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COMMUNICATION MANAGEMENT, COMMUNITY EMPOWERMENT AND SUSTAINABILITY OF MARKET DEVELOPMENT PROJECTS IN KAMPALA DISTRICT

BY

WAISWA PATRICK

2018/HD10/2640U

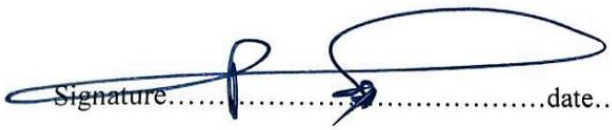
A DISSERTATION SUBMITTED TO MAKERERE UNIVERSITY BUSINESS SCHOOL (FACULTY OF GRADUATE STUDIES AND RESEARCH) IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF MAKERERE UNIVERSITY

PLAN A

DECEMBER, 2023

DECLARATION

I **Waiswa Patrick**, do declare that this is my original work and it has never been presented to any university.



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APPROVAL

This is to certify that this dissertation has been submitted to the University with our approval as University academic supervisors.

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DEDICATION

This dissertation is dedicated to my children.

ACKNOWLEDGEMENTS

First and foremost, I thank the Almighty God for having enabled me to produce this dissertation. Even though my name appears as the author of this dissertation, its accomplishment necessitated the sacrifice and inspiration of many individuals.

Special thanks go to my supervisors Dr. Hassan Bashir and Dr. Bagenda Bonny who spared so much time to read my work and advised me accordingly whenever I approached them, despite their busy schedules.

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ACRONYMS

CVI	Content Validity Index
IST	Institute for Social Transformation
KCCA	Kampala Capital City Authority
NGOs	Non-Governmental Organizations
SACCOs	Savings and Credit Cooperatives
SPSS	Statistical Package for Social Sciences
VTE	Vocation Technical Education

ABSTRACT

This study investigated the relationship between communication management, community empowerment, and the sustainability of market development projects in the Kampala District. Specific objectives were; (i) To assess the relationship between communication management and project sustainability of market development projects, (ii)To examine the relationship between communication management and community empowerment of market development projects (iii) To analyze the relationship between community empowerment and project sustainability of market development projects and (iv) To analyze the combined effect of communication management and community empowerment on project sustainability. A correlational research design was adopted in carrying out this study with quantitative and qualitative data collection approaches. Data was collected from 80 market development projects using simple random techniques through a questionnaire, interview, and FGD guide. The interview informants were market development project leaders. Descriptive and inferential methods of analysis were applied, Pearson and linear regression were applied for quantitative data, and thematic content analysis for qualitative data. Results indicated that there was a positive statistically significant relationship between communication management and project sustainability of market development projects [r = 0.553, p-value 0.001 < 0.05], communication management and community empowerment of market development projects [r = 0.462, p-value, 0.009 < 0.05], community empowerment and project sustainability of market development projects [r = 0.611, p-value 0.007 < 0.05] and a significant combined effect of communication management and community empowerment on sustainability of market development projects [R2 = 0.937, p-value 0.006 < 0.05]. It was concluded that; Communication management was significantly related to project sustainability of market development projects, a positive significant relationship between communication management and community empowerment of market development projects existed, community empowerment was statistically related to project sustainability, and communication management and community empowerment has a high positive statistically significant effect on project sustainability. It was recommended that management and leadership of the market development projects should strengthen communication management by coming up with more technology-based platforms, community empowerment activities should be provided the more to let the market development project owners have their future in focus, and sustainable communication management and community empowerment programs should be enhanced for entrepreneurship skills, youth development, production and value creation for market development projects sustainability.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In today's competitive business environment, public, private sectors and non-governmental organizations (NGOs) undertake their activities in a project setting (Foxil, 2014). This is aimed at enabling beneficiaries to achieve social and economic gains generated through business and social opportunities (Ruwa, 2017).

Projects are considered important ventures for local, regional and international assistance to offer a set of benefits including employment to the local people and a sustainable livelihood (Silvius & Schipper, 2011). Projects in general need sustainability to benefit the community members and/or beneficiaries and this applies to development market projects as well (Otto, 2016; Umugwaneza & Warren, 2016).

Globally, projects are not sustainable in terms of development as indicated by 59 per cent of projects failing to achieve the required sustainability level compared to the 100 per cent standard requirement set by World Bank Development Projects Standards (Nkamnebe, 2011). Further, in developing countries in Africa, project sustainability was low with 25-35 per cent achieving growth (Directorate-General for External Policies of the Union, 2014). In Sub-Sahara Africa, project sustainability was low at 25 percent in 2016 (World Bank Report, 2018).

In Uganda, a total of 65.0 percent of the market development projects fail to achieve sustainability, which is below the 100.0 percent requirement by World Bank Development Projects Standards (World Bank, 2015). USAFI market project is an example facing sustainability challenges reflected by the empty market stalls and leadership wrangles among

market project leaders and beneficiaries. USAFI market project was opened in 2013 with 5000 stalls and the capacity to accommodate 7000 traders. Only 3200 stalls were occupied with 3200 vendors/ traders. In the same year, this number reduced to 865 traders (Radoli, 2013). It is also evident that by 2016, a total of 1720 empty stalls existed in USAFI market with only 1720 vendors. In 2019, only 1200 stalls and 108 lockups were occupied reflecting a reduction of traders working from this market (The Independent, 2019). This market has only benefited a few beneficiaries since 2013. Market stalls are owned by other people (politicians) in government rather than the intended beneficiaries (Ngwomoya & Gumisiriza, 2021). By 2020, the occupied stalls were only 800. The reducing number of market vendors-beneficiaries might lead to the closure of the market (Kato, Waiswa, Mayanja, 2022). This could be a result of the communication management and community empowerment strategies adopted by the authorities in Kampala.

Communication management leads to effective and efficient information creation and sharing with market stakeholders, and this can lead to the sustainability of market projects in a community through market and business management skills and competencies (Al Hawaj & Buallay, 2022). It is also argued that communication management sets up activities such as stakeholders' meetings and workshops on how best to manage and take on leadership for the market projects in a sustainable and coordinated way (Schilling & Seuring, 2022). Community empowerment is related to the sustainability of development market projects in the sense that there is enhanced decision-making for the management of set market projects by the lawful owners through their accepted leadership and administration (Utami, Alamanos & Kuznesof, 2021). These two concepts involve planning, organizing, controlling, leading and decision-

making activities enhanced through mutual engagements and internal capabilities for development project market stakeholders at all levels (Gruchmann et al, 2021).

Communication management combined with community empowerment have the potential to enhance positive services delivery for development projects through sustainable environmental awareness and management; and timely feedback on how such projects are administered for the socio-economic life transformation of the beneficiaries (Asteria & Herdiansyah, 2022). It is indeed through communication management and empowerment of community members that people will start to engage in economic activities that enhance livelihoods and adaptability to changes (Bergman & Bergman, 2022).

Kampala Capital City Authority (KCCA) Business Report (2018) indicates that market development projects in Kampala, lack communication management and community empowerment as evidenced by projects' failure to provide required benefits to stakeholders such as individual ownership to market stalls, business skills training and other social service benefits but instead increased leadership and management conflicts that have resulted into wrangles among market leaders and beneficiaries. There is no community-empowerment plan for market development beneficiaries. This has resulted in the absence of beneficiaries' participation in market leadership, lack of capacity building and mutual decision-making for matters of market development projects (KCCA-Ministeiiiiii rial Policy Statement, 2017/2018). Therefore, it is against this background that this study investigated the relationship between communication management, community empowerment and sustainability of market development projects in Kampala District.

1.2 Statement of the Problem

Project sustainability transforms the social, economic, and environmental livelihoods of people in the community if people feel part and engaged in making decisions for their livelihoods (Ruwa, 2017). However, there is a lack of project sustainability in Kampala Development Market Projects (KCCA-Ministerial Policy Statement for Financial Year, 2017/2018). Empty stalls are evident in KCCA markets, and the number continues to increase. For instance, in, 2011 empty stalls were 8000, in 2016 a total of 2000 empty stalls existed in Wandegeya and USAF Markets, in 2022 empty stall at Wandegeya Market alone were 100 and these were closed (The Independent, 2022). For Wandegeya market 299 stalls were paid for but not occupied while 380 stalls had never been booked including 287 stalls and 93 lockups whose charges were 50,000 and 70,000 shillings respectively (Otto, 2016). In the year 2022, KCCA markets were expected to have 2100 empty stalls and lockups (KCCA-Local Markets Research Report, 2020). This was realized within the KCCA markets as different market development projects have been registering vacant stalls. The outcomes of unsustainability of market development projects have resulted in the closure of the market development projects, unemployment and poverty among the people. This might be attributed to poor communication management and a lack of community empowerment (Sara, & Safilu, 2011; Alqaisi, 2018). This study, therefore, sought to investigate the relationship between communication management, community empowerment and sustainability of market development projects in Kampala District.

1.3 Purpose of the Study

The purpose of the study was to investigate the relationship between communication management, community empowerment and sustainability of market development projects in Kampala District.

1.4 Objectives of the Study

i. To assess the relationship between communication management and project sustainability of market development projects in Kampala District.

ii. To examine the relationship between communication management and community empowerment of market development projects in Kampala District.

iii. To analyze the relationship between community empowerment and project sustainability of market development projects in Kampala District.

iv. To analyze the combined effect of communication management and community empowerment on the sustainability of market development projects in Kampala District.

1.5 Research Question

How does communication management and community empowerment influence sustainability of market development projects in Kampala District?

1.6 Research Hypotheses

i. There is a positive significant relationship between communication management and project sustainability of market development projects in Kampala District.

ii. There is a positive significant relationship between communication management and community empowerment of market development projects in Kampala District.

iii. There is a positive significant relationship between community empowerment and project sustainability of market development projects in Kampala District.

iv. There is a significant combined effect of communication management and community empowerment on the sustainability of market development projects in Kampala District.

1.7 Significance of the Study

The findings of this study might help policy-makers in Government Ministries and the private sector come up with the best strategies for communication management for market development projects to achieve project sustainability. This may assist in organizing, sending and receiving timely communications regarding market development projects in Uganda.

This study provides empirical evidence regarding how community empowerment relates to project sustainability. This may help different stakeholders including community members know how best they can participate and make decisions for their market development projects to achieve project sustainable development leading to high number of project beneficiaries making practical decisions.

The results of this study provide information regarding how communication management relates to community empowerment in a community setting. This might help the management and staff of market projects together with the beneficiaries get the best interpretation and use of information for their market projects development. This can lead to establishment of technological communication channels for the market development projects beneficiaries.

This study provides information about how community empowerment and communication management affect project sustainability from short and long-term perspectives. This might help them come up with the best management practices and policies that enhance their projects for sustainable development.

1.8 Scope of the Study

1.8.1 Geographical Scope

This study was carried out in Kampala District focusing on market development projects taking a period between 2017-2021. Kampala District was chosen because it is the central business district of Uganda with market development projects that have failed to achieve sustainability (KCCA-Ministerial Policy Statement for Financial Year, 2017/2018).

Market development projects in Kampala have been selected because these can contribute to the social, economic and environmental well-being of people if they are sustainably managed by the stakeholders (Berns et al, 2011). Yet, in Kampala District, these have failed to achieve project sustainability as indicated by KCCA-Ministerial Policy Statement for Financial Year, 2017/2018.

1.8.2 Subject Scope

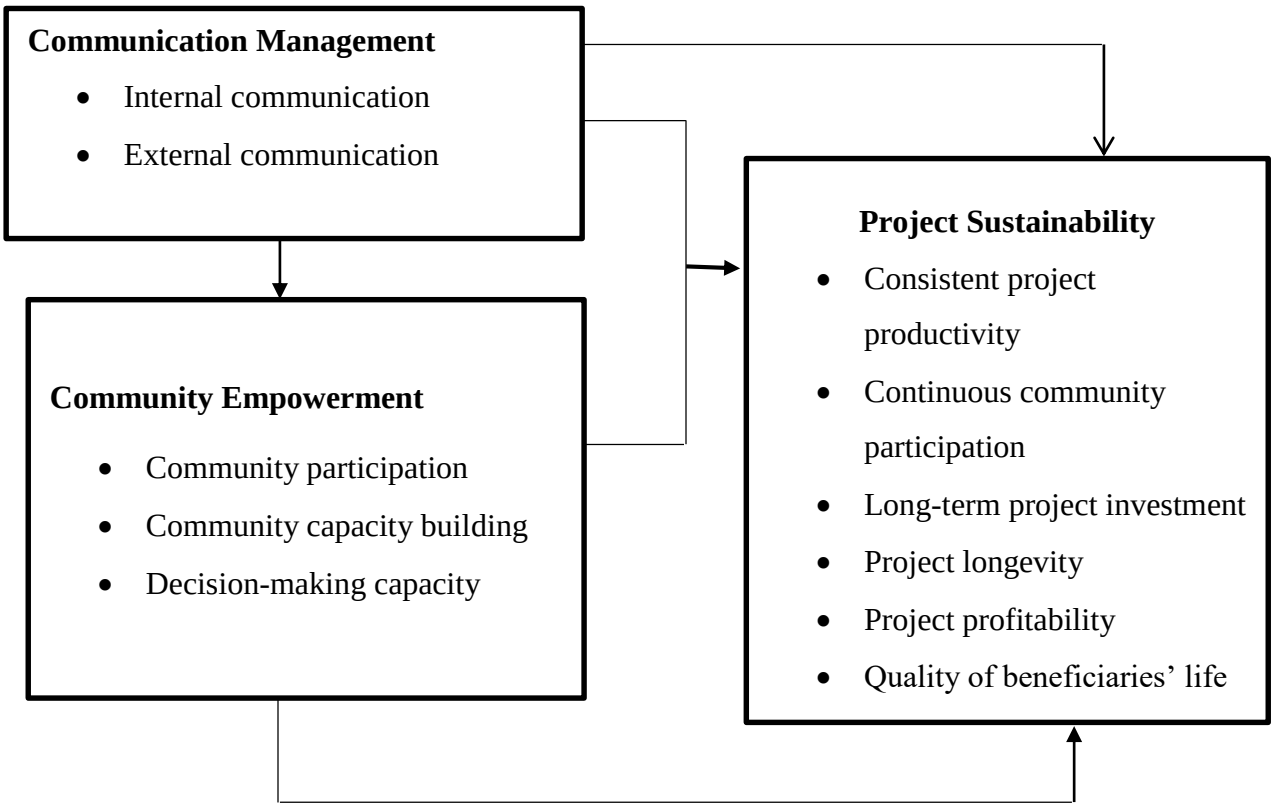
This study focused on community management, community empowerment and sustainability of market development projects. The selected variables communication management, and community empowerment are studied because they might lead to project sustainability in a community (Goedknegt & Silvius, 2012). Therefore, they might be responsible for the failure to attain project sustainability for market development projects in Kampala District.

1.8.3 Time Scope

This study focused on a period between 2018-2022 to assess the market development projects. The period was considered because it is when reports indicated challenges of project sustainability for market development projects in Kampala District

1.9 Conceptual Framework

Figure 1. 1 presents the relationship between the independent variables and the dependent variable as illustrated below.



Source; Developed from the works of Nangoli (2010) for communication management, Muhammad Shakil Ahmad & Noraini Bt. Abu Talib (2014) for community empowerment and Gilbert Silviusab A.J & Ron Schipperb (2015)for project sustainability.

Figure 1.1 provides communication management measured by internal and external communication; and community empowerment (community participation, capacity building and decision making capacity) as the independent variables for this study. It is however, presented that project sustainability is the dependent variable and it was measured by parameters of consistent project productivity, continuous community participation, long-term project investment, project longevity, project profitability and quality of beneficiaries' life.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review based on the study objectives. The review also focuses on the variables provided in the conceptual framework.

2.1.1 Theoretical Review

The "Stakeholder Theory" by Freeman (1984) was used for this study. The theory is regarded as one of the management theories that provide mechanisms for mutual relationships and engagements among stakeholders and beneficiaries in a community setting. The theory takes into account the various needs of the interested development project stakeholders and the development project organisation will on circumstance transact with one against the other and establish a hierarchy of relative importance. The theory postulates that the interests of the development project stakeholders are not always consistent thus their influence will vary from one decision to another for any project.

The theory presents project implementers-managers, project employees, owners, suppliers, creditors, shareholders, customers, Government, agencies, and society as the stakeholders for a given project. With this theory, market development projects in Kampala District are seen as the center for a network of development project stakeholders including the market development project administrators, beneficiaries, clients/customers, creditors, KCCA officials, the Government, and its ministries. The theory, therefore, provides a complex system of services, information, influence, and other resources (Freeman, 1999). This best explains that the stakeholders' theory considers market development project stakeholders in the Kampala District as a set of connected parties that work for similar objectives for development.

Project sustainability can thus be explained and guided by the "Stakeholder theory" advanced by Edward Freeman (1984) which considers the various needs of the interested stakeholders and the project will on occasion "trade-off" one against the other, establishing a hierarchy of relative importance. The theoretical arguments are that it is not a single model to provide solutions to the problems affecting projects' staff and managers but also the undertaking of social responsibilities and fairness to every project stakeholder.

This theory also presents that projects should exist to serve people with stakes in the future of project existence. This theory postulates that project sustainability and positive sustainability outcomes are a result of communication management and community empowerment. The theory says that the interests of the stakeholders are not always consistent thus their influence will vary from decision to decision for any project.

Based on this theory, a project to be implemented is envisioned as the center of a network of stakeholders, a complex system of services, information, influence, and other resources (Freeman, et al, 2010). Value is created when it meets the needs of the stakeholders since successful stakeholder involvement fosters strategic development of partnerships resulting in collaborative problem solving thus broader support for decisions. Concerning this study, the theory above provides that stakeholders act as a social construct with open systems that support project implementation, administration, and management (Freeman, 1984). The internal and external stakeholders influence the management of the project, the strengths and weaknesses of a project determine its sustainability and achievement of goals and objectives (Nutt & Backoff, 1992).

About the market development project in Kampala District, stakeholder theory provides that value is created when it meets the needs of the development project stakeholders since successful stakeholder involvement fosters strategic development of partnerships resulting in collaborative problem solving thus broader support for decisions. Further, about Kampala District-market development projects the stakeholder theory considers a development project organization as a social construction made of an interaction of various development project stakeholders. Therefore, according to this theory, Kampala District where market development projects are implemented, operates as an open system influenced by both internal and external environment.

Concerning Kampala District-market development projects the different departments with markets, their leadership, Government authorities, and customers offer the best social construct that influences the achievement of project sustainability. It is therefore, vital to note that as per the stakeholders' theory, market development project administrators, beneficiaries, clients/customers, creditors, KCCA officials, the Government, and its ministries in Kampala District, have to practice business ethics to build project sustainability where good quality of beneficiaries' lives, continuous productivity, participation, investment in long-term business venture and profitability are achieved by all stakeholders.

The theory also reports that project sustainability is built by stakeholders engaging in corporate social responsibility and market economy drives to benefit all parties. The mutual relations support and collaboration between the internal and external stakeholders also build project sustainability as derived from the provisions/content of this theory. In addition, project sustainability as per the theory is built by the integration of resources and market-based perspectives with a socio-political undertaking for the best programs that aim at benefiting all the stakeholders. The stakeholders' needs are put at the forefront by this theory, as concerned parties

take any actions to engage and achievement of set goals and objectives. In terms of relevance, demands constant and determined engagement from business leaders. Applying the principles of stakeholder theory can help lead the business to a more engaged workforce and improve returns on corporate social responsibility programs. However, with limitations, this theory does not recognize the the view that interests of the group are just too broad to realistically manage in an organization or community.

2.2 Conceptual Review

2.2.1 Market Development Projects

Market development projects can be described as government or privately-based ventures put in place to increase trade, employment, and economic development and improve the quality of beneficiaries and community members' empowerment in general (Silvius & Schipper, 2011).

2.2.2 Project Sustainability

Project sustainability is described as an approach to business that balances the environmental, social, and economic aspects of project-based working to meet the current needs of stakeholders without compromising or overburdening future generations (Wang et al, 2023). The concept has emerged in three dimensions: environmental, economic, and social (Morioka & Carvalho, 2016). A sustained project achieves its objectives through continuity irrespective withdrawal of donors' funding (Gunawan, 2022). Stanitsas and Kirytopoulos (2023) suggest that if sustainability is to be achieved, activities by the present generation should not compromise the resources of the future generation. The sustainability of the project is achieved when its objectives and activities are maintained by its users over along significant period (Henry, Yongsheng & Jun, 2016).

Sustainability entails determining whether the results of a project were sustained in the medium or even long term without continued external assistance. Within the community, the notion of

sustainability came to be applied to financial resources, including project funds, indicating that projects and donor support are not limitless and must be used efficiently in ways that local actors support so that benefit flows are sustained (Toljaga-Nikolić et al, 2020). In Uganda, sustainability in project management is a major challenge as is the case in many developing countries (Hirmer, 2018). It should be noted that 58.0 percent of the market projects implemented at huge costs often tend to experience difficulties with sustainability (Werbach, 2009). All major donors, such as the World Bank, the Asian Development Bank, and the bilateral aid agencies have been expressing concerns on this matter. Increasingly, fewer projects are being sustained (Demers & Gond, 2020).

Furthermore, 35 percent of the registered projects are active and implementing various projects at the micro level, the rest have remained inactive due to the inability to mobilize the required resources for implementing their mandates (Beratan, 2020). The Government of Uganda and other development agencies have come up with various market development projects that can help the people of Kampala District with the aim of services to the community members (World Bank Report, 2014). This was revealed by the Ministry of Finance Report (2015) that the Government of Uganda has continued funding community-based market development projects but the sustainability of the activities being implemented in these has not been realized. Consequently, these projects end prematurely and do not meet the objectives or the goals. It's therefore, not clear as to why communities have failed to sustain these projects irrespective of communication management and community empowerment.

2.2.3 Communication Management

Managing communications is subject to the communication plan that is made available for recreational and wellness intranet projects (Gupta, 2016). It is vital to note, however, that how

the information is generated, distributed, saved, accessed, and discarded requires proper management and documentation. Managing the information on the recreational and wellness intranet project would allow the project team to learn from mistakes and be able to improve on future projects (Schwalbe, 2016). In all development project activities and practices, good planning, implementation, monitoring, and evaluation of communication are important to ensure that set goals and objectives are achieved as set for the good of all the stakeholders (Nangoli, 2010). It is therefore important that communication management entails the participation of all project stakeholders in the affairs of the project through feedback, opinions, and views on management practices (Alqaisi, 2018).

It is important to note that communication management should be enhanced with a good communication structure with platforms that enable everyone to communicate with the other over the management practices of the enterprise for internal and external beneficiaries (Alexander, 2016). Planning communications management encompasses the variance of information that is required of the project manager of the recreational and wellness intranet project by stakeholders. Based on stakeholder's preferences, the project manager could determine what information each stakeholder requires, when to make that information available, and what medium is suitable to communicate that information (Dhemba, 2012). In communication management, the project manager would also need to document every information for verification and clarification these can act as internal control measures for any information sent and received by the projects and the stakeholders (Schwalbe, 2016).

2.2.4 Community Empowerment

Kaplan and Norton believe that those people who grant empowerment are considered as a foundation to establish an evaluation system (Hutasuhut et al, 2022). In other words, granting

empowerment fills the gap between skills and abilities required by development project stakeholders skills and abilities. Additionally, Genetti and Rebekka (2013) noted that there is a natural connection between empowerment and skills development, since imparting new skills and knowledge in principle allows for the development of capacity and autonomy, both aspects of community empowerment. The process of empowerment entails developing the social skills for the project beneficiaries necessary to carry out tasks, this can boost development project stakeholders' confidence to act in a more empowered way for project sustainability and development (Kimanzi, 2013).

2.3 Empirical Review

2.3.1 Communication Management and Project Sustainability

Communication management is a proactive attempt to manage the expectations and requirements of all stakeholder groups including the project itself (Tomkinson & Hutt, 2012). Maintaining open, regular, and accurate channels of communication with all levels of project staff and stakeholders is vital to ensure the smooth flow of instructions from the customer to the project manager, and his team and enables early assessment of risks and sufficient preparation to address them (Buehring, & Vittachi, 2020). Effective communication management is vital for the sustainability of projects and it entails planning and implementation where only the right information has to be transmitted to relevant parties, accurately and consistently to meet their expectations and the communication should be useful, clear, and timely (Nsefu, Mutale & Mwanaumo, 2021). Effective communication management increases project sustainability since it enhances the integration of the organization/company efforts to deliver quality information to the beneficiaries and clients of the institution through marketing activities (Silviusab & Schipperb, 2015).

In terms of communication management for project sustainability, the business entity can provide timely, clear, and true information to the public and this can lead to effective evaluation of the activities undertaken for the good of the beneficiaries or stakeholders and this might also help to unlock the potentials of the institution to achieve the log-terms objectives at hand (Alvarez-Dionisi, Turner & Mittra, 2014). The move to achieve project sustainability requires that effective communication exists for the different stakeholders with a motive for ultimate dialogue and building of consensus for the different problems, solutions, and any designs with enhanced activities such as monitoring and evaluation of project outcomes about the communication delivered to stakeholders (Silvius & Tharp, 2013).

In every business entity, there is a need for open and inclusive communication among all stakeholders and this supports the decisions and activities undertaken for the good of the project management (Alqaisi, 2018). In terms of management, this implies that everyone needs to be seen embracing openness for the matters that enhance project sustainability. A study carried out by Nangoli (2010) in Uganda, showed that there was a significant relationship between project communication and project sustainability as there was a commitment, to social networks. Communication and good management were seen as the requirements for project sustainability and this would lead to mutual benefits for all the beneficiaries of the project. Communication message among the project teams for the project beneficiaries needs to focus on how the development project has achieved or not achieved consistent project productivity (Dumrak, Baroudi & Pullen, 2015). This helps all the project stakeholders to make projections of where their project is going and this can help them come up with strategies for improving the project's progress over that indicator (Maina, 2013).

The existence of constant communication and its management will reflect the degree to which the development members engage in activities for the project's continuous community participation and such a move is seen as one of the ways through which community sustainability is achieved from a project as its beneficiaries/members get committed to work for the good of the project (Umugwaneza & Warren, 2016). In terms of communication management, the rationale is to provide information that improves the quality of beneficiaries' lives (Njogu, 2016). Therefore, in terms of project management, this is a sign that project sustainability is seen through efforts where beneficiaries' lives matter and the means through which such life is improved using the project's resources for all stakeholders (Beringer, Jonas, & Kock, 2013). In the effort for communication management for the sustainability of a project, it is important to entail statistics about how the project is progressing or is anticipated to progress in the future in matters about organization, financial, and community sustainability (Gupta, 2016). Following the literature for this objective, it is, therefore, hypothesized that there is a positive significant relationship between communication management and project sustainability.

2.3.2 Communication Management and Community Empowerment

The communication must be accurate, consistent, useful, clear, and timely to meet the expectations of users (Asha, 2015). In the world of the project management process, communication management is essential. It is difficult to master, but is important to make a good effort to achieve success. Many times on troubled projects, project team members feel that if the communication management had been better; the project would have run smoother up to the end. It is, therefore, noted that communication management is often listed as one of the most needed areas during community empowerment for improvement (Ksenija & Skendrović, 2010). The move to empower the community goes with good management of communication to enable them

to be aware of the activities undertaken in community members' projects where skills acquisition and utilization are key (Kilewo & Frumence, 2015).

Communication management and community empowerment are intertwined for they advance quality relationships for the different stakeholders, enhance cooperation, and have a common focus on the project goals and objectives (Strzelecka, 2012). The empowerment of the community members through good communication management leads to better implementation of demand-driven project planning where good decision-making is made with high levels of accountability (Linda, 2010). This author also added that the two concepts of communication management and community empowerment support feedback where stakeholders get important information about the prospects and activities of the project. The empowerment of the community through communication management shows the degree of feedback and communication and these make a project based on demand where even the project's demands can be altered where necessary based on the dynamic circumstances of a project (Kasmel & Pernille, 2011).

Good communication management promotes communication skills in a community through empowerment activities (Sara & Safilu, 2011). It is also reported by the same authors that the practice of the acquired skills can improve the activities and implementation of a project in a community. It was however not presented that the link between communication management and community empowerment requires that there should be a culture of transformation, training, and learning from the management of the institution for its beneficiaries in communities. Community empowerment is required to portray an attitudinal, structural, and cultural process whereby young people gain the ability, authority, and agency to make decisions and implement change in their own lives and the lives of other people (Chinedu & Olabiyi, 2015).

In a community, project development, communication management, and empowerment are vital stages in life for building the human capital that allows young people to avoid poverty lead better, and possibly have a more fulfilling life (Chinwe, 2013). King and Palmer (2010) present the rationale for undertaking vocational-technical education (VTE) for community empowerment requires good communication structures to be in place. However, there was no information regarding the strategies which can be used to achieve positive outcomes. In some developing countries such as Uganda, emphasis was on promoting science subjects in schools and less effort on vocational skills for community projects which has made more youth remain less skilled for the current and future life.

Community empowerment with business skills enhances productivity and sustains competitiveness in livelihood and worldwide, countries are renewing efforts to communicate and promote technical and vocational education and training because it is the only way to prepare young people for the world of work (Ofoha, 2013). In every community, development project members should form community organizations that can bring them together for easy sharing of empowerment information (Nyongesa, 2010). Such groups can also support the establishment of SACCOs for youths to have economic empowerment. This may put the youths in a better position to be assisted with financial resources for their youth activities for development (Van Haegendoreen, 2010). Efforts should be made to strengthen communication management for community empowerment through collaboration between industries, vocational institutions, and vocational-technical education (VTE) providers to enable relevant content that meets labor needs to be taught to participants of various vocational training programs (Karthikeyan, Karthi, & Graf, 2010).

Governments in developing countries most especially, through the Ministry of Trade and Investment and other line ministries through technical education boards should use communication as a management practice to offer counseling, and mentorship (Strzelecka, 2012). In addition, teaches project beneficiaries to develop financial planning skills, business skills, communication skills, customer relation skills as well as basic computation skills needed to enable them to start viable and sustainable enterprises (Strzelecka, 2012). Thus, it is hypothesized that there is a positive significant relationship between communication management and community empowerment.

2.3.3 Community Empowerment and Project Sustainability

Community empowerment is a process where people work together to make change happen in their communities by having more power and influence over what matters to them (Njoh, 2012). Every project requires that there is empowerment and sustainability for its existence but it should be noted that fewer efforts have been made to present the roles of empowering community members subscribing to a given project (Bess et al, 2011). Capacity building for the project beneficiaries is one of the activities carried out for community empowerment, it enhances skills, attitudes, and competencies for the management of a development project (Kilewo & Frumence, 2015). In developing countries, however, it is vital to devise ways through which the development project management team should best team up with beneficiaries to work together for project sustainability (Sara & Safilu, 2011).

But if we put these to one side, on one level, communities who feel a sense of control over what happens at a local level know exactly what empowerment is (Pasteur & Scott-Villiers, 2014). Community empowerment is a highly complex process to achieve and requires active understanding and commitment from a wide number of stakeholders to achieve it (Bebbington,

Hickey & Mitlin, 2008). Community empowerment can be a slow, gradual process that involves continual learning and the constant building of a community's capacity to take on more since there is no finite endpoint in the process of community empowerment (Chinedu & Olabiyi, 2015). Community empowerment of members also promotes communication from the side of the beneficiaries and this promotes the advancement of a community-led development from a project where all beneficiaries are actively involved in sustaining their project prospects (Shakil & Noraini, 2014). It is, therefore, important to note that the empowerment of project beneficiaries can reflect the degree to which the project management team is committed to achieving project longevity through enhanced community members' participation and involvement in the management affairs of the project (Yamoah, 2013).

Findings from a study by Shakil and Noraini (2014) revealed that the roles of community members including beneficiaries and stakeholders can be dismissed for it provides a positive relationship between community empowerment and project sustainability. In the same study, it was also found that community the empowerment of a community was significantly related to the sustainability of a project as the beneficiaries' livelihood was improved. However, it was not indicated how best the beneficiaries' lives were transformed and sustained. Community empowerment entails active community members' participation in project activities where consultations and joint decision-making take place (Tjilen et al, 2016). Such participation is key in the effort to drive the project beneficiaries in one direction that serves to promote improved livelihoods of the people in a community.

The rationale for community empowerment needs to provide information on how the development project members can achieve long-term project investment (Mukeonzia, 2018). With such literature, it is, however, important to note that such an outcome is viewed from a

long-term perspective where efforts of all the development project managers, staff, and beneficiaries should be turned toward that long-term achievement. In a community, members of the development project, therefore, need to be channeled towards the mechanisms through which their project can best achieve profitability within the short and long-term orientations. It is also noted and discussed that all the project members have to have the same focus for the good of their project where costs-benefit analyses are carried out for their business activities and transactions to ascertain the levels of profitability as an indicator of financial sustainability of a development project (Beringer, Jonas, & Kock, 2013).

Community empowerment improves the community members' attitude and perception of the development activities that the project puts across in their community as this makes the beneficiaries perceive themselves as true owners of the development project (Cace, Arpinte, Cace & Cojocaru, 2012). It is therefore, vital to note that for any development project, there is a need for continued formulation of comprehensive policies, and engaging in sustainable implementation of project activities that are vital not only for the enhancement of livelihoods but the whole development spectrum especially that relates to the livelihood of the project beneficiaries (Chakawarika, 2011). Based on the information over this objective, it is, therefore, stated that there is a positive significant relationship between community empowerment and project sustainability for market development projects. This was provided with empirical evidence.

2.3.4 Combined Effect of Communication Management and Community Empowerment on Project Sustainability

In project management, community empowerment together with communication management is vital to the sustainability of the projects, the right information has to be transmitted to relevant

parties throughout the project life cycle (Project Management Institute, 2008). The combination of communication management and community empowerment are great concepts for achieving project sustainability for they shape how the project sustainability agenda is to be achieved (Linda, 2010). It was further reflected by the same author that for use of technology enhances communication and empowerment can be done through technology or in technology to move the sustainability of a project as the ultimate final goal of the development projects.

Findings from a study by Tjilen et al (2016), it was reported that economic empowerment and communication would lead to high levels of innovation, market levels, best resources utilization, and commitment to inclusive project sustainability in terms of consistent project productivity, long-term project economic growth, level of project sustainable development and long-term project investment. Findings from a study by Nangoli (2010) revealed that commitment to the projects by the implementers and beneficiaries is enhanced by communication management and empowerment. This translates into project sustainability for all the beneficiaries to gain positive insights from their own managed project. It is vital, however, to note that such results are required to be backed up with empirical evidence to justify that communication management and empowerment of communities are highly required for project sustainability. Such evidence was not presented for that matter.

Communication management and community empowerment allow the voices of the stakeholders to be heard about the sustainability of project intervention which eventually translates into successful project sustainability for the overall project at hand (Silvius & Tharp, 2013). From such literature, there was nothing presented in terms of communication channels that should be put in place by the project management team. With such an information gap, therefore, this study has to look into the different communication management tools used for community

empowerment to achieve project sustainability for development projects in Kampala. Process and practices for project sustainability best relate to communication management and community members empowerment where project success is presented as an intermediary to the goals and objectives of project beneficiaries and the sustainability motives of the project (Goedknegt & Silvius, 2012).

In developing countries, where transparency and accountability for project activities may be a challenge, the adoption of community empowerment and communication management activities can help to project management team and stakeholders achieve sustainability of a project since there is a high degree of feeding

the public with required information and progress about the project activities (Gareis, Huemann & Martinuzzi, 2011). It should however be noted that from such literature in terms of development markets this can also reduce cases of financial loss for a project as resource utilization was made open to every stakeholder using the communication channels present. The combination of communication management and community empowerment can have a positive effect on project sustainability for they enhance good management of a project and its activities where detailed information sharing is achieved with content that promotes skills, attitude, and competencies for self and project development (Yamoah, 2013).

It is therefore, vital to present that the integrated efforts to use communication management and community empowerment for project sustainability are the best project management strategy that informs trust, equality, equity, accountability, and transparency for project activities and its existence before project stakeholders' interests (Chinedu & Olabiyi, 2015). Communication management and community empowerment can serve to deal with any project risks that might

limit the sustainability of a project (Yazdanpanah, & Saharkhiz, 2015). Risks that are financial in nature do not support project sustainability if they happen because they increase financial losses and limit the project's potential for financial growth and project sustainability Wahlen, Baginski, Bradshaw, 2017).

Indeed, project financial sustainability is an effect of good communication and project empowerment efforts for its stakeholders and staff in matters of financial management for the development project in the community (Nthimba & Jagongo, 2015). This helps the project management team to have a positive relationship with the rest of the stakeholders including the project vendors (Goedknegt & Silvius, 2012). It is thus, vital to appreciate the wider content coverage for the two variables above about project sustainability but is also vital to hypothesize that there is a positive significant effect between communication management, community empowerment, and project sustainability, following the information/literature as reflected by the authors above.

2.4 Conclusion

In light of this study, it can be noted that the objectives above have had detailed literature and this reflects adequacy of the content about the variables of this study. That is; communication management, community empowerment, and project sustainability. The hypotheses stated at the end of each objective require being tested. Findings and conclusions were made based on statistical evidence. However, it is important to note that there was no literature captured from Kampala District regarding communication management, community empowerment, and project sustainability. Therefore, this information gap is required to be filled by carrying out this study.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter details the methodology that was adopted to carry out this research. It starts with the research design and ends with anticipated problems.

3.2 Research Design

A cross-sectional design was used. A correlational research design was adopted in carrying out this study. This design helped in the gathering of quantitative data to ascertain the relationship and effect between the study variables (communication management, community empowerment, and project sustainability). The study adopted both qualitative and quantitative data collection methods. The qualitative approach provided qualitative data in terms of opinions and views about the independent and the dependent variables.

The quantitative method helped to collect quantitative data that was used to test the study hypotheses as well as answer the objectives of this study. There was sequential data triangulation applied using quantitative and qualitative data for better presentation and flow of information for this study. This was achieved by making the quantitative phase of data collection and analysis follow the qualitative phase of data collection and analysis.

3.3 Study Population

Kampala Capital City Authority Markets are made up of 100 market development projects (KCCA-Local Markets Research Report, 2020). Therefore, this study comprised of 100 market development projects (KCCA-Local Markets Research Report, 2020). These are divided into 9 strata, including; Makindye, Nakawa, Wandegeya, Nakasero, St.Balikuddembe, Kasubi, Nakulabye, Kalerwe, and Bugolobi) based on market development projects' beneficiaries

(KCCA-Local Markets Research Report, 2020). Each of the strata was comprised of beneficiaries dealing in different commodities/items such as Matooke, Shoes, Salon, and Butcher among others. The unit of analysis was market development project owners and the unit of inquiry was the different respondents of the study

3.4 Sample Size

According to Krejcie and Morgan (1970), a sample size of 80 market development projects was determined and for every sampled project, three (3) respondents were selected. The number of the 3 project respondents was derived by considering the management structure of the market development projects and the adoption of the purposive technique. The study's primary respondents were market development project beneficiaries/vendors obtained from development project departments such as onion, clothes, cereals, and restaurants.

After the quantitative respondents, three market development project administrative staff were involved in the study; these were the Market Chairman/Person, KCCA-Technical/Market Master, and Market Secretary for Information. These were engaged in this study because they are the implementers of communication management and community empowerment practices for purposes of project development for the market development projects in Kampala District. The market traders were engaged because they were the beneficiaries of the practices regarding communication management, community empowerment, and project sustainability. The target respondents per market development project were at least one (1) respondent-market development project beneficiaries. This was intended to have adequate coverage of all 80 market development projects.

3.5 Sampling Technique

The study was based on stratified sampling to divide the population (respondents/market development projects vendors) into strata, then simple random to select projects within each stratum. Lastly, there was the use of a purposive method to select respondents within each project. The stratification for this study was based on market development projects' beneficiaries. This was because they share common attributes and/or features related to items and products they sell or specific development projects they work from. In addition, it was because they few stakeholders who could provide the required information for this study.

For this study, beneficiaries for each development project were sampled based on subgroups about products or business projects they deal with. For example, Shoe-Sellers, Fruits and Juicy, Restaurants, Matooke-sellers and Cereal products such as Beans, Rice and soya beans.

In each subgroup, a simple random sampling technique was used to select the target respondents' development project beneficiaries/vendors. This technique was adopted because it offers an equal chance for the elements to be selected and it prevented bias from the researcher while undertaking the study. In addition, it helped to make the researcher easily make generalizations about the study sample and it was cost effective while carrying out research. This technique was adopted because it helped the researcher avoid use own judgment to choose respondents for the study.

3.6 Research Procedure

This research was carried out following the research guidelines as provided by Makerere University-Business School and support from the supervisors. The dissertation was carried out and accomplished following the same procedures and guidelines. At the time of data collection, quantitative data was collected first followed by qualitative data. Questionnaires were sent to

respondents physically because they could not afford online platforms and each respondent was allocated 2 weeks to respond to the questionnaire.

The researcher therefore used a drop-and-pick approach; that is, dropping off the questionnaire at the respondent's place (Marketplace) and then picking it up after three weeks. The interviews were physically conducted from the workplaces of the interview informants 'offices and lasted for 50 minutes to enable a good environment to provide the required data for the study.

The guidelines provided by the managers and administrators for the market development projects were followed and adhered to so that there was a good data collection exercise for this study. Lastly, the ethical procedures as provided in this study were followed by the research and this was intended to have a good response rate from the study respondents and participants.

3.7 Data Collection Method

Primary quantitative and qualitative data collection methods and instruments were used as detailed below.

3.7.1 Questionnaire

A structured questionnaire was developed based on the Likert Scale Model (1 = strong disagree-5 = strongly agree) to provide indicators that were used to measure the study variables. The survey questionnaire as an instrument was adopted to collect quantitative data that was used to measure and test the study hypotheses and objectives respectively. The survey questionnaire was administered among the market beneficiaries/market development project beneficiaries.

3.7.2 Focus Group Discussion

A total of 5 FGDs comprising of 10-12 participants were held from the 5 market development projects selected based on the five divisions of Kampala Capital City.

This method was used to generate information from the respondents regarding communication management, community empowerment, and sustainability of market development projects in Kampala District. With this method, a structured focus group discussion guide was developed and the discussions lasted for a period of one and a half hours to be able to capture adequate information from the respondent's development project traders/vendors. This instrument was applied among the vendors.

3.7.3 Interview

This method was employed in this study to collect views and opinions from three (3) interview informants-market development project administrators on matters about communication management, community empowerment, and sustainability of their market development project (Markets' Leaders). A structured interview guide was developed and used to collect qualitative information from the respondents. This method was adopted and helped to get in-depth information about the subject under investigation and whose information was used to supplement quantitative information.

3.8 Validity and Reliability

The following activities were carried out to test the validity and reliability of the research instruments.

3.8.1 Validity of the Quantitative Instrument

The quantitative instrument of this study was subjected to a rating by the expert supervisor of this research to ascertain the degree to which the items constituting the data collection instruments for this study measure what they intend to measure. After which a formula by Amin (2005) as indicated below with therefore, be adopted in undertaking the validity exercise.

Content Validity Index = Number of Items declared valid

Total Number of Items

CVI = 56/60 Therefore, the overall Content Validity Index = 0.933

Results Table 3.1 shows the validity coefficient for each of the study variables. It is, however, presented that the content validity index (CVI) results for the instrument was above 0.7 as recommended by Amin (2005) to conclude that the instruments' items are valid before data collection. It is, therefore, stated that the study tool questionnaire was valid.

3.8.2 Validity of Qualitative Instruments

Validity for qualitative data was carried out by considering credibility, dependability, and conformability as detailed below.

Credibility, which refers to the ways the researcher ensures that their study tests what is intended, is one of the most important factors in ensuring data quality control and establishing trustworthiness (Hendren, et al, 2023). This was achieved through the development of an early familiarity with the participants, spending sufficient time in the field, and, taking back the transcripts to the participants to verify whether what was transcribed represented their views. Methodological triangulation was done by doing a document check to verify and complement information that was obtained from interviews.

In research, dependability relates to the tendency of a similar study to yield similar results if it was repeated in the same context, with the same methods, and with the same participants, was achieved through a detailed reporting of processes within the study, thereby enabling future researchers to replicate the study. According to Janis (2022), such in-depth coverage allows the reader to assess the extent to which proper research practices have been followed to enable

readers of the research report to develop a thorough understanding of the methods and their effectiveness. Research instruments were also pretested among a few respondents who were not part of the study. This approach assisted in identifying weaknesses in the instruments to further improve on them before they were administered.

Confirmability relates to a qualitative researcher's concern for objectivity (Klem et al, 2022). To minimize the researcher's biases, the researcher ensured as far as possible that the findings were the result of the experiences and ideas of the informants, rather than the characteristics and preferences of a researcher. Triangulation was further used to promote conformability and to reduce the effect of researcher bias.

The qualitative instrument used was validated using the four primary validation criteria namely, credibility (Are the results an accurate interpretation of the participants' meaning?) authenticity (Are different voices heard?) criticality (Is there a critical appraisal of all aspects of the research?) Integrity (Are the investigators self-critical?). It was opted for to validate data through cross-verification from the different respondents. Thus, supporting the consistency of the study findings obtained using the different data collection tools/instruments.

3.8.3 Reliability of the Instruments

The researcher undertook a pre-test exercise for the instruments of this study. The exercise was carried out at Shauriako Market Traders to ascertain the suitability of the instruments. The pretested questionnaires were entered into the Statistical Package for Social Sciences (SPSS) and the Cronbach Alpha Coefficient for each set of the variable indicators was presented.

Table 3. 1: Validity and Reliability Cronbach Alpha Coefficient

Variables	Number of Variable Items	Reliability Coefficient	Content Validity Index
Communication Management	10	0.73	0.70
Community Empowerment	15	0.81	0.74
Project Sustainability	31	0.87	0.71
Total	56	0.88	0.93

Source: Analyzed Pretest-data (2022)

Table 3.1 indicates that for content validity index-CVI, for communication management was 0.70, community empowerment with 0.74, project sustainability with 0.71, and the overall CVI was 0.93. In terms of the reliability coefficient for communication management, it was 0.73, community empowerment with 0.81, and project sustainability was 0.87. The overall coefficient for the 56 variable items was 0.88. All the coefficients were above 0.70 as provided by Amin (2005). This implies that there was validity and reliability for the tool adopted in this study as provided by Amin (2015) recommendations.

3.9 Measurement of Variables

3.9.1 Communication Management

Communication management was measured using internal and external communication. This is based on Mayo (2014) as the developer of communication management items/instrument that was used for this study. Thus, such items related to internal and external communication to was used to measure communication management variables. Respondents were asked to rate their responses on a scale of five-point Likert scale (1= Strongly Disagree to 5 = Strongly Agree).

3.9.2 Community Empowerment

The variable of community empowerment was measured by community participation, community capacity building, and decision-making capacity. These constructs are based on Fawcett et al (1995). On the questionnaire, community participation, community capacity building, and decision-making capacity-based items were used to measure community empowerment.

3.9.3 Project Sustainability

This variable was measured by the constructs of consistent project productivity, continuous community participation, long-term project investment, project longevity, project profitability, and quality of project beneficiaries' lives. This is in line with content from the World Commission on Environment and Development (1987). The questionnaire items to measure this variable were linked to consistent project productivity, continuous community participation, long-term project investment, project longevity, project profitability, and quality of beneficiaries' lives. The responses were based on and measured with the rating scale where 5 stood for strongly agree, 4 for agree, 3 for Neither Agree nor Disagree, 2 for disagree, and 1 standing for strongly disagree.

3.10 Data Analysis

The researcher adopted two data analysis methods. The descriptive method was adopted where percentages, frequencies, mean, and standard deviation were presented for each indicator/item of the variables. Inferential analysis was carried out to test the hypotheses and objectives of the study. Pearson Correlation Coefficient and linear regression analysis were carried out to test the relationship and effect respectively for the study objectives.

The study *P-values* less or equal to 0.05 were considered statistically significant about the tested variables. All these analyses were carried out using the Statistical Package for Social Sciences (SPSS). Qualitative data was analyzed by use of thematic content analysis.

This was after developing themes from the data provided by the respondents, presenting them in italics and with quotation marks based on the study objectives and hypotheses.

3.11 Ethical Considerations

The researcher obtained an introductory letter from the university. Respondents were given a consent form to sign as a means of showing acceptance to get involved in the study. They had to sign this form before engaging in the study. The personal dignity and rights of every individual who actively participated in the study were taken into consideration by not exposing any given information to anyone until the research work was done and ready for everyone to read.

Respondents were assured of anonymity and confidentiality during and after the study. The respondents were named as KR1 and KR2 or KR3 (Study Key Respondent). The focus group discussion (FGD) participants were named Respondent1, Respondent2, and Respondent3 among others. Before carrying out this study, no pressure or any kind of inducement was applied to make the respondent participate in the study. Respondents were also notified that their participation in the study was of no harm to them in terms of job possession/position in the market development affairs or in any other way. They all agreed to be recorded as information was captured by the researcher.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter provides the results of this study based on the study objectives. It offers the interpretation of empirical findings regarding communication management, community empowerment, and project sustainability. It also presents the background information of the respondents and the dependent variable-Sustainability of Market Development Projects.

4.1.1 Background Information of Respondents

Gender, age, highest academic qualification, time spent in the market development projects, location of the project, and product categories were considered under the background information of the study respondents. This was intended to describe the characteristics of the respondents and relate them to the findings of this study.

Table 4. 1: Respondents' Background Information

Variable	Variable Category	Frequency	Percent
Gender of Respondents	Female	48	60.0
	Male	32	40.0
	Total	80	100.0
Age of Respondents	25-30 years	1	1.2
	31-36 years	9	11.2
	37-42 years	27	33.8
	43 years and above	43	53.8
Highest Academic Level	Ordinary level (O level)	42	52.5
	Advanced level (A level)	19	23.8
	Vocation	15	18.8
	Diploma	4	5.0
	Total	80	100.0

Time Spent in the Current Market Development Project	Less than 5 year	23	28.8
	6-10 years	28	35.0
	11-15 years	11	13.8
	Above 15 years	18	22.5
	Total	80	100.0
Location of the Project	Nakawa	9	11.2
	Makindye	8	10.0
	Wandegeya	9	11.2
	Nakulabye	10	12.5
	Kasubi	9	11.2
	Bugoloobi	9	11.2
	Kalerwe	9	11.2
	St. Balikuddembe	9	11.2
	Nakasero	8	10.0
	Total	80	100.0
Product Categories	Shoes	5	6.2
	Clothes	10	12.5
	Cereals	11	13.8
	Matooke	6	7.5
	Onion	8	10.0
	Sweet Potato	10	12.5
	Cabbage	5	6.2
	Cassava	2	2.5
	Restaurant	2	2.5
	Butcher	3	3.8
	Chicken	6	7.5
	Steel Works and Art	4	5.0
	Charcoal & Firewood	5	6.2
	Salon	2	2.5

	Drinks and Fruit Salads	1	1.2
	Total	80	100.0

Source: Analysed Data (2022)

Table 4.1 indicates that most of the respondents were female (60%). This symbolizes that this study was gender inclusive and the information provided reflects the views of both males and females working under different market development projects. The information also denotes that the information provided regarding communication, empowerment, and sustainability of market development projects was from both male and female traders under the different project categories. The practices provided by the leaders, therefore, concerned male and female project administrators from the different project locations and markets. It is here, noted that more of the females were engaged in running the different market development projects as compared to the males. This might be attributed to the small capital requirement, women's economic empowerment to engage in business, and the need for women to support their homes with a better livelihood.

With age, most of the respondents (53.8%) had 43 years and above, (33.8%) had 37-42 years, (11.2%) with 31-36 years and the least percentage (1.2) with 25-30 years. This indicates that there were age differences among the respondents that might be linked to the experience held to manage market development projects as well as their sustainability. The findings over age also point out that fewer youths were engaged in business from these market development projects. More of the respondents were above the youthful age as per Uganda case; below 35 years.

Information about education reveals that (52.5%) of the respondents had acquired O-level education, (23.8%) with A level, (18.8%) with a vocation, and (5.0%) had a diploma level of education as the highest qualification. These findings denote that respondents were able to read and write and therefore, they could understand/comprehend any information sent to them from their leadership or on any matters regarding their market development projects. Further, it is noted that any skills training opportunity would be taken up by people who can read and write, then apply such knowledge in the management of market development projects for the respondents.

Regarding the time spent on the market development project, the majority of the respondents (71.2%) had spent more than 5 years. This is an indication that respondents had vast experience in managing their business and therefore, the information provided concerning communication, empowerment, and sustainability of development market projects is a true reflection of the respondents' business undertaking and management.

Regarding the location of the projects, it was revealed that respondents were equally spread out in markets in the five divisions of the city. This is an indication that the information provided in this study was generated from different markets with different leadership that might have different approaches to communication management, community empowerment, and project sustainability. Table 4.1 also provides that with product categories, (12.5%) of the respondents were from the sweet potato and clothes projects/departments, (13.8%) were from the cereal project, (10.0%) from onion, and (7.5%) were from the matooke project. Other projects the respondents came from were shoes (6.2%), Cabbage, charcoal, and firewood, chicken (7.6%), salon (2.5%), (1.2%) for Drinks and salads, (5.0%) were from the Steelworks and art. The findings denote that there was coverage of more project categories reflecting the different

businesses that were carried out by the respondents. It is thus noted that the sustainability of these projects might be linked to their nature, ability to generate daily income, and the expenses incurred to run them daily. It is also noted that findings point out that project categories from the different markets depended on agricultural produce. There was a variable of agricultural produce and services on the market for sale and this would improve business and sectorial development.

4.2 Correlation Results (Relationship between Study Variables)

Table 4.2 shows all the correlation results for the study variables and these are discussed as s per research objective. The variables considered are communication management, community empowerment and project sustainability of market projects.

Table 4. 2: **Relationships between Variables-**

	(R)	**Sig(2-tailed)**	**Pearson Correlations**
Communication Management (1)	0.553	.790	.001**
Community Empowerment (2)	0.611	.627	.007**
Project Sustainability (3)	4.852	.631	.009**
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data

4.2.1Communication Management and Project Sustainability of Market Development Projects in Kampala District.

The first study objective was to assess the relationship between communication management and project sustainability of market development projects in Kampala District. The same objective was followed by the hypothesis and research question. Findings both quantitative and qualitative are presented below.

Results indicate that there was a positive significant relationship between communication management and project sustainability of market development projects [r = 0.553, p-value

0.001<0.05]. This implies that communication management was related to the project the sustainability of market development projects. More to this, the alternative hypothesis that "there is a positive significant relationship between communication management and project sustainability of market development projects" is accepted and retained. The findings might be attributed to communication channels established and adopted at the market development projects which facilitate effective communication-sending and receiving. Thus, it also implies that the purpose of information including; informing, expressing feelings, imagining, influencing, and meeting social expectations was met about project sustainability.

From the qualitative data component, it was recorded that communication channels and platforms were in place such as radio, mobile phones, and community market speakers to support the market development project leaders and traders. It is noted from the interview with one Interview informant1 that increased communication was seen as an avenue for working to achieve the sustainability of the market development projects.

"…We have several channels of communication, we use our community radio (Vendors' Voice-Kizindaalo) to communicate to the traders who serve the surrounding market and that is the main method we use, then we have leaders such as the section leaders who inform their trader…." (Interview with KR1).

The use of the public address system was mentioned by all the respondents to advance communication for project sustainability in the different market development projects. This is an indication of the degree to which communication was hindered within this market project.

It was noted from KR12 that they use individual interpreters to communicate with people who do not understand the language commonly used in the market development project. He stated;

"..We have interpreters who assist to link up communication among traders and customers. This is because we have different people…. And also leadership based on the department/section level..." (Interviewee KR12).

Additionally, it was also noted that the physical contact method is used to communicate to the market development projects' beneficiaries, and in addition, meetings are used as an avenue for communication. These were provided as the most frequently used methods of communication within the market development projects as provided by KR3.

In relation to the relationship between communication management and project sustainability, it was noted that good leadership would enhance both for the good of the market development project beneficiaries. The key respondent asserted;

"...I think the two are related since the two involve leaders to have good work relationships. If the vendors do not listen or respect you, what you tell them will not be put into action….." (Interview with KR2).

It was further noted that communication was carried out through the leadership structure of the market development projects downward. This was noted by KR 10 who asserted that;

"...Here communication comes from above and we leaders down on the ground do communicate to the traders and sometimes communication from down is sent to the top leadership of the market and it sometimes contains complaints..." (Interview with KR 10).

Further, in terms of the relationship between communication management and community empowerment, it was noted that the relationship existed and is evident by the fact that communication management is also extended to the leadership of the different market

development projects for example; the leaders from Bugoloobi communicate with leaders from Nakawa market. Respondent 4 stated;

"…Communication management helps us so much because when you go to Nakawa market, the chairperson communicates well with the chairperson from Bugoloobi or any other market…so we get to know what happens in the different markets and as well as the local council chairpersons of the places where the markets are located…". (Interview with KR4).

With this information, it is noted that there was cross-cutting communication and management to allow all market development projects to achieve sustainability. This was done through communication among the leaders for these projects along with local area leaders who are part of the market development project leadership. It is, therefore, argued that this would allow good leadership for market development projects sustainability through coordinated leadership at all levels.

It was further noted from KR11 that communication management is used and has helped to achieve business/project sustainability since beneficiaries get to know the good business deals, at low costs or prices, time for the arrival of produces from the different sources including their leadership.

It was further noted that there is awareness of the best products and products and any other information that is required to sustainably make business.

It is therefore noted that with such moves, communication management was considered vital for the sustainability of market development projects.

Information from FGD 2 revealed that there is an organization from the Buganda Government called “LEXBA” that has to engage in the management of market development projects. It was mentioned one participant that they get endorsed by market leaders to engage in programs and activities from such an organization and others that come to see that they attain project sustainability.

4.2.2 Communication Management and Community Empowerment of Market Development Projects in Kampala District.

The second objective was to examine the relationship between communication management and community empowerment of market development projects in Kampala District. This objective was answered by carrying out hypothesis testing.

Table 4.2 indicates that there was a positive significant relationship between communication management and community empowerment of market development projects [r = 0.462, p-value, 0.009<0.05]. The finding denotes that communication management is associated with community empowerment of market development projects. So, the alternative hypothesis that there is a positive significant relationship between communication management and community empowerment of market development projects is accepted and retained. This may be based on enhanced participation in communication, capacity building, and decision-making that are all supported by communication. It is also noted that findings reflect that communication has the potential to drive market development projects success, stability, and clarity for effective management and eventually sustainability.

During the interview, it was noted from KR2 that communication management and community empowerment were related in a way that;

"….*To communicate to them (traders) you have to understand them…when you understand them you can be able to communicate to them, study their behavior, and respond to them*". (Interview with KR2).

It is, therefore, noted that with such information respect for leaders of the development market projects would go with the empowerment of the beneficiaries of the market development projects. This also implies that the diversity of market development project holders would be a point of consideration for the leaders of the market development projects before they consider empowerment.

It was also noted from the interview that leaders in the different market development projects get technical people with technical skills to come and visit them in the markets to deliver market development projects' sustainability information on matters such as bookkeeping, saving, borrowing, and investment. This was noted by KR 3 who stated;

"…We get meetings with technical people who provide technical skills to our traders to ensure that there is the sustainability of their business/projects. They are taught how to use the small money to survive with their business…" (Interview with KR3).

It was also noted that traders were empowered in terms of how to handle and manage loans. This came at a time when many financial institutions came to the markets to solicit clients for borrowing. The received loans are, therefore, accompanied by empowerment knowledge on how to manage such loans. The Key Respondent 4 asserted;

"…Traders are empowered through communication as we give them knowledge on how to spend money. They get loans and prepare them on how to use them... we normally tell them to use the little they get and also save money they get…since it is that money that helps them to pay for school fees of the children…." (Interview with KR4).

It was further revealed by KR5 that the relationship between these two variables was linked to how traders get to know what is happening in their market development projects. He noted;

"...It helps us so much to have communication….it helps traders to know what is happening in their markets… and there can be information sharing on how the markets' operations and bills are met. The traders at different projects feel that they are part of the market management and this motivates them more..." (Interview with KR5).

Interviewee KR11 noted that with communication management traders get encouraged in case there is a low supply of goods from the villages. This is attributed to the business challenges that exist at times she noted;

"... You get a fellow trader and encourage him or her to be courageous and patient as agricultural produces come to the market…" (Interviewee KR 11).

It was further noted that traders and their leadership are invited for seminars and training sessions by the Government through the KCCA, Buganda Government, and NGOs such as the Institute for Social Transformation (IST), and FIDA for the different aspects that serve to stimulate business and social life. This was indicated by interview 13 who also added that these have helped traders to gain different skills.

Information from the FGD revealed that they were communicated to by the top and lower leadership. This was mentioned that communication was through their lower leaders and the same people were used to send information up to the KCCA and market leadership. This is a clear indication that there was structured leadership that would move community empowerment for a successful business undertaking.

4.2.3 Community Empowerment and Project Sustainability of Market Development Projects in Kampala District.

This study was set to analyze the relationship between community empowerment and project sustainability of market development projects in Kampala District. Table 4.6 offers the descriptive quantitative findings.

Findings from Table 4.2 indicate that there is a positive significant relationship between community empowerment and project sustainability of market development projects [r = 0.611, p-value 0.007<0.05]. This symbolizes that community empowerment was related to project sustainability. The alternative hypothesis that there is a positive significant relationship between community empowerment and project sustainability of market development projects is accepted and retained. It is therefore said that enhancing skills for a shared common goal, concern, and identity.

With community empowerment, it was noted from the interviews that the traders are empowered by electing their leaders and this is done periodically. It was noted that there was local leadership elected in positions of power and authority. However, it was stated that in some markets such as Wandegeya-Market, there were some leadership wrangles since the market leader self-imposed the chairmanship. It was noted that chairpersons and other departmental leaders are selected based on sections/department and this ought to be maintained always. He noted;

"….We allow traders to elect their leaders per section and this is one of the empowerment ways for this market and we do not interview in their activities as leaders…" (Interview with KR1).

It was also noted during the interview that community empowerment and project sustainability were related in a way that one allows the other to exercise strength through a democratic leadership process. The respondent asserted;

"..Empowerment is to allow someone to exercise the strength, so these vendors have different potentials and so because of that you allow them to exercise the potential to pass out their views, you let them pass out their views on any and you don't consider their background…." (Interview with KR2).

Information from KR6 noted that empowerment and sustainability for projects occur as motivational information is given to the project traders and this makes him or her to be more hopeful to achieve the best for the business/market project leading to sustainability in business and project

It was also noted by KR7 that empowering the leaders of the different market development projects would leave the traders to handle small issues affecting them. This would empower them to handle small issues at their section level. It was further noted that punishment would be given by the section leaders for the small problems or issues the market development projects. It is therefore argued that empowerment would be let to exist as leaders from the top allow section leaders to manage some matters at their level. The management of the market development projects would therefore empower leaders and beneficiaries to handle management issues of their projects.

It was further noted from KR10 that unity is emphasized among traders for the different market development projects to allow business sustainability and growth.

This was reflected as an avenue for the best management practices and sustainability of projects within the different markets.

It was noted from the interview with KR12 that with empowerment for project sustainability, and knowledge for business management about book-keeping, and therefore, if a trader can't know of the losses and profits, their business sustainability might not be achieved.

It is, therefore, argued that qualitative information provided would reflect the best practices required for the achievement of project sustainability through community empowerment with internally and externally generated activities for business, social, and environmental aspects which all contribute to project sustainability.

It was further noted by interviewee 14 that practical skills for empowerment are also extended to people in the markets. These include; tailoring, cooking, and adult education. It was noted that these had made several beneficiaries get life skills for employability and business undertaking.

As mentioned earlier health matters are also considered key, it was also noted by interviewee 15 that beneficiaries of the market development projects get empowered in health matters. KR 16 also noted that currently there were handling information and empowerment of traders on matters of COVID-19 by encouraging immunization and the Ebola Disease. It was noted that a good business required healthy people and so they had to engage in such empowerment information to achieve the best of business. This implies that the sustainability of business depends on the health of the project owners.

It was also noted from the FGD1 that community empowerment for project sustainability was carried out by using prominent traders who once were the same as the traders in each market project. It was noted that these offer business management information and skills to achieve project sustainability.

It is, therefore, noted that the empowerment of market development project holders would increase revenue and the existence of market development projects. Given the fact that COVID0-19 affected business so much in Uganda. It is therefore stated that such qualitative information as provided by the respondents and participants point to the fact that project sustainability requires a lot to be done by all the stakeholders.

4.2.4 Combined Effect of Communication Management and Community Empowerment On Sustainability of Market Development Projects in Kampala District.

The last objective was to analyze the combined effect of communication management and community empowerment on the sustainability of market development projects inferential analysis was adopted to ascertain the effect and findings are provided in Table 4.3.

Multiple Regression Analysis

This statistical technique was used to ascertain the effect of communication management and community empowerment in combination towards project sustainability. Findings are presented in Table 4.3.

Table 4. 3: Multiple Regression Analysis for Communication Management and Community Empowerment and Sustainability of Market Development Projects

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df 1	df2	Sig. F Change
a	0.880[a]	.913	.880	.45932	.981	324.91	1	98	.002*
b	0.892[b]	.923	.892	.47905	.981	356789	1	98	.004*
c	0.814[C]	.937	.710	.45602	981	37853	1	98	.008*
d	.810[c]	.935	.899	.49781	.981	347932	1	98	.006*

a. Predictors: (Constant), Communication Management
b. Predictor (Constant), Community Empowerment
c. Predictor (Constant), communication management and community empowerment
d. Predictor (Constant) Communication Management; Community Empowerment, Sustainability.

Table 4.3 indicates that there is a significant combined effect of communication management and community empowerment on the sustainability of market development projects [R2 = 0.937, p-value 0.006 < 0.05]. This implies that the hypothesis that; "There is a significant combined effect of communication management and community empowerment on the sustainability of market

development projects in Kampala District" is accepted and retained. The findings symbolize that a unit change in communication management and community empowerment leads to a 93.5 percent change in project sustainability.

Communication management had a positive significant effect on community empowerment of market development projects [Beta = 0.710, p-value, 0.008 < 0.05]. So, communication management leads to a 71.0 percent change in community empowerment of market development projects in Kampala District. This might be due to how communication management was perceived by market development projects- beneficiaries regarding their empowerment.

It is however noted that communication management alone had a positive significant effect on project sustainability [Beta = 0.880, p-value, 0.002< 0.05]. Therefore, communication management independently contributes to 88.0 percent change in project sustainability. For community empowerment, there was a positive statistically significant effect between this variable and project sustainability [Beta = 0.892, p-value, 0.004 < 0.05]. This implies that independently, communication management and community empowerment have more effect on project sustainability. The variable had an 89.2 percent change towards project sustainability. This might be attributed to decision-making, capacity building, and participation that go with such empowerment.

In terms of the effect of these two variables, it was noted that KR1 would lead to a positive effect because the two help people to develop their ideas leading to a positive attitude toward the management of the market development projects. The respondent said;

"....I think it would have a positive effect, it would lead to more development of the markets and also growth because these two help people to develop their ideas, what they are thinking, their

thoughts and it would lead to positive output which helps the market development projects" (Interview with KR1).

It was further noted from the interview with KR8 that the combination of communication and empowerment would lead to the sustainability of market development projects in a way that a trader gets self-esteem to handle any matters of project management by looking at the similar other as the examples. It was thus noted that one trader might get inspiration from the communicated message for empowerment and resolve to devote energy to the best management of his or her market development project.

It was however stated by KR9 that the leadership of the markets try their level best to ensure the sustainability of the markets, but the challenge is from the Government since it does not provide a link between public and private ownership of some of the markets in Kampala. He noted that the government ought to own 100 percent of all the markets to avoid conflicts that limit communication management, and community empowerment for project sustainability.

From interviewee KR12, it was noted that communication and empowerment would affect project sustainability through the practices of accountability. She noted that one would be able to know and get responsible for business decisions made which affects the level of business sustainability in the end. She noted that incomes and expenditures for business would be best known and thought about concerning the survival and sustainability of the business.

From the FGD, it was noted that the effect between communication management and empowerment concerning project sustainability was seen in terms of taxes whereby it was mentioned by most traders that they needed help from leaders to have daily dues and taxes reduced to allow profits from business.

Further, regarding project sustainability, it was also noted that market development project leaders had done different interventions to achieve their sustainability goals and objectives. He stated;

"..We bring in technical people who come in here such as services for public health to ensure that our vendors have good sanitation and hygiene for them to sustain their projects…So, the area of public health…." (Interview with KR3).

It was further noted that keeping the project holders' health and sanitation conscience would make more customers for their business since sanitation and hygiene would be observed. The aspect of sustainability was therefore seen in terms of the daily coming of the customers.

"..We there is a lot of confusion and chaos, public nuisance customers may not come to the business/project so for sustainability we ensure that there is peace, no fighting in the market development project… we make sure there is peace so that our customers come again" (Interview with KR1).

It was noted that personal hygiene for the market development project holders and the entire market was upheld as important daily to ensure that customers are attracted to these market development projects. It was indeed emphasized by one respondent that clothing is important with the dress code for the market development project beneficiaries.

It was noted from the FGD that the dress code was compulsory and required every day. It was stated by one respondent that it was punishable to defy the set rules and regulations regarding the behavior of the traders. As mentioned by Participant 4 in the FGD, it was noted that hygiene was a requirement for everyone.

It was also noted that garbage collection was done to ensure that there is sanitation and hygiene which in the long run makes traders live in clean places of work. Therefore, this would make customers come back to the market for shopping, making market development projects always acquire customers. The respondent noted;

"…We handle garbage collection and we make sure that garbage is collected in time to allow the customers come…." (Interview with KR2).

It is therefore noted that from such information sustainability of market development projects would happen as customers are attracted by highly sanitation conscience traders. This would, therefore, save traders from engaging in misunderstandings with customers and the health workers from KCCA.

It was further noted by KR8 that the sustainability of market development projects needs to be guaranteed by the Government with limiting confusion that is under public-private ownership. It was mentioned that traders are challenged with rental fees for the shops for instance, yet they are built on private land whose owners get revenue from the traders. It is, therefore, mentioned that that would be double taxation of the market development project owners coupled with confusion on whom to pay how much. The government was advised by the respondent to up ownership of the entire management of market development projects in Kampala City.

This information, therefore, implies that if the Government takes up ownership of the entire market projects, it would reduce conflicts arising from land ownership and physical business structures/buildings that traders pay for rent. It is, therefore, believed that project sustainability would be well achieved in that perspective.

For sustainability of projects, it was also noted from KR 17 that there is lobbying for business and loans with low-interest rates to enable project sustainability as well as traders to engage in different business activities. This was noted by interviewee KR17 who stated that project administrators are linked to "Myoga" funds from the Government of Uganda.

It was noted that Nakulabye Market Vendors Emyoga SACCO was established to let vendors get access to government funds and boost business for sustainability. This was an indication that there were efforts from the project market leaders to let the vendors have good business and achieve sustainability as well.

Interviewee/KR18 added that project traders were encouraged to make SACCOs so that they benefit from such money and boost their business. This was also o supplemented by the efforts of the leadership of the different market development to go through the processes of accessing and getting financial support.

It was further noted from KR13 that financial institutions such as Pride Micro Finance Bank such as Nakulabye Branch are brought on board to make the project administrators borrow money at low interest rates so that they sustainability manage business/projects.

".....He noted that banks such as Pride give out traders low-interest rate loans to enable them to run business and we ensure the sustainability of their business in different ways including safety of their stalls…" (Interviewee 13).

It was further noted that organizations from the Buganda Government such as POWESA are in partnership to develop traders' skills in business and this has done a commendable job of training traders. This was expressed by interviewee 14.

It was further noted that registration of all traders is also done as a means to have a good register for market development project administrators and owners. This also enables coordination with leadership based on the nature of the market projects and goods or services held for business.

During the FGD, it was mentioned by most participants that high taxation and costs for the goods and services coupled with high prices for fuel-petrol and diesel make business hard and expensive/costly to manage. One Participnta-R1noted'

"…Today the business is expensive in Uganda and the high cost of fuel has made business sustainability had to attain but we are resilient to move on with our business.." (FGD with participants 1).

The information provided above in the qualitative forms provides that there was a positive effect between the study variables and in addition, it is noted that security, sanitation and hygiene, and peace were considered as avenues to uphold and improve the sustainability of the market development projects through community empowerment and communication management. It is therefore noted that the frequency and number of customers received for the different market development projects would be considered key in the achievement of market development projects.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

This chapter presents the discussion, conclusions, and recommendations based on the study objectives and findings. It, however, begins with the discussion.

5.2 Discussion

The following discussion is made in light of the findings and the literature. It is based on the study objectives.

5.2.1 Communication Management and Project Sustainability of Market Development Projects in Kampala District.

Information from Chapter Four revealed that there was agreement among the respondents with the variables for communication management about project sustainability. This implies that items that constituted communication management were positively responded to by the respondents. It is also noted that respondents were aware of the state of communication management in their respective market development projects. It is stated that communication management was perceived as positively carried out and contributed to the sustainability of the market development projects.

It is, therefore, noted that the different market development projects, platforms, and communication plans were in place within the various market development projects. It is discussed that with the sustainability of market development projects, there was vivid and valuable information among the market traders and the leadership of the market development projects.

The findings are partly attributed to the establishment of internal and external forms of communication where different methods are applied to achieve the best information sending and receiving within the market development projects. The finding agrees with the literature by Hutt (2010) who stated that communication is a proactive practice that encourages information sharing and conducts to achieve the best outcomes. About the market development projects, it is argued that there was a belief from the beneficiaries of the different market development projects to share the best information content to make their business/projects sustainable. The expectations of all the stakeholders would therefore be shared for the good of the market development projects as stated by Hutt (2010). The best information sharing would, therefore, stand for the achievement of knowledge on how to make successful business investments by the traders in the different market development projects.

In addition, with this objective, it was found that there was agreement by the respondents regarding information flow and it implies that the respondent's development project owners and the leaders had good terms about information on matters of the project administration. This might be attributed to the leadership for these markets that are so structured right from the KCCA, Buganda Government, market leadership, and the leadership decentralization practices with these market development projects.

This finding agrees with Buehring (2013) who stated that for the effective management of market development projects, there should be a smooth flow of information among the stakeholders. It is therefore noted that with such a practice there will be more information clarity on matters that pertain to the leadership and administration of the market development projects. As provided in the qualitative information there are local speakers used to send information to the traders, it is further noted that there will be timely information dissemination or sharing

between the traders and leaders over the opportunities or challenges that may affect the sustainability of the market development projects.

It is also noted that there were positive findings regarding written communication as a form of communication utilized to ensure the sustainability of market development projects. This was indicated by the positive responses regarding the item. This implies that communication as a management practice for the market development projects was exercised by the leaders and thus, would partly serve to solve the challenges of conflicts found in the markets. It is also vital to note that such communication information would reflect the best interests of the traders and the leaders regarding holding and sharing information among each other for the development of the markets.

It is noted that there was official writing utilized to share information among the market leaders on behalf of the traders; and with the external leaders such as the KCCA, Buganda, and the Government of Uganda regarding matters of the market development projects. This is in line with literature by Silviusab and Schipperb (2015) who mentioned that quality information is required in the attempt to achieve project sustainability and adoption of communication. It is, therefore, argued that written communication in the form of letters would enhance formal administrative practices among the main market development project leaders and the departmental or section leaders at the grassroots of the markets.

Concerning this objective, it was found that meetings were held between the project traders and their leaders. This is presented as a move to have positive action and leadership where beneficiaries are served. This implies that meeting would increase sharing of the business opportunities and challenges and secondly, it would support efforts to mutually solve any

administrative, social, and economic issues that would be affecting the daily operations of the market development projects.

It is also argued that a meeting would be helpful to solve any conflicts or wrangles that would arise. As provided by the qualitative data component different stakeholders were engaged through such a meeting to amicably solve matters of the market development projects.

This finding and argument is in line with literature by Alqais (2018) who said that in the interest of communication management for sustainability of the market development projects, there is a need for. open and inclusive communication of all stakeholders for effective decision-making. It is thus stated that meetings are part of the open discussions where stakeholders for the market development projects can have a say on matters affecting them. It is further noted that in line with the literature and findings of this study, open communication through regular meetings might lead to positive market development project management, and sustainability.

The exchange of information was provided for in this study and supplemented by qualitative where it was reflected that KCCA and Buganda Government leaders meet projects leaders. This implies that views of the different stakeholders including traders would be obtained for effective and efficient management of market development projects. Indeed, such information denotes the commitment of the traders and market leadership to have shared views on how to run the market development projects. This agrees with literature by Maina (2013) who stated that in project management, communication enables market development projects to achieve sustainability by assisting leaders and stakeholders in coming up with strategies for improving the project's progress over that indicator. About this study, it is therefore argued that the exchange of information can be a strategy for sending and receiving information over the daily operations of the market development projects. It is also stated that increased information exchange is a move

towards solutions and identification of issues that might be affecting the leadership and the beneficiaries of the market development projects.

The Pearson correlation findings indicated that there was a positive statistically significant relationship between communication management and project sustainability. This implies that communication management was one of the ingredients for positive project sustainability for the different market development projects. It is also stated that findings present communication management as a binding factor for effective project sustainability in the changing business environment of Uganda.

The result was attributed to the several communication channels adopted by the leadership of the market development projects and shared with the project beneficiaries. It is also noted that the fact where it was presented that meetings are held partly also explains the results. Secondly, it is stated that the efforts of leaders to hear from their subordinates-traders accelerated the need to make communication a priority for the achievement of project sustainability for the market development projects.

The findings are linked to the literature by Nangoli (2010) who also found that there was a positive significant relationship between communication management and project sustainability. It is therefore argued that such a relation might also be related to commitment and strong leadership where project owners and beneficiaries are engaging for the success of the projects. As stated by Nangoli (2010), social networks enhance communication and the qualitative findings of this study also revealed networks among the different leadership of the market development projects as well as the project stakeholders. This confirms the existence of a positive relationship and the positive outcomes for project sustainability regarding market development projects.

5.2.2 Communication Management and Community Empowerment of Market Development Projects in Kampala District

Empirical evidence from the Pearson Correlation coefficient confirmed that with this study, there was a positive significant relationship between communication management and community empowerment of market development projects. This led to the acceptance and retention of the alternative hypothesis. The empirical finding points out that communication management and community empowerment were intertwined and therefore, the achievement of the former is partly dependent on the later-communication management.

It is, therefore, stated that the degree of participation, capacity building, and decision-making was key to achieve be achieved. However, the practice of communication is required to be effective, accurate, timely, and efficient. It is therefore argued that the existence of the best communication strategies or plans as well as infrastructure would lead to community empowerment of the market development projects. It is thus, stated that the degree of traders' participation in the affairs of their market development projects is partly attributed to the findings that were obtained. Indeed, it is stated that more capacity building would enrich respondents-traders' efforts to achieve empowerment of business, social, and administrative matters for their market development projects.

In light of this study, the statistical finding is in agreement with the literature from Strzelecka (2012) who attested that in the effort to enhance community empowerment, communication supports the use and application of management practice to offer counseling and mentorship for the improvement of the well-being of the people. It is, therefore, noted that the positive relation therein serves to reflect that communication management opens doors and opportunities for skills enhancement for the market development projects traders for the success of their business.

As provided under qualitative information through communication, efforts are underway within the different market development projects to stimulate skills for the traders, this is supported by the literature from Strzelecka (2012) who said that in the bid to enhance community empowerment, it is required that financial planning skills, business skills, communication skills, customer relation skills as well as basic computation skills be extended to the project beneficiaries for viable and sustainable enterprises, this is right and accurate with the findings of this study. In the business world today, there is a need to have the best and most up-to-date business skills that might assist beneficiaries of market development projects tapping local, regional, and global markets. But these can be achieved without being communicated to and empowered to venture into such opportunities.

It is further noted that qualitative information has indicated that the empowerment of market development project traders is carried out with external people including financial, health, and management institutions. This implies that external communication sources are utilized to offer community empowerment within these market development projects. It also denotes that the external collaboration with agencies for the Buganda Government, KCCA, and other partners such as financial institutions would make traders for the different market development projects to rethink how best to manage their business for the best outcomes in terms of incomes as well as ability to meet the market-trade dues they were supposed to meet to either the landlords, KCCA or the Buganda Government authorities.

It is therefore stated that this was an indication that communication, communication, and community empowerment are intertwined and can be used to uplift the social and economic way of life for the traders in the different market development projects.

The finding and argument are in line with literature from Sara and Safilu (2011) who said that in the effort to manage projects, good communication management promotes communication skills in a community through empowerment activities. This is a true reflection of the findings in this study. Therefore, active communication where all stakeholders are involved is likely to ignite and enhance skills development for business and other social activities undertaken.

It is further presented and discussed that qualitative information of this study has reflected empowerment of the beneficiaries in the market development projects takes a process and is timely. This is attributed to the availability of resources to empower the traders and therefore, this is in line with the study by Chinedu and Olabiyi (2015) who stated that communication management and community empowerment for projects, it is required that community empowerment reflects an attitudinal, structural and cultural process for the ability, authority, and agency to make decisions and implement change in their own lives and the lives of other people. It is, however, vital to note that the inability of some market development project beneficiaries in terms of decision-making might be attributed to formal education held before the empowerment processes take place. It is still discussed that empowerment needs to reflect more on the major knowledge gaps and business skills requirements for the best outcomes.

5.2.3 Community Empowerment and Project Sustainability of Market Development Projects in Kampala District.

Descriptive findings revealed that there was agreement by respondents for most items related to community empowerment and project sustainability. The positive responses are therefore attributed to the positive perception of the administrative structures for the market development projects where sustainability is part of the agenda.

The findings symbolize that there were efforts to make the market development projects survive a longer period with the exercise of the best business management skills. It is further noted that findings point out that the present and future of the market development projects are entirely dependent on the degree to which business owners are committed to the application of business skills and tactics such as records-keeping, savings, and investment.

It is also stated that findings would be a reflection that diversity in business skills would only be achieved through traders' empowerment efforts by the leaders to achieve the project of project sustainability for market development projects. This is presented and discussed in line with literature from Njoh (2012) who said that with community empowerment, through a process people work together to make change happen in their communities by having more power and influence over what matters to them. It is, therefore, noted that within the market development projects, there was unity among the project owners for they would even support their fellow business personalities selling their products or services in case of absence at work. This is, therefore, a reflection that participation was used to support each other in business on matters that be supported.

It is also stated that findings reflected the active participation of the market development project administrators along with the leadership of the projects in the different markets. It is noted that such markets have a leadership structure that can be utilized to advance empowerment for the sustainability of market development projects. This argument and narrative are in line with literature from Tjilen et al (2016) who said that for project management, community empowerment entails active community members' participation in the project activities where consultations and joint decision-making take place. Therefore, the engagement of the market beneficiaries through leaders at the different project categories is a manifestation that

empowerment for leadership was in place and it is through such that decisions are made for the matters affecting such projects.

It was however noted that decision making, owners of market development projects were in a position to make such decisions for project activities. This was not the case for most of the respondents concerning other issues away from business. It is, therefore, noted that the ability to make decisions for business would be due to the empowerment rendered to the beneficiaries of the different market development projects. This is in agreement with the literature by Mukeonzia, (2018) who noted that community empowerment leads to the development of project members by making long-term project investments. It is, therefore, argued that the investment in long-term venture would lead to sustainability of such business as such valuables at sold off and cash invested in market project. The fact that owners of businesses resumed business after COVID-19 is a reflection that they had skills and would enhance the continuity or sustainability of their businesses/projects.

About capacity building, there was training provided to the beneficiaries and this was attributed to the fact that leaders were visionary and so needed to provide the best to the owners of the market development projects. The provisions of training were partly attributed to the opportunities that were received by the market leaders for the different markets. NGOs and business entities such as financial institutions would be part of the training efforts for the traders and this would reflect the leaders as change agents in terms of letting the trader acquire the best business management skills.

This is linked to the efforts by the government and the leadership of the market development projects to make more people employable and possess a transformed livelihood. It is thus stated that literature by Ofoha, (2013) is in support of the finding as it was said that community

empowerment with business skills enhances productivity and sustains competitiveness in livelihood for a better preparation of the future life of work and employment.

Further, findings both qualitative and quantitative revealed that there were opportunities to work on their affairs by the owners of the market development projects. The findings represent that there was building leadership right from the grassroots as young leaders were trained to be in charge of the markets' affairs. This also reflects the nature of leadership that was practiced in the different market development projects where leaders were duly elected and were in office for a given period.

By the findings of this objective, it is noted that this is also a sense of empowerment and therefore, it is noted that in the perspective of sustainability, there was some degree of effort made to enlighten the strength and effort of the project beneficiaries to exercise their rights and freedom in regard management and administration of their market projects. This agrees with literature from Cace, Arpinte, Cace, and Cojocaru (2012) who attested that community empowerment progresses the community members' attitude and perception of development activities. This is true since such people will perceive the market projects as their efforts put in place to change their livelihoods and make such businesses grow and achieve sustainability.

It was also indicated that there was a positive statistically significant relationship between community empowerment and project sustainability of market development projects. This is linked with the coordination of management and leadership activities among the leaders for the markets in Kampala. This further implies that zeal to exercise positive leadership skills and letting everyone be part of the management of the markets. The hypothesis was accepted and retained.

It is noted, therefore, that increased community empowerment would transform project-holders in the different market development projects as well as make their business stay for a longer period. This move would increase the number of market development projects as more people gain business skills for positive business management. It is indeed, stated that such findings are a reflection of the highly skilled manpower to engage in business activities.

This is in line with literature by Chakawarika (2011) who noted that from a market development projects perspective, the effort to engage beneficiaries in sustainable implementation of project activities makes it good not only for the enhancement of livelihoods but the whole development spectrum especially that relates to the livelihood of the project beneficiaries in the society. Therefore, with this information, it is noted that such a relationship would promote the best results for skills acquisition and sustainability of market development projects. It is further noted that there was participatory engagement of market development project leaders and beneficiaries for purposes of sustainability.

It is further discussed that community empowerment would enhance, the interest of the market development project owners and leaders regarding the sustainability of the business, awareness of the business, and related skills for positive performance. It is further discussed that there was no force for people to show and take initiative but there was the creation of conditions that entice business people under different projects to take action by themselves.

It, therefore, noted the positive relationship between the variables of community empowerment and the sustainability of market development projects. The findings along with qualitative information are in agreement with literature from Shakil and Noraini (2014) who said that in project management and administration, the roles of community members including beneficiaries

and stakeholders might not be dismissed for it provides a positive relationship between community empowerment and project sustainability.

It is, therefore, noted that this is true of a reflection of the fact that empowerment and sustainability are required to correct any defects, meet new business and social requirements, set itself for future maintenance; and with ability to cope with the dynamic social and economic environment. It is further argued that the three pillars of sustainability of market development projects would be enhanced by the efforts under community empowerment as provided by the results of this study; such aspects include; economy, society

and environment.

5.2.4 Combined Effect of Communication Management and Community Empowerment On Sustainability of Market Development Projects in Kampala District.

The multi-regression analysis indicated that there was a positive effect of communication management and community empowerment on the sustainability of market development projects. The finding was attributed to internal, and external communication, participation, capacity building, and decision making and therefore, the application of these variables supports the enhancement of project sustainability. The findings indicated that there was a positive change derived from the combined effect on project sustainability. It is, therefore, noted that the finding is in agreement with literature by Linda (2010) who stated that the combination of communication management and community empowerment are great concepts for achieving project sustainability for they shape how the project sustainability agenda is to be achieved. It is, therefore, said that in line with the findings and the literature, sustainability of market development projects and therefore, different needs of the diverse community members with a better quality of life for the project beneficiaries. The aspect of sustainability and the effect

derived from communication management and community empowerment might therefore be looked at in terms of economic, social, environmental, and human. It is noted that about this objective, the results designate that the combination of these aspects offers the implication that economic, social, administration and health information would be achieved by the traders to make them all round people with the potential to make decisions on matters affecting their development market projects, social life and families at large.

The finding and the argument provided are in line with literature from Tjilen et al (2016) who mentioned that with economic empowerment and communication, there would be high levels of innovation, market levels, best resource utilization, and commitment to inclusive project sustainability in terms of consistent project productivity, long-term project economic growth, level of project sustainable development and long-term project investment.

By this objective, indeed, community empowerment, and communication would enhance people, peace, partnership, and prosperity for the continued market development projects sustainability.

The move to the achievement of profitability, quality of life, longevity, investment in durable assets, and productivity might, therefore, not be achieved without communication management and community empowerment. The business skills of the market development project owners thus were fundamental to the possession of a successful business enterprise.

So, in terms of the above argument and the findings, Goedknegt and Silvius (2012) noted that for the market development project, members' empowerment is derived and supported by communication, and thus, project success is presented as an intermediary to the goals and objectives of project beneficiaries and the sustainability motives of the project. This is true of the findings of this study. It is presented that communication management and community empowerment are the best variables for the sustainability of market development projects. By

this study, thus, the aspect of one person owning a set of stalls in the market reduces chances for market sustainability since he or she will levy high market dues from the traders yet the economy is poorly performing.

5.3 Conclusion

The following conclusions are made in light of the discussion and findings made for the study objective.

5.3.1 Communication Management and Project Sustainability of Market Development Projects in Kampala District.

Communication management was significantly related to project sustainability of market development projects. Communication management is a platform for effective and efficient information sharing on matters of management for market development. In the world of business, communication is, therefore, a platform for policies and decision-making on matters of projects and their sustainability.

For project sustainability, communication is a focal point to let the stakeholders share the best experiences, feelings, and views for the administrative, social, and economic development of their markets. This is also seen as a move to let each of the stakeholders have an equal say in matters of the management of the market development projects.

5.3.2 Communication Management and Community Empowerment of Market Development Projects in Kampala District.

There was a positive significant relationship between communication management and community empowerment of market development projects. Members' participation, commitment decision-making, and capacity building are the best factors for effective empowerment. The

adoption of effective communication, therefore, best relates to community empowerment for members of the market development projects.

5.3.3 Community Empowerment and Project Sustainability of Market Development Projects in Kampala District

Community empowerment was statistically related to project sustainability. This is due to the positive outcomes derived from the empowerment activities including training, and mentorship. The acquired skills if well applied to the activities of market development projects lead to project sustainability.

Empowerment with business skills in records management, bookkeeping, and management enhances daily business operations for market development projects.

Community empowerment is the shape of sustainability for the market development projects and this should be considered as part of the notion for the achievement of quality business rewards for a good living in terms of social and economic development.

5.3.4 Combined Effect of Communication Management and Community Empowerment on Sustainability of Market Development Projects in Kampala District

Communication management and community empowerment have a high positive statistically significant effect on project sustainability.

The combination of the variables had a greater effect compared to a single effect of each independent variable.

This is a reflection of community participation, capacity building, and decision-making capacity and communication structures in place to let market development projects thrive in the competitive nature of business in Uganda.

5.4 Recommendation

The following recommendations were made about the findings of this study.

5.4.1 Communication Management and Project Sustainability of Market Development Projects in Kampala District.

Management and leadership of the market development projects should strengthen communication management by coming up with more technology-based platforms. This is because findings have revealed communication management is important for market development projects sustainability. This can be done by coming up with more technology-based platforms such as mainstream media such as radio, television, and office fixed phones to allow flexibility, efficiency, and effectiveness to all the stakeholders of the market development projects. This should be done by purchasing airtime/space from the mainstream media to communicate matters of the markets to the traders. These are recommended because they can support information sharing and dissemination to a large number of people in the markets and outside the market premises.

Management of the market development projects should listen to all beneficiaries/traders about addressing issues that affect their business and social life. This should be done by leaders staying in offices and/or going to the market departs to get views of the traders regarding the affairs of their market development projects. This is critical since it will strengthen transparency, engagement, and mutual problem-solving at the different market development projects for internal and external stakeholders.

With a focus on communication management and sustainability, management of the market development projects and the traders should consider the perspective of globalization business undertaking within the process for empowerment. This is recommended because it can increase

value addition for the agricultural products from the different market development projects leading to economic advantages to the traders and farmers.

5.4.2 Communication Management and Community Empowerment of Market Development Projects in Kampala District

Beneficiaries and management of the market development projects leaders should engage in more empowerment activities or programs to freely communicate and interact on matters through local channels such as radio talk shows, and market meetings. This is because community empowerment projects sustainability for a positive social and economic way of life.

More business skills should be extended to the market development project beneficiaries to enrich their potential and capabilities to do business in the hard economy of Uganda where prices for goods and services are increasing each day. This should be done by organizing periodical business skills training for all market development departments for the traders. The application of such skills into business should also be assessed and reports be made. This is because training can enhance business management improvement with skills such as book-keeping and later ease the traders' efforts to access credit from different financial institutions.

5.4.3 Community Empowerment and Project Sustainability of Market Development Projects in Kampala District

Community empowerment activities should be provided more to let the market development project owners have their future in focus, with a bigger picture painted for the good of their livelihood and business existence. This should be done by letting NGOs and health partners be part of the market development projects' beneficiaries' empowerment, sensitization, and awareness campaigns. The provided activities should be free of charge to late more beneficiaries

for the market development projects to actively participate in their undertaking. This is stated because most of the traders are low-income earners and operate with low financial capital.

Sustainable partnerships should be made by the leadership and management of the market development projects with other external organizations, companies, or institutions to enrich community empowerment within the market development projects. This can be done by reviewing partnerships with authorities such as KCCA, Buganda Government, and other partners. This is because it will enhance and promote more activities for community empowerment and delivery of training in business, health, and social aspects that might support market development projects sustainability.

5.4.4 Combined Effect of Communication Management and Community Empowerment On Sustainability of Market Development Projects in Kampala District

Sustainable communication management and community empowerment programs should be enhanced to catalyze more entrepreneurship skills, youth development, production, and value creation for market development project sustainability.

This can be done by making communications through communication channels free of charge for the traders in the different development projects. This is because beneficiaries from the different market development projects need more business skills for business competitiveness and sustainability.

5.5 Areas for Further Research

This study focused on investigating the relationship between communication management, community empowerment, and sustainability of market development projects in Kampala District. The results of this study should be compared with those of this study.

More studies should be carried out to deal with the combined effect of communication management and community empowerment on the sustainability of market development projects in any area of Uganda. The tested and mediating findings can be compared with those of this study.

Further, a similar study is recommended to focus on conflicts, accountability, and leadership between market beneficiaries, the Buganda Government, private market owners, and the KCCA administration. It is also stated that such a study should look into how market leadership is elected and performs the duties and responsibilities.

5.6 Limitations to the Study

The researcher faced the following methodological limitations. The use of correlational research study design in this study limited the drawing of conclusions regarding causal relationships for communication management, community empowerment, and project sustainability. This is because it makes these variables merely interact with each other rather than causing one another. Thus, it is hard to affirm that the independent variable caused the dependent variable of this study. In addition, this design is too focused on presenting the association between the variables of this study thus, being biased due to self-selection for the variables being compared.

The use of the quantitative data collection method (Questionnaire) was inadequate to understand information about the respondents regarding changes in emotions, behavior, feelings about power, affiliation, and achievement needs in terms of how the market administration fulfilled their responsibilities in terms of implementation.

Therefore, some hidden agendas of market development project beneficiaries and implementers who were unsatisfied with how communication management, community empowerment, and

sustainability are not captured and presented. Secondly, the questionnaire method did not permit probing of project beneficiaries since it was based on the Likert scale model (1=strongly disagree- 5 strongly agree). Thus, there was no chance given to the respondents to qualify their answers and this limited obtaining deeper meaning/implication of the choices/responses made regarding the study variables.

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APPENDICES

Appendix A: Consent Form

Dear respondent; my name is Waiswa Patrick Reg. No. 2018/HD10/2640U; carrying out a study about "Communication Management, Community Empowerment and Sustainability of Market Development Projects in Kampala District". Therefore, your responses will help to accomplish this study and you have been selected to provide such valuable information. Whatever you will say or give will be treated with at most confidentiality. Do you have any questions before you engage in the study?

Signature ……. Contact---------- Date…….

Appendix B: Questionnaire

Section A: Introduction

Dear respondent; I am a student of Makerere University Business School-Nakawa; carrying out a study about "Communication Management, Community Empowerment and Sustainability of Market Development Projects in Kampala District". You are requested to participate in this study. So, your responses will help to accomplish this study and you have been selected to provide such valuable information. Whatever you will say or give will be treated with at most confidentiality (Provide a tick to the box that best suites).

Section B: Background Information of the Respondents

1. Gender of the Respondent

Female ☐ Male ☐

2. Age of the Respondent (By the time you engage in this research)

25-30 years ☐ 31-36 years ☐ 37- 42 years ☐ 43 years and above ☐

3. Highest academic achievement

O level ☐ A level ☐ Vocation ☐ Diploma ☐ Others specify……

4. Time spent in the current market development project

Less than 5 years ☐ 6- 10 Years ☐ Above 10 years ☐

5. Location of the project

Nakawa ☐ Usafi ☐ Wandegeya ☐ Nankulabye ☐ Kasubi ☐
Bugoloobi ☐ Kalerwe ☐ Bwaise ☐ Makindye ☐ Kawempe ☐ Luzira ☐
Busega ☐ Nakasero ☐ Nateete ☐ St. Balikuddembe ☐

6. Product Categories

Shoes ☐ Clothes ☐ Cereals ☐ Matooke ☐ Onion ☐ Cabbage ☐ Sweet potato ☐ Cassava ☐ Food/Restaurant ☐ Butcher ☐ Chicken ☐ Steel Works and Art ☐ Charcoal & firewood ☐ Salon ☐

7. For how long have you been in the project department?

Less than 5 years ☐ 6-10 years ☐ 11- 15 years ☐ 16-20 years ☐ 21 years and above ☐

For the items from section C-E circle or tick a number that suites your interest among the options provided below.

Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1	2	3	4	5

Section C: Communication Management

No.	**Variable Indicators/Items**	**Options**				
	Internal Communication					
CIC.1	At this market development project, information is shared among internal beneficiaries	1	2	3	4	5
CIC.2	Internal communication platform (periodic meetings) are established for beneficiaries to use	1	2	3	4	5
CIC.3	There is information flow for beneficiaries of this market	1	2	3	4	5
CIC.4	Working with each is practiced internally at this market	1	2	3	4	5
CIC.5	Instant information sharing is practiced by the market leaders for internal beneficiaries	1	2	3	4	5
	External Communication					
CEC.1	Written communications made are attractive to external stakeholders	1	2	3	4	5

CEC.2	There is information exchange to outside communities of this market	1	2	3	4	5
CEC.3	Accurate information is shared with external stakeholders	1	2	3	4	5
CEC.4	The information sent to external people reflects works of this market development project	1	2	3	4	5
CEC.5	External management-based meetings are held with the external stakeholders	1	2	3	4	5

Section D: Community Empowerment

No.	**Variable Indicators/Items**	**Options**				
	Community Participation					
DCP.1	Active participate in the affairs of the market development project is encouraged by the leaders of this market	1	2	3	4	5
DCP.2	High control over project activities is encouraged by the project leaders	1	2	3	4	5
DCP.3	Decision making for market project activities is encouraged from stakeholders	1	2	3	4	5
DCP.4	Project leaders help the beneficiaries to find their strength with the market project	1	2	3	4	5
DCP.5	Beneficiaries are provided with opportunities to work on the affairs of their project	1	2	3	4	5
	Community Capacity Building					
DCCB.1	There is adequate training practices for members of this market development project	1	2	3	4	5

DCCB.2	From the training practices, there has been skills improvement achievement among members in this market project	1	2	3	4	5
DCCB.3	Project beneficiaries lives are transformed by the market project leaders	1	2	3	4	5
DCCB.4	With this market project, there is support for technical and adaptive capacities from leaders	1	2	3	4	5
DCCB.5	With this market project, solutions are co-created with all the project beneficiaries	1	2	3	4	5
	Decision-Making Capacity					
DDMC.1	I can independently make business decisions as a result of the capacity building session from this market development project	1	2	3	4	5
DDMC.2	I feel I can identify several alternatives for issues affecting me in this project	1	2	3	4	5
DDMC.3	I feel capable of making right decisions for my business and market development project activities	1	2	3	4	5
DDMC.4	With the existence of project, I can now weigh the alternatives before a decision is made	1	2	3	4	5
DDMC.5	I can now personally take action after a decision has been made	1	2	3	4	5

Section E: Project Sustainability

No.	**Variable Indicators/Items**	**Options**				
	Consistent Project Productivity					
ECPP1	Visibility into work status is considered at this market project	1	2	3	4	5
ECPP.2	The project productivity is of high quality	1	2	3	4	5

ECPP.3	Large volumes of quantities can be produced by this market development project	1	2	3	4	5
ECPP.4	Productivity measurements are always tracked by market project leaders	1	2	3	4	5
ECPP.5	The project productivity plan is realized by the project managers	1	2	3	4	5
Continuous Community Participation						
ECCP.1	Members have for a long time been participative in the affairs of the market development project	1	2	3	4	5
ECCP.2	The numbers of members participating in the project activities increase always	1	2	3	4	5
ECCP.3	Response to the needs of the beneficiaries is always carried out with my market development project	1	2	3	4	5
ECCP.4	Members of this market project are ever prepared to serve their project	1	2	3	4	5
ECCP.5	Regular meeting are held with members of this market project	1	2	3	4	5
Long-Term Project Investment						
ELTPI.1	The market development project management has invested in durable ventures	1	2	3	4	5
ELTPI.2	The management of this market development project invests in machines for business purposes	1	2	3	4	5
ELTPI.3	This market project invests land as long term project	1	2	3	4	5
ELTPI.4	Real estates (houses) have been accumulated over the time by this project	1	2	3	4	5

ELTPI.5	This market project invests in cars for transportation services	1	2	3	4	5
ELTPI.6	My market development project engages in money lending business	1	2	3	4	5
Project Longevity						
EPL.1	I believe this market development project will stay longer to serve its beneficiaries	1	2	3	4	5
EPL.2	This market development project has a steady stream of revenue/source of income	1	2	3	4	5
EPL.3	This market development project enjoys controlled growth/progress	1	2	3	4	5
EPL.4	The members of this market project enjoy a good customer base	1	2	3	4	5
EPL.5	The stakeholders have a manageable step for this market project	1	2	3	4	5
Project Profitability						
EPP.1	The market development project enjoys a high profit margin in its business activities	1	2	3	4	5
EPP.2	This market development project has ease with financial undertakings	1	2	3	4	5
EPP.3	The management of this market development project enjoys low costs for its financial services	1	2	3	4	5
EPP.4	The cost-income ratio for this market development project is low	1	2	3	4	5
EPP.5	The cash flow of the project is presently good/high	1	2	3	4	5
Quality of Project Beneficiaries' Life						

EQPBL.1	The beneficiaries are assured of daily income since they joined this market development project	1	2	3	4	5
EQPBL.2	I can easily acquire life needs as a result of joining this market development project	1	2	3	4	5
EQPBL.3	I feel safe in terms of employment since I joined this market development project	1	2	3	4	5
EQPBL.4	The beneficiaries of this market development project enjoy good health	1	2	3	4	5
EQPBL.5	The beneficiaries are able to participate in project events	1	2	3	4	5

END OF THE QUESTIONNAIRE!! THANK YOU FOR YOUR CONTRIBUTIONS

Appendix C: Interview-Guide

Section A: Introduction

Dear respondent; I am a student of Makerere University Business School-Nakawa; carrying out a study about "Communication Management, Community Empowerment and Sustainability of Market Development Projects in Kampala District". Therefore, your responses will help to accomplish this study and you have been selected to provide such valuable information. Whatever you will say or give will be treated with at most confidentiality.

1. Communication management is important for every project. How do you practice at this market development project?
2. Community empowerment is key in management, how do you practice with the members of this market development project?
3. What have you done to achieve project sustainability in this project?
4. What do you think is the relationship between communication management and project sustainability of market development projects in Kampala District?
5. What is the relationship between communication management and community empowerment of market development projects in Kampala District?
6. As an administrator in this project, what can you say about the relationship between community empowerment and project sustainability of market development projects in Kampala District?
7. If communication management and community empowerment are combined, what do you think are the effect these might cause for sustainability of market development projects in Kampala District?

END OF THE INTERVIEW! THANK YOU FOR YOUR CONTRIBUTIONS!

Appendix D: FGD-Guide

Section A: Introduction

Dear respondent; I am a student of Makerere University Business School-Nakawa; carrying out a study about "Communication Management, Community Empowerment and Sustainability of Market Development Projects in Kampala District". Therefore, your responses through this discussion will help to accomplish this study and you have been selected to provide such valuable information. Whatever you will say or give will be treated with at most confidentiality.

1. For how long have you been in this market?
2. Communication management is important for every project. As market development projects owners, how do you practice at this market development project?
3. Community empowerment is key in management, how do you practice with the members of this market development project?
4. What have you done to achieve project sustainability in this project?
5. What do you think is the relationship between communication management and project sustainability of market development projects in Kampala District?
6. What is the relationship between communication management and community empowerment of market development projects in Kampala District?
7. As an owner of the market development project, what can you say about the relationship between community empowerment and project sustainability of market development projects in Kampala District?
8. If communication management and community empowerment are combined, what do you think are the effect these might cause for sustainability of market development projects in Kampala District?
9. Do you have any thing you would like to say in regard to this study?

END OF THE DISCUSSION! THANK YOU FOR YOUR CONTRIBUTIONS!

Appendix E: Sample Determination Table

Sample size (s) required for the given population size (N)

Sample size (s) required for the given population size (N) N	**S**	**N**	**S**	**N**	**S**	**N**	**S**	**N**	**S**
10	10	**100**	**80**	280	162	800	260	2800	338
15	14	110	86	290	165	850	256	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: From R. V. Krejcie and D. W. Morgan (1970), Determining sample size for research activities, Educational and psychological measurement, 30,608, Sage Publications.

Appendix F: List of Market Development Projects

No.	Market Development Project	Project Department
1	Nakawa	Shoes, Clothes, Cereals, Matooke, Onion, Cabbage, Sweet potato, Cassava, Food/Restaurant, Butcher, Chicken, Steel Works and Art; Shops, Charcoal, Salon
2	Usafi	Shoes, Clothes, Cereals, Matooke, Onion, Cabbage, Sweet potato, Cassava, Food/Restaurant, Butcher, Chicken, Steel Works and Art; Shops, Charcoal, Salon
3	Wandegeya	Shoes, Clothes, Cereals, Matooke, Onion, Cabbage, Sweet potato, Cassava, Food/Restaurant, Butcher, Chicken, Steel Works and Art; Shops, Charcoal, Salon
4	Nakasero	Shoes, Clothes, Cereals, Matooke, Onion, Cabbage, Sweet potato, Cassava, Food/Restaurant, Butcher, Chicken, Steel Works and Art; Shops, Charcoal, Salon
5	Busega	Shoes, Clothes, Cereals, Matooke, Onion, Cabbage, Sweet potato, Cassava, Food/Restaurant, Butcher, Chicken, Steel Works and Art; Shops, Charcoal, Salon
6	Kawempe	Shoes, Clothes, Cereals, Matooke, Onion, Cabbage, Sweet potato, Cassava, Food/Restaurant, Butcher, Chicken, Steel Works and Art; Shops, Charcoal, Salon
7	Makindye	Shoes, Clothes, Cereals, Matooke, Onion, Cabbage, Sweet potato, Cassava, Food/Restaurant, Butcher, Chicken, Steel Works and Art; Shops, Charcoal, Salon
8	Nankulabye	Shoes, Clothes, Cereals, Matooke, Onion, Cabbage, Sweet potato, Cassava, Food/Restaurant, Butcher, Chicken, Steel Works and Art; Shops, Charcoal, Salon
9	Bwaise	Shoes, Clothes, Cereals, Matooke, Onion, Cabbage, Sweet potato, Cassava, Food/Restaurant, Butcher, Chicken, Steel Works and Art; Shops, Charcoal, Salon

10	Kasubi	Shoes, Clothes, Cereals, Matooke, Onion, Cabbage, Sweet potato, Cassava, Food/Restaurant, Butcher, Chicken, Steel Works and Art; Shops, Charcoal, Salon
11	Kalerwe	Shoes, Clothes, Cereals, Matooke, Onion, Cabbage, Sweet potato, Cassava, Food/Restaurant, Butcher, Chicken, Steel Works and Art; Shops, Charcoal, Salon
12	Nateete	Shoes, Clothes, Cereals, Matooke, Onion, Cabbage, Sweet potato, Cassava, Food/Restaurant, Butcher, Chicken, Steel Works and Art; Shops, Charcoal, Salon
13	Bugoloobi	Shoes, Clothes, Cereals, Matooke, Onion, Cabbage, Sweet potato, Cassava, Food/Restaurant, Butcher, Chicken, Steel Works and Art; Shops, Charcoal, Salon
14	Luzira	Shoes, Clothes, Cereals, Matooke, Onion, Cabbage, Sweet potato, Cassava, Food/Restaurant, Butcher, Chicken, Steel Works and Art; Shops, Charcoal, Salon
15	St. Balikuddembe	Shoes, Clothes, Cereals, Matooke, Onion, Cabbage, Sweet potato, Cassava, Food/Restaurant, Butcher, Chicken, Steel Works and Art; Shops, Charcoal, Salon