers to spend but instead they invest and buy fertilizers etcetera for the tree.

Farmer-ownership model. The last first order concept emphasized by different participants is the farmer-ownership model. This model is a significant factor to help farmers out of poverty. With this model, farmers own their products across the whole value chain. So instead of selling it raw for a very low price to e.g. a processor, this processor offers his facilities and expertise against a small fee to this farmer to add value to his crop. This creates a better price as the crop has more value after processing it. At the same time, the processor still earn money for providing his facilities and expertise, leading to a win-win situation. The next player in the value chain is e.g. marketing, and comparable to the processor, marketers

provides their expertise and knowledge against a certain fee. This farmer-ownership model retain farmers to own their crops across the value chain in order to sell at higher prices and generate more income. Besides the increased income, this model gives as well equal power along the value chain and retain fair relationships. An entrepreneurship services manager explicated;

This is the value chain, it begins with the green cherries, then red, roasted. You need to visit the farms to really see how it is done. The rest of the VC is also on the folder. We've also set up some coffee shops, domestically. Maybe one day it can be a franchise. The associations bring the beans to the factories, the farmer pay a fee for processing, marketing etcetera. He does not lose ownership, and it does not necessarily take a longer time to make revenue. Anyway, the practical kind of aspect is having access to finance for the farmers, initially, the farmers got low value for their yield. If they wait they are able to have a gain in revenue from \$0,2 to \$2.

Hence, financial security is a significant factor to reduce poverty. Enabling farmers to generate more income and provide financial security, gives them the ability to feed their families, build stable houses, get their children to school and even go to hospitals in case of illness. The several concepts are edited in local context to make it apprehensible and easier to teach the farmers. So the translation of SD goal 1 into concrete practices is done by associations giving trainings and providing lessons reframed into local contexts.

(iv) Challenges

During the field trip and interviews, it turned out that there still remain some challenges regarding the introduction of practices to reduce poverty.

Climate changes. One widely known challenge is the climate changes. Due to the global warming, drought becomes a big problem. Crops don't get much rain resulting in lower quality of the crops. The opposite of

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drought, too much rain is as well a huge problem. There are times when it rains too much, especially during rain season obviously. Coffee for example, when it has rained constantly in the period before harvesting, the chance arises the coffee plants don't have any beans inside. Resulting in low or no income for the farmers. A farmer explains;

The climate has changed. Sometimes it rains a lot and sometimes there is very little rain at times when you are expecting a lot of rain. Also, sometimes drought sets in when it is not expected. (..)So when there is less rain in the areas where coffee is grown the quality of the coffee bean also goes down.

Changing the culture. The second challenge we discovered is changing the culture. In the rural areas, there are individuals who don't work and thus don't have money, often become criminals. So government are encouraging them to find jobs and be useful for their community. Another example is the skepticism farmers have against new initiatives because they don't see the benefits for them. Like the replacement policy initiated by the government, farmers still think their existing trees and plants perform good enough to keep. So what the government and organizations do is show them the benefits in order to change their attitude towards the new practices. A founder of a coffee shop who promotes social entrepreneurship describes this challenge;

There is a program of replanting, and the farmers are very resistant. They got trees which are forty or fifty years old. I think it is time to uproot them and replant but the farmers do not want it. Some of their agricultural crop culture has to be changed. That is a big challenge, changing the culture.

Lack of trust. The third concept concerning challenges is the lack of trust, quite comparable with changing the culture. Introducing new initiatives is associated with a lot of trainings, meetings and talking. Farmers don't see how the new initiatives will affect their way of doing business. So trust-building is a concerning issue implementing new

practices and is explained by a managing director;

Others that don't see an easy direct impact, a whole lot easier for them to assimilate. I mean a whole lot difficult for them to assimilate they kind of take their time. What helps is if they see a neighbor that has done it when the drought strikes or the rain come and they see that the guy who did it is getting away with it. Then next season they really implement.

Emotional conflict. The first day of doing interviews and during the data analysis, it immediately became clear that there is one main difficulty regarding the translation of SD goal 1. Ending poverty is the primary target of goal 1, but poverty is not a term Ugandan want to mention. A managing director in the agriculture sector explains:

Sometimes, unfortunately poverty is an emotional subject. And first of all no one, even if they are poor, no one enjoys describing themselves as poor even if it's true. Poverty is a complex thing.

They address it like increasing the income of the Ugandan. So during interviews I reframed reducing poverty into increase income to prevent emotional answers. The research question remains the same, for the reason that Ugandan consider reducing poverty similar as increase the income.

While it seems easy to translate SD goal 1 into concrete, applicable practices and procedures in the agricultural value chain with the aim to reduce poverty, there are still some remaining challenges government and associations are facing. These challenges are the result of an unsuccessful translation process. The results gives evidence farmers need explanations about every new practice and prefer to get every step showed. Hence, everything in the transformation process in order to make translation of SD goal 1 successful in order to reduce poverty needs to be explained to the farmers.

Summary of the concepts

An analysis of the data concerning the implementation of the new practices and procedures enables me to identify several 1st and 2nd order themes regarding reducing poverty. Figure 1 in Appendix 1 graphically show these concepts. The interview questions are presented in Appendix 3 and the raw data, the interviews, can be found in Appendix 4. From the raw data, I have selected the useful quotes and are presented in table w, Appendix 2.

Jointly, four 2nd order themes were identified. We found that quality improvement is achieved by value addition, business incubation, training by associations, promoting ethical behavior and share resources. By improving the quality, farmers are able to generate a higher income.

The next 2nd order themes is productivity improvement and consists of land management training, replacement policy, fertilizers, gender equality and intercropping. Improvement of productivity gives farmers the ability to produce more and thus a generate a higher income, as well as employing locals.

The third 2nd order theme is financial security and entails getting farmers learned how to do business and how to save, and the farmer-ownership model is an important factor regarding financial security.

Discussion

In order to find out how SD goal 1 is translated in the agricultural value chain in Uganda, a field trip was done to discover this. As Butler & Mazur (2007) explain to get sustainable incomes for farmers: *With a small amount of training, some credit, or a part-time job, modest initiatives can be turned into larger, more permanent businesses that employ more people.* During this research we focused on translation theory as a theoretical perspective in order to analyze the implementation process of SD goal 1. Translation entails the transformation of ideas into local standards to

make the implementation process feasible (Czarniawska & Sevón, 1996). While analyzing the data, several concepts were identified explaining the translation process. While previous literature mainly focused on the translation of the translation of the MDGs, the translation of SDGs was still under researched. The MAEF launched by Farm Africa recommended that the improvement of business trainings and market linkages will lead to higher income. As the results show, trainings by associations in order to teach farmers how to grow, harvest and produce crops indeed lead to a higher income and a reduction of poverty.

Love et al. (2006) recommended to subsidize fertilizers to improve the productivity and therefore increase the food security. As the discovery of the concept productivity improvement shows, associations are now providing fertilizers to improve farmers' productivity. Associations learn them how to use it and how to not spoil soil, resulting in a higher productivity whereas farmers can generate more income. All resulting in a reduction of poverty. Similarly, Jagger & Pender (2006) implied for involvement in programs and organizations for the diffusion of knowledge, information and technology through the community. The results shows that training by associations, translated into local contexts, where farmers get taught how to grow, produce and manage how to use their land, will lead to the improvement of productivity and quality. And as a participant explained during the interviews: if you train one, you train a whole nation. So with these trainings, the learned knowledge and information will flow through the whole community and will reach a whole lot more people. What will result in a reduction of poverty due to the diffused knowledge how to improve productivity and quality.

This research also address the need for financial security to reduce poverty. Farmers often do not know how to do successful business and therefore don't generate as much income they are actually can receive. Hence, by learning them how to do business

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as well how to save money, they are provided to have financial security in times of bad harvesting and going to markets. The farmer-ownership models increase the income of several layers in the value chain and thus reduce poverty. The translation to reduce poverty is implemented through these different trainings and the farmer-ownership model.

As target 1.4 of SD goal 1 implies, men and women should have equal rights regarding access to resources, work as well ownership in order to reduce poverty. As well Love et al. (2006) recommended the promotion of women's labor to increase productivity and thus increase income. During the data analysis, it became clear that the translation of this target has a beginning but still need to fully implement. The beginning is there to empower women and provide them jobs in order to improve the productivity resulting in higher household incomes and the reduction of poverty. The participants explained that they are now hiring women to create more income for households. However, during the company visits, we noticed the different layers between men and women. Women often have the undervalued jobs while men have the higher functions.

So however this study provide new insights to existing literature, and as most qualitative studies due to the interpretation it has its limitations. For instance, future research should study how gender equality can be successful translated in order to reduce poverty. As well the difficulties discovered in this research implies for further research. Because climate changes will occur in the upcoming years, future research should study how to deal with these changes and how farmers still be able to produce crops to generate income. As well the lack of trust is a great challenge that needs to be studied, in other words the different steps that need to be taken in order to create trust and implement changes to reduce poverty in Uganda is an interesting topic for future research.

Another limitation is the biases interviewees have towards our questions and the limited

time and a case study could illuminate these limitations.

This study shows the translation process of SD goal 1 in Uganda. With the new insights, the local stakeholders implementing it now know the success factors as well the factors that still asks for improvement of the translation process. Like the culture that needs to be changed, to get more people work. Additionally, the skepticism farmers may have towards new procedures. Local stakeholders can take this into account by implementing the concepts of SD goal 1 to reduce poverty. Even the United Nations, the founder of the SDGs can learn from this study, in a way how to take into account cultural differences and learn how to help countries with the translation process of the SDGs. Finally, this research can be a motivation for farmers to engage in the several concepts helping their country towards a reduction of poverty.

The aim of SD goal 1 is to end poverty and give everyone access to employment, education and information as well better health and housing and reduce gender inequality (Griggs et al. 2013). This study shows the translation process of SD goal 1 through several concepts identified during the data analysis. Even if it has its limitations, it's a contribution towards existing literature and for future empirical research.

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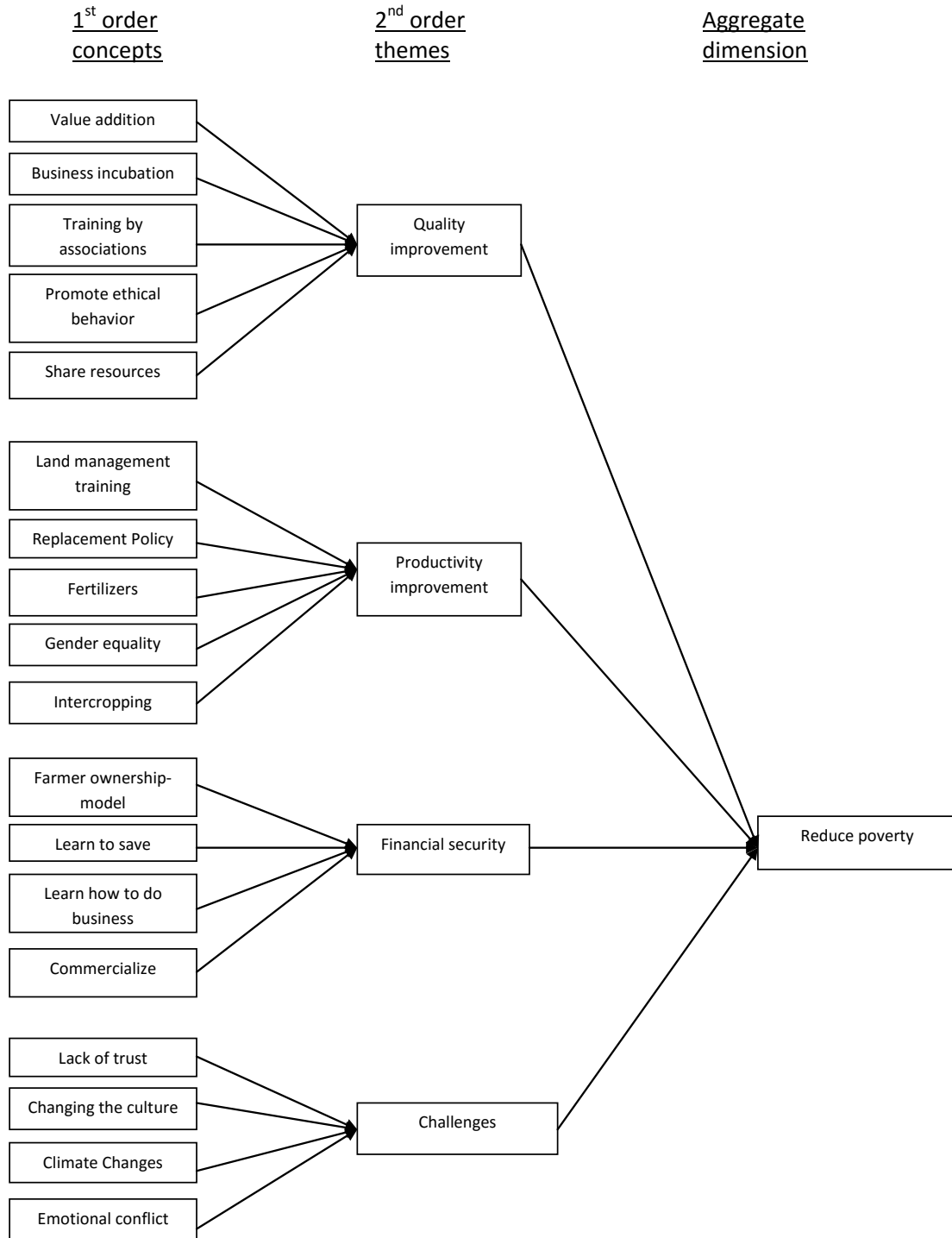


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TABLES AND FIGURES

Figure 1: Coding categories



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