

SUSTAINABLE AND RESILIENT  
SMALLHOLDER FARMERS'  
(SURE III) PROJECT

FINAL  
EVALUATION  
REPORT

FEBRUARY 18, 2025



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# List of Abbreviations

AFARD	Agency For Accelerated Regional Development
CDO	Community Development Officer
CSA	Climate Smart Agriculture
CSOs	Civil Society Organizations
DAC	Development Assistance Committee
DCO	District Commercial Officer
DCED	Donor Committee for Enterprise Development
DPMO	District Production &Marketing Officer
EUR	Euro
FG	Farmer Group
FGD	Focus Group Discussion
IGA	Income Generating Activity
KG	Kilogram
KII	Key Informant Interview
LC	Local Council
LG	Local Government
LLG	Lower Local Government
M&E	Monitoring and Evaluation
ETE	End-Term Evaluation
PRA	Participatory Rural Appraisal
RA	Research Assistant
SACCO	Saving & Credit Cooperative Organization
SPSS	Statistical Package for Social Scientists
SURE	Sustainable and Resilient Smallholder and Resilient Agriculture
UGX	Uganda Shillings
USD	US Dollar
VSLAs	Village Savings & Lending Associations

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Onyai Fred

Team Leader

Partnership for Development Capacity Consult (PDCC) Limited,

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# Executive Summary

## Background to the project

The 9-month Sustainable and Resilient Smallholder and Resilient Agriculture (SURE) Project (Phase III) in Jangokoro, Zombo district, Uganda targeted 307 (58% women) vulnerable smallholder farmers, with the aim of deepening the achievements made in Phase II by addressing key gaps within the cooperative such as a) inaccessibility to quality seeds, b) limited business capital, c) limited storage and office space as the Cooperative operates in a rented small office which also doubles as a store, and d) low level of business management skills and exposure by the Coop leadership. The specific objective of the project was “To build a strong/resilient Jangokoro United Farmers’ Cooperative Society.” By so doing, the project was expected to increase volume of produce at beneficiary household and seasonal sales volume at the cooperative level, construct a safe storage and bulking structure and put better business management and legal compliance system in place.

## Purpose of the evaluation

The ETE was conducted for learning in AFARD and Manos Unidas. The findings, lessons learned and recommendations will be useful for the possible replication of the chosen approach.

## The methodology used

Data was collected from all the targeted beneficiary households using a qualitative and quantitative-evaluation survey questionnaire designed and uploaded on Kobo Collect tool.

## Findings

### 3.1 To what extent have the planned results been achieved?

The planned project results were 88% achieved i.e. 7/8 indicators were achieved. The indicator not met – volumes of seasonal sales – was because when the loan fund was provided, there was no table Irish potato to be bought and sold. However, the cooperative shifted to the production of Irish potato seeds which will earn more income from than buying and selling. In addition:

- **Member satisfaction with their cooperative governance:** Although the recent change of leadership has not provided more time to assess the annual performance of the leaders in both their governance and business management, overall both the cooperative members and local government officials are happy with the cooperative affairs: assets, new business streams, and expansion plan with transparency.
- **Increasing cooperative’s profit margin:** From the 15M UGX interest free loan and other assets that the cooperative received, to date it has been estimated to earn a net revenue of UGX 13.6 million. The fund enabled it to expand its revenue sources and will be able by the end of February (loan term period) to repay the loan.
- **Cooperative initiated a new business opportunity to diversify its income sources:** The cooperative has explored new businesses and is operating 4 revenue streams – hire of assets, sale of beans, sale of banana, sale of Irish potato seed.
- **Increase in production in beneficiary households:** The production of Irish potato in members households has increased from 18 to 28 bags. Much more yield is anticipated when members access quality seeds next season from the cooperative multiplication fields.

- **A safe storage and bulking structure erected:** The cooperative has a well furnished store with and office - solar electricity, rain water tanks, desks, file cabinets and relevant books of accounts - making the operation and management of the cooperative operations easy.
- **Better business management and legal compliance system in place:** Although the cooperative does not have its temporary certificate renewed by the ministry of trade, industries and cooperatives, it is still legal because the extension was within the powers of the DCO. An audit is already planned for mid-march and AGM for end of March.

### 3.2 How effective was the interest free loan (UGX 15 million) in boosting the cooperative trading capacity to ensure project sustainability and promote gender equity?

The loan has enable the cooperative to both diversify its revenue steams from 1 source to 4 sources and earn monetary gains of UGX 13.6 million. This means that cooperative can sub-optimally sustain its business. While this means that the cooperative can repay the loans, done immediately it will reduce the business value of the Cooperative. No wonder the Cooperative leaders and the local government officials requested that the loan should be allowed for at least 2-3 trading cycles. In addition, the coming into office of new leaders with more women leaders and the execution of this local fund helped improved the women leadership capacity.

### 3.3 What other unintended positive and negative results did the project have?

The various KII and FGDs revealed that there was no negative impact of the project. The various positive impacts not captured in the log frame included: improved social cohesion; families emulating each other in diversifying their income sources; access to local government funding; and ready produce market without waiting for middlemen.

### 3.4 How effectively can the Cooperative sustain the project results?

Respondents rated that the cooperative can for now on its own run 50% effectively and sustainably. While there are committed fully paid members and elected leaders as well as economically viable business options, the lack of educated members to take up the Business Development Officer position and inadequate funding will greatly slow the pace of growth.

### 3.5 What more, if any, needs to be done to strengthen the cooperative ability to sustain impacts?

The various respondents pointed out that there is need to:

- Continue strengthening the business management capacity of the current newly elected executives and committee members to grow the cooperative businesses.
- Funds permitting, hire a Business development officer (BDO) to guide the members in business management until when they can afford to pay for the personel cost.
- Expand the cooperative land in order to have a bigger demonstration land on which it can multiply more seeds and build a credible quality declared seed business.
- Extended the interest free loan for 2-3 trading cycles (i.e. 1-5 years) so that the cooperative is able to reinvest the loan and profit earned into growing the business value.
- If Manos Unidas desires to reinvest the money in the development of the cooperative to invest it in purchase of more foundation seeds from which can earn more profits.
- Increasing women's participation would ensure member loyalty, women increased participation, and better governance.

### **3.6 In what ways does the cooperative promote gender equity among its members?**

Recognizing the vital roles of women in the success of the cooperative, the cooperative members have used the following strategies to address gender equity:

- Encouraging more women to join the cooperative that led to 175 women and 132 men.
- Ensuring women to take leadership position leading 3 women and 2 men in the marketing and procurement committee.
- Ensuring equal, active and meaningful participation of women and men in all cooperative activities through planning activities with attention to women's time.
- The promotion of and diversification into enterprises that are culturally accepted to women.

### **3.7 How are women's voices and interests represented within the cooperative? What issues have been raised by women over the past year, including during the last AGM?**

The women reiterated that they as members are aware that they as male members have equal rights in everything in the cooperative – work, decision, sharing of proceeds. They frequently attend meetings and speak during those meetings. They ask questions to get clarification on issues that are not clear to them and they discuss openly to remove leaders who are not performing well. However, the Chairperson in KII pointed out that nearly half of the women are self-actualized and are vocal. The other half are still shy to challenge some of the men in discussions. He also pointed out that during the election of the new leaders, women were very vocal and united on why the old chairperson must be removed from office and new leaders elected.

### **3.8 What steps, if any, are needed to strengthen women's representation in decision-making roles within the cooperative and to ensure an equitable gender distribution of project outcomes?**

To strengthen women's participation in cooperative membership, decision-making, leadership, and outcomes the following issues need to be addressed:

- 1) Gender awareness needs to be conducted not only for the cooperative members but also for their family members.
- 2) The cooperative policy should be made deliberate to ensure that all leadership positions – executives and committees have a women quota.
- 3) Women members of the cooperative also need tailored training on women leadership skills so that they are inspired to take up positions in the cooperative executive and committees as and when they present themselves.

### **Recommendations for improvement:**

Overall, SURE III Consolidation phase built the cooperative to grow into a viable entity. It achieved 89% of its planned indicators. All planned inputs – seeds, store with office space were provided and put to good use.

However as is already highlighted under 3.5 and 3.8 above, Jangokoro Multipurpose Cooperative Society (JMCS) has a big potential to become one of the most profitable cooperative in Greater Nebbi if only its sustainability and gender equality gaps are addressed:

- Business management capacity strengthening by continue capacity building of the current newly elected executives and committee members and hiring a Business development officer (BDO) for at least one more year.

- Business value growth support through expanding its land for a bigger demonstration and seed multiplication unit, provision of more foundation seeds, and extending the interest free loan period for 2-3 trading cycles (i.e. 1-5 years).
- Increasing women's participation through family level gender awareness, reviewing the Cooperative policy for it to be deliberate on women's quote in executive and committee positions, and conducting tailored training on women leadership skills so that women are inspired to take up positions in the cooperative executive and committees as and when they present themselves.

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# 1 INTRODUCTION

## 1.1 Background to the project

AFARD secured funding from Manos Unidas to implement the 9-month Sustainable and Resilient Smallholder and Resilient Agriculture (SURE) Project (Phase III) in Jangokoro, Zombo district, Uganda. Targeting 307 (58% women) vulnerable smallholder farmers, the project aimed at deepening the achievements made in Phase II by addressing key gaps within the cooperative such as a) inaccessibility to quality seeds, b) limited business capital, c) limited storage and office space as the Coop operates in a rented small office which also doubles as a store, and d) low level of business management skills and exposure by the Coop leadership. The specific objective of the project was “To build a strong/resilient Jangokoro United Farmers’ Cooperative Society.” By so doing, the extension aimed to improve on effective and transparent governance and management, and increase profit margins and annual dividends to the cooperative members. To this end, the project had 4 expected results:

- a) Increased volume of produce at beneficiary household
- b) Increased seasonal sale volume.
- c) A safe storage and bulking structure erected
- d) Better business management and legal compliance system in place

## 1.2 Purpose of the evaluation

The main purpose of this evaluation is learning. Both AFARD and Manos Unidas are interested in learning from the implementation of the project in order to continuously improve their own work and the cooperation with other actors. The findings, lessons learned and recommendations will be useful for the possible replication of the chosen approach. Specifically, the final evaluation will provide:

- a) Analysis of the impact of the project
- b) Analysis of the sustainability of the project
- c) Analysis of the intervention gender equity
- d) Recommendations for further replication.

## 1.3 Scope of the Final Evaluation

Based on the TORs the scope of work are as follows:

- a) **Content:** The evaluation will be aligned to the OECD/DAC evaluation criteria, specifically impact and sustainability, will guide this evaluation. The focus is on these two criteria to enable learning and application of recommendations in further programmes
- b) **Time:** The evaluation will be completed within 15-working days and final report will be submitted in February 2025
- c) **Geographical reach:** The evaluation will be conducted in Jangokoro sub-county of Zombo
- d) **Deliverables:** The following are the deliverables:
  - Inception Report – detailing methodology, data collection tools and operation work plan
  - Draft and final reports (as detailed in the terms of reference).

## **1.5 Intended Users and Intended Use of the Evaluation**

The intended users of the evaluation report are AFARD, the cooperative and Manos Unidas. In addition, the evaluation report will be shared with Zombo District Local Government and Padea Town Council and Jangokoro sub county, other cooperative stakeholders. These organisations can, and hopefully will, use the evaluation's findings, lessons learned and recommendations to inform strategic decisions and similar interventions in the future.

## 2 METHODOLOGY

### 2.1 Evaluation design

The evaluation design used both cross-sectional and descriptive methods involving a mix of quantitative and qualitative data collection and analysis techniques that provided a deeper understanding of the project effects on the target beneficiaries (households and the cooperative).

### 2.2 Evaluation Matrix

The evaluation incorporated the approach for performance evaluation of agricultural cooperatives and addressed cross-cutting issues including gender equality and sustainability. These issues are integral to assessing how well the project aligns with OECD's core principles and quality standards. They were mainstreamed in the questions and reporting. Key evaluation questions considered for the final evaluation are summarised in the evaluation matrix (Table I). The choice of indicators, sources and methods used to answer the evaluation questions is presented and mapped against each evaluation question.

**Table 1: Key evaluation questions (drawn from the TOR) and data collection methods**

<b>Evaluation focus</b>	<b>Intervention's Logic</b>	<b>Indicators</b>	<b>Data collection methods</b>
Specific aim	To build a strong/resilient Jangokoro United Farmers' Cooperative Society.	SA.I1: 50% increase in member reporting satisfaction with their Cooperative governance	HH survey KII - Coop leaders
		SA.I2: 50% increase in the cooperative's profit margin Baseline: UGX 2,958,000	Coop sales records AGM report
		SA.I3: The Cooperative initiated a new business opportunity to diversify its income sources Baseline: One commodity (Irish potato at the end of SURE II)	KII - Coop leaders Coop sales records AGM report
Result 1	Capacity of Jangokoro United Farmers' Cooperative Society strengthened to manage and grow sustainable business.	R1.I1 85% increase in volume of produce in beneficiary households Baseline: 10 bags average per HH at the end of SURE II	HH survey
		R1.I.2: 75% increase in seasonal sales volume Baseline: 15,058kg of table Irish potato at the end of SURE II	Coop stores records Coop sales records
		R1.I.3: A safe storage and bulking structure erected Baseline: 0 (construction not yet began)	Physical observation Photography
		R1.4: Better business management and legal compliance system in place Baseline: Renewal of certificate of registration by ministry of trade	Physical observation KII with Coop leaders

### Evaluation criterion: Impact

Evaluation key questions	<ul style="list-style-type: none"> <li>To what extent have the planned results been achieved?</li> </ul>	KII Coop leaders FGD with Coop members
	<ul style="list-style-type: none"> <li>How effective was the interest free loan (UGX 15 million) in boosting the cooperative trading capacity to ensure project sustainability and promote gender equity?</li> </ul>	KII Coop leaders Sales records Bank statement
	<ul style="list-style-type: none"> <li>What other unintended positive and negative results did the project have?</li> </ul>	KII Coop leaders FGD with Coop members KII - LG leaders

### Evaluation criterion: Sustainability

Evaluation key questions	<ul style="list-style-type: none"> <li>How effectively can the Cooperative sustain the project results?</li> </ul>	KII Coop leaders FGD with Coop members KII - LG leaders
	<ul style="list-style-type: none"> <li>What more, if any, needs to be done to strengthen its ability to sustain impacts?</li> </ul>	KII Coop leaders FGD with Coop members KII - LG leaders

### Evaluation criterion: Gender equality

Evaluation key questions	<ul style="list-style-type: none"> <li>In what ways does the cooperative promote gender equity among its members?</li> </ul>	KII Coop leaders FGD with Coop members KII - LG leaders
	<ul style="list-style-type: none"> <li>How are women's voices and interests represented within the cooperative? What issues have been raised by women over the past year, including during the last AGM?</li> </ul>	KII Coop leaders FGD with Coop members KII - LG leaders Coop register Executive Committee members register
	<ul style="list-style-type: none"> <li>What steps, if any, are needed to strengthen women's representation in decision-making roles within the cooperative and to ensure an equitable gender distribution of project outcomes?</li> </ul>	KII Coop leaders FGD with Coop members KII - LG leaders

## 2.3 Data Collection

### 2.3.1. Data collection methods

Table II summarises the main data collection methods and techniques used for the end line evaluation. All the data collection methods listed in Table II were used by the evaluation team during the fieldwork.

**Table 2: An overview of data collection methods and techniques used for the ETE.**

<b>Data Collection Method</b>	<b>Brief Description of Method</b>
KEY DOCUMENTS REVIEW	The evaluator reviewed key internal and external documents and secondary data sources for better contextual understanding of the evaluation context. These documents included: Sales records, bank statements, AGM report, members register, committee minutes, interest free loan records, certificates of registration, organizational chart and position work sheet and SURE II evaluation report. (see Annex 2 for Documents consulted).
HOUSEHOLD SURVEYS	A digitalized household survey (on Kobo Collect App) was carried out by trained research assistants under the supervision of the Evaluator and it asked key questions based on the project objectives and expected results. Instrument: <b>Questionnaire – Annex 1a</b>
FOCUS GROUP DISCUSSIONS	Small group discussions were held with Coop members (mixed and women only) in selected farmer groups to obtain perspectives relevant to the issue being examined while the Evaluator took the roles as guide, observer and recorder. Instrument: <b>FGD guide – Annex 1b &amp; c ; Annex 3 – list of groups involved</b>
KEY INFORMANT INTERVIEWS (KIIs)	This was carried out in an open-ended/semi structured format with respondents with specific or specialised information about the cooperative, namely AFARD staff, Coop Executive and Committee members, and district/Sub county local government officials (see Table III). Instrument: <b>Interview guide – Annex 1d; Annex 4 – list of people involved</b>
PHOTOGRAPHY	The Evaluator took photographs focusing on Cooperative infrastructure and stores management practices and beneficiary household livelihood activities, and any other observations found to be relevant to the evaluation.

### 2.3.2 Sampling Strategies

The quantitative survey was administered at the Farmer Groups level and the 307 direct project beneficiary households were the sampling unit. In order to ensure valid representation, the team used the Donor Committee on Enterprise Development sample calculator (<https://www.enterprise-development.org/measuring-results-the-dced-standard/sample-size-calculator/>) that with a 10% non response rate resulted into 80 respondents (at 95% confidence level).

The cooperative member register was then used to randomly sample 8 people each from the 10 farmer groups in the cooperative differentiated by socio-economic status (including women, youth, people with disabilities, elderly and men), giving a total respondents of 80 cooperative members. These sampled respondents were mobilized for the survey by the Cooperative leaders, AFARD staff in the field and the farmer group leaders.

Respondents for the **FGDs** and **KIIs** were purposively sampled through discussions with AFARD project staff and the Cooperative leaders.

### 2.3.3 Respondents

Table 3 summarises the various respondents involved in the evaluation. In all 100 respondents were en-

gaged. Deliberate efforts were made to ensure that women's views were accurately reflected taking into account the social norms which might limit their participation and/or expression of views. Women only FGS were held, and during surveys privacy issues were emphasized.

**Table 3: The ETE Respondents**

<b>Data Collection Method</b>	<b>Respondent category</b>	<b>Respondent Unit</b>	<b>Target sample size</b>	<b>No. of respondents</b>	<b>Females</b>	<b>Response rate (%)</b>
Survey	Cooperative members	Registered Coop members	80	80	45	100
KII	AFARD staff	Director of programs and the Business Development Officer	2	2	0	100
	Zombo District Local Government staff	District Production Coordinator, District Commercial Officer, Secretary for Production	3	2	0	67
	Lower Local Government staff	Agricultural Officer, Community Development Officer, Senior Assistant Administrative Secretary, Secretary for production Local Council 3 and Chairperson LC3.	5	3	0	60
FGD	Cooperative members	The members of smallholder farmer groups.	5	10	4	200
	Cooperative leaders	Executive and Committee members	2	3	1	150
<b>Total</b>			<b>97</b>	<b>100</b>	<b>50</b>	<b>103</b>

### 2.3.2 Fieldwork Organization

The evaluation team worked with two field assistants who conducted quantitative data collection; administered the household survey questionnaires to the target respondents. The field assistants were fluent in the local language spoken (Alur) and have at least a post – secondary school qualification (i.e diploma holder and university degree). One day was dedicated to team training that was conducted at AFARD head-quarter in Nebbi and tools pre-testing was carried out before the field work commenced. The field data collection took 5 working days with daily data check-ups and progress review to ensure quality adherence.

## 2.4 Data Collection and Data Analysis

The Kobo Collect App was used to collect quantitative household survey data. Qualitative data collected through interviews and FGDs were collected through note taking and was cross-checked with quantitative data collected in the household surveys, other documents, and information sources to ensure the robustness of findings and conclusions.

Both qualitative and quantitative data collected were analysed for clear presentation of findings, lessons learnt and recommendations. Statistical analysis of household survey data collected using SPSS was limited to simple statistics, such as percentages, tables, charts and graphs in order to ensure that data is understandable to all users of the evaluation, including local government staff and project beneficiaries. Qualitative data were transcribed using MS Office and analysed using narrative method. Findings from each analysis were triangulated into a unified report.

Having completed all the analysis, a detailed and fact based, well-analyzed draft evaluation report was prepared and submitted to AFARD for comments in an agreed-upon reporting format. Upon receipt of comments from AFARD, the lead evaluator will then prepare the final evaluation report.

## 2.5 Quality Control Measures

The endline evaluation went through the following procedures for quality control purposes:

- **Adherence to international and sector standards:** Attention was paid on existing international and sector standards for performance measurement of agricultural cooperative management principles and practices including sustainability of cooperative activities and gender sensitivity of the cooperative activity.
- **Joint design of study instruments:** The evaluation team designed the data collection tools in collaboration with AFARD coordination units to strengthen reliability, acceptability, question flow, and the duration of the interview.
- **Pre-testing of study instruments:** Prior to the main survey fieldwork, pre-tests of all study tools was done to ensure reliability, acceptability, feasibility, question flow, and the duration of the interview. The pre-testing was done outside the household survey areas and was be used to improve the survey tools.
- **Social Mobilization for Data Collection:** To increase the response rate, AFARD coordination unit staff in Nebbi district conducted prior mobilization of the final evaluation respondents.
- **Data Management Procedures:** The data management and analysis plan was discussed and agreed with AFARD team before data collection and analysis began. Besides, all data sets were returned to AFARD. The evaluation team shall presented its data analysis in line with the reporting guidelines and agreed upon indicators to be tracked. This data management strategy ensured that data storage, handling and the types of analyses are all relevant for the final project evaluation.

## 2.6 Ethical Considerations

The following ethical considerations in the process of data collection, analysis and presentation were addressed:

- i) **Voluntary and informed consent:** Voluntary and informed consent was obtained from all respondents. Respondents were fully briefed on the purpose and objectives of the evaluation so that the respondents make voluntary consent to participate. No promises were made to respondents as a way of getting consent.
- ii) **Confidentiality and privacy of respondents:** Respondents' confidentiality was upheld, and all respondents remained anonymous.

- iii) **Protection of respondents:** The respondents were not put in position of risk of physical or psychological harm because of their participation in the evaluation. The evaluation team ensured the lists of names and other information that could lead to the identification of the respondents are not published. The names of the key informants were recorded and has been presented in the annex of the report but will not be shared without their consent.

## 2.7 Limitations

- i) The evaluation was conducted as the farmer groups and Coop were harvesting their Irish potato. This has effects on price. Farm gate prices are always low at harvest time and the estimates was used based on March anticipated prices.
- ii) The evaluation was conducted before the Coop refunded the interest loan (booster fund) they had received. This could have influenced their response. However, the evaluator engaged the Coop leaders to explore how else the same fund could benefit the Coop and it elicited reliable response.
- iii) The evaluation exercise coincided at the district level KII with handover ceremony of the Chief Administrative Officer (CAO). This affected the participation of the local government officials who had to prepare departmental report and participate in the handover ceremony.
- iv) Many members of the Cooperative attended the planned meetings even when they were not invited. To avoid causing conflict with their leaders, the consultant allowed them to participate in the discussions.

## 3 KEY FINDINGS

This section presents the key findings from the study aligned to the specific evaluation questions.

### 3.1 To what extent have the planned results been achieved?

Table 4 below shows that the planned project results were 88% achieved i.e. 7/8 indicators were achieved. A closer look at the indicator not met – volumes of seasonal sales – we noted that when the loan fund was provided, there was no table Irish potato to be bought and sold due to the weather conditions that changed the planting period. As a result, the cooperative too shifted from buying and selling table Irish potato to the production of Irish potato seeds thereby increasing their seed production. In as much as the yields were lower than anticipated, the favourable current market price makes the decision made by the executives viable. They will earn more income from the seeds production than buying and selling.

**Table 4: Achievement of planned project results**

Intervention's Logic	Indicators	Baseline	Target	Endline	Remarks
Specific aim: To build a strong/resilient Jangokoro United Farmers' Cooperative Society.	SA.I1: 50% increase in member reporting satisfaction with their Cooperative governance	0	50%	55%	Achieved
	SA.I2: 50% increase in the cooperative's profit margin (UGX )	2,958,000	4,437,000	13.6 million	Achieved
	SA.I3: The Cooperative initiated a new business opportunity to diversify its income sources	1	1	4	Achieved
Result 1: Capacity of Jangokoro United Farmers' Cooperative Society strengthened to manage and grow sustainable business.	R1.I1 85% increase in volume of produce in beneficiary households (bags – Irish potato)	10	18.5	27.5	Achieved
	R1.I.2: 75% increase in seasonal sales volume				
	Table Irish potato (Kgs)	15,058	26,352	0	Not achieved due to use of funds for seed potato
	Seed Irish	0	71	66	Not achieved due to too much rain
	R1.I.3: A safe storage and bulking structure erected	0	1	1	Achieved
R1.4: Better business management and legal compliance system in place	1	1	1	Achieved	

### 3.1.1 Member satisfaction with their cooperative governance

To understand the levels of cooperative member's satisfaction with the cooperative governance, aware that no annual general meeting was held until end of March 2025 (beyond the evaluation timeline), the Cooperative members were asked to rate their satisfaction of the governance, business management and earning dividend income. The average respondents score was 5.5 for governance and 5 for business management. Probed why they scored the way they did, all respondents pointed to the fact that "we have only recently changed our leadership (the executives) who are yet for most of the period been receiving capacity strengthening on managing their relationship roles and the business of cooperative." Bot on the whole, both the cooperative members and local government officials were happy with the way the newly elected executives are managing the affairs of the cooperative. It was pointed out that they have been able to manage assets, identify and start new business opportunities, and mobilize the cooperative members to buy more land for expansion of the cooperative seed business, all with transparency.

### 3.1.2 Increasing cooperative's profit margin

To assess the level of cooperative's profitability, the cooperative leaders and the members were asked in separate FGDs to provide information on the support they received from the project and how they managed the support to generate revenue for the cooperative. It was evident from available records that the cooperative received a store with an office, 15M UGX interest free loan, 60 plastic shares, 1 tricycle, 1 weighing scale, 2017 Kg of Irish potato seed for 2 acres of demo garden, technical support of Business Development Officer (BDO), and various trainings. From these various support, the cooperative has been able to diversify its revenue stream and generate the below profits (UGX) in table 5.

**Table 5: Estimated cooperative profit incomes**

Revenue streams	Internal revenue	Loan fund supported revenue
Hire of tricycle	1,200,000	
Hire of plastic chairs	30,000	
Sale of banana <sup>1</sup>		
Sale of beans		1,429,350
Irish potato seeds <sup>2</sup>		6,000,000
Irish potato seeds from loan fund <sup>3</sup>		6,240,000
<b>Sub total</b>	<b>1,230,000</b>	<b>13,699,350</b>
<b>Grand total</b>		<b>14,899,350</b>

NB:

1. Returns for Irish potato is based on current market price for seeds. At the right time it may cost much more than UGX 4,000 per kilo.
2. Irish potato is still in store and will be sod out in March-April.

### 3.1.3 Cooperative initiated a new business opportunity to diversify its income sources

The cooperative leaders and members were asked to mention the types of businesses they are involved in as a way to identify whether or not they had new income streams. Table 5 above shows that from only the sales of table Irish potato, the cooperative through the support of the Business Development Officer ably diversified their revenue streams. They started to hire out their assets for income (tricycle and chairs). In addition, they ventured into other new businesses with the loan fund namely buying and selling of beans, renting a banana garden from which every two weeks they sell banana, and they invested the loan fund in

<sup>1</sup> The Cooperative rented a banana plantation for 1.5 years from which it earns at least a net income of UGX 40,000 every 2 weeks. Over the rental period it will earn UGX 1,440,000

<sup>2</sup> Seeds was harvested 1,500Kgs at UGX 4,000 per kilo will earn UGX 6 million.

<sup>3</sup> The Cooperative invested UGX 14 million in more Irish potato production and harvested 5,060 Kgs at UGX 4,000 = 20,240,000. Net profit of UGX 6,240,000.

separately producing Irish potato seeds. “Without this decision” the Cooperative Chairperson pointed, “the loan fund was going to lie idle on our account and be paid back to AFARD without us as a cooperative earning any interest income from it.” Through the bean trading, the cooperative ventured into new markets in Koboko and Lira and established relationship with Panyimur-Dei Multipurpose Cooperative Society Limited.

### 3.1.4 Increase in production in beneficiary households

In assessing the role the cooperative has played in increasing the volume of produce and enabling its members to access high value markets for increased income, the respondents were asked to provide information on acreage planted of crop and number of livestock reared, yield/output, volume sold and total income earned in UGX. Table 6 below shows that more land is allocated for growing beans with low average yields and income. Yet Irish potato, bananas and coffee with small land size put under cultivation produce moderate yield with higher total income. The FGDs confirmed that the more use of land for beans is because many households still do not have the required good quality seeds since the cooperative is yet multiplying seeds that they will be able to access come next season in 2025. The study also found that the average income from all the enterprises owned by the cooperative members is UGX 1,471,221.

**Table 6: Average production levels of beneficiary households**

<b>Enterprise</b>	<b>Acreage/Units in 2024</b>	<b>Output in Kg/ Number/Bags</b>	<b>Volume sold in Kg/ Numbers/Bags</b>	<b>Income earned in UGX</b>
Irish potato	0.3	26.5	21.6	316,166
Beans	1.7	8.7	2.7	193,727
Bananas	0.5	65.8	40.6	243,071
Coffee	0.3	61.1	111.1*	630,692
Chicken	7.4	4.7	2	87,565
<b>Total</b>				<b>1,471,221</b>

*Note: For coffee, figures include produce that were hoarded in the house from last season.*

### 3.1.5 A safe storage and bulking structure erected

SURE III consolidation phase sought to provide physical infrastructure to the cooperative to improve its business operations especially that the cooperative was renting a small office-cum-store facility. During the field mission for this evaluation, the consultant did a physical visit to the cooperative and as is in figure 1 below found a newly constructed store with an office space well furnished with solar electricity, rain water harvesting tanks, a VIP latrine, chairs and desks, file cabinets and relevant books of accounts including cash ledger, asset register, asset finance, member registration and committee files (Figure 1). During the key informant interviews the Cooperative members echoed how they value their store and office. They also pointed out that they made physical contributions during the construction work since they did not have the money to pay for local contributions. Each of the 10 groups that constitute the cooperative developed a work schedule which they agreed with the contractor and in turns sent their representatives to do the agreed upon work. Each group feed its own members and the Cooperative leaders would only chip in once in a while. This was a true sign of community development as many structures that are built and handed over to the communities suffer neglect.

In addition, since this structure was built on the land bought by the cooperative, the cooperative has taken another drive to buy more land next to its borders. They plan to set up a seed multiplication plot next to their store so that members can learn from it but also to ease the work and losses of producing seeds from far. It is from this point that the DCO recommended that, “any additional support to the cooperative should include purchase of land for demonstration.”

**Figure 1: The office block of the cooperative**



### **3.1.6 Better business management and legal compliance system in place**

The project also sought to ensure that the cooperative fully comply with the requirements of the registrar of cooperatives in the ministry of trade, industries and cooperative through the renewal of its registration from a temporary to a permanent certificate. However, this was not done since it will require an audit by a firm approved by the District Commercial Officer (DCO), an Annual General Meeting (AGM), and then application to the ministry. In addition, the AGM is planned for the end of March 2025.

However, during the KII, the DCO was asked if this will not negatively affect the business operations of the Cooperative. He assured the consultant that it is within the mandate of the DCO to defer AGM periods and that he did because of the busy schedule he has had which would not permit him to supervise the AGM in person. This means that the Cooperative is still legally compliant with the law although it will receive its new certificate after the March AGM.

We also asked the Cooperative executives during the KII on how ready they were with the organization of the AGM. The Chairperson had this to say, "we have since been ready for our AGM except that the DCO who is to supervise audit and the meeting has not been readily available. We have planned that at all cost the AGM will be held by the end of March 2025 and the Audit by mid March 2025."

## **3.2 How effective was the interest free loan (UGX 15 million) in boosting the cooperative trading capacity to ensure project sustainability and promote gender equity?**

Table 5 above shows that the loan has enabled the cooperative to first diversify its revenue streams from 1 source to 4 sources. This diversification came with monetary gains of UGX 13.6 million. In the words of the Chairperson during the KII,

*We were able to earn more income than when the cooperative was established. The loan made us to perform much better than the old leaders whom we replaced. We now have more income sources. We have also earned more profit. By the end of February, we should be able to refund the loan without any problem. We will also have our own money with which to continue doing and growing the cooperative business.*

From the above, it is evident that the cooperative will be able to sustain its operation financially although the return is less than the loan value meaning that the business volume will reduce yet it should have increased. This observation also tally with the request of the Cooperative leaders and the local government officials that the loan should be allowed for at least 2-3 trading cycles so that the cooperative is able to build its own reserve with which they can trade at or above the loan fund business value.

In addition, the coming into office of new leaders with more women leaders and the execution of this local fund helped improved the women leadership capacity. One woman leader pointed out that,

*When we came to office it was not clear how we would build the business of the cooperative even when the business plan was in place. But when we got additional funds from the loan, we had to hold very regular meetings and make tough decisions. At the start I was very worried of the decisions we were making. However, as profits were being earned and there was transparency in reporting the financial information,*

*I gained confidence. This enabled us as a team to make mold revenue diversification strategy decisions and talk to our members on the benefits we would make. I feel this has helped me to also see my family business differently.*

### 3.3 What other unintended positive and negative results did the project have?

Asked about the project benefits, the various KII and FGDs revealed that there was no negative impact of the project on them. The various positive impacts not captured in the log frame included the below:

- The cooperative has made us united as brothers and sisters. A woman pointed out that this social cohesion helped her when she lost her son. Cooperative members provide not only financial support but they were also there by her side to mourn her son.
- Families are seriously diversifying their revenue sources away from one source. A youth noted that while initially I focused on Irish potato production, with changes in weather and seeing that many members are taking seriously their production of banana, poultry and coffee, I have also decided to engage in these enterprises with the seriousness they deserve. I prune my banana and coffee and provide supplementary feeds and water for my poultry. This is paying off in terms of regular and more income.
- Through the cooperative, members have been able to meet with their elected leaders and secure support. In the FGD, at least 8 people had received UGX 1 million each from the government Parish Development Model (PDM).
- Women also pointed out that through the cooperative they are having ready market for their produce. With this, they do not have to wait for middlemen to buy their produce. They can sell and earn money with which they are able to “take care of their families” and also own productive assets.

### 3.4 How effectively can the Cooperative sustain the project results?

The results from Key Informants and Focus Group Discussions and AFARD coordination unit all revealed that although the cooperative cannot fully sustain itself now given its reliance on the project support (technical and finance), it can self run for 50% on its own. Table 6 below shows why the cooperative leaders, members and supporters believe that the cooperative left to its own devices will take a much longer time to run professionally and profitably.

**Table 7: Assessment of cooperative sustainability**

Strengths for sustainability	Sustainability draw back factors
<ul style="list-style-type: none"> <li>• Fully paid up members of the cooperative are in place and committed for its success. Women as men are actively engaged in cooperative activities and decision making</li> <li>• A new elected committed leadership is in place and has been trained in governance and management. They uphold participation, transparency and accountability</li> <li>• All the enterprises the cooperative has diversified into are highly profitable.</li> <li>• The willingness of the DCO to provide mentorship support</li> <li>• The selection of Irish potato and banana as priority crop enterprises for Zombo district local government in the district development plan will continue to provide market for seeds.</li> </ul>	<ul style="list-style-type: none"> <li>• Majority of the members are not highly educated to take up the position of the Business development Officer. With limited funding, the cooperative cannot employ such a calibre of personnel</li> <li>• Inadequate funds to both conduct trading, pay personnel and meet operation cost.</li> </ul>

### **3.5 What more, if any, needs to be done to strengthen the cooperative ability to sustain impacts?**

The various respondents pointed out that to strengthen the Cooperative sustainability will take time in which there is need to:

1. Continue strengthening the business management capacity of the current newly elected executives and committee members so that they can not only identify better business opportunities but also grow them to optimal revenue capacity. This will require additional training customized to especially production projections, sales and marketing, and financial management. With their undeterred level of commitments to work and transparency, they will overtime build a successful cooperative.
2. Funds permitting, the cooperative deserves to have a Business development officer (BDO) to guide the members in business management until when they can afford to pay for the personnel cost. Unfortunately the fund portfolio of the cooperative cannot meet this cost without eroding the gains the cooperative has made in the year.
3. The cooperative needs to expand its land in order to have a bigger demonstration land on which it can multiply more seeds and build a credible quality declared seed business. Given the high seed cost, the funds available is unable to widen the business growth.
4. The interest free loan period needs to be extended for 2-3 trading cycles (i.e. 1-5 years) so that the cooperative is able to reinvest the loan and profit earned into growing the business value. From this growth, it will then be able to hire and pay its own BDO without reducing its business value.
5. If Manos Unidas desires to reinvest the money in the development of the cooperative to invest it in purchase of more foundation seeds. The yield realized in the year is very low to meet even only members needs (i.e. about 960 bags a season).
6. Increasing women's participation would ensure member loyalty, women increased participation, and better governance (for details on how to do this see 3.8 below).

### **3.6 In what ways does the cooperative promote gender equity among its members?**

Recognizing the role of women in the economic and social transformation of the cooperative, from the production and marketing of the cooperative products, and the satisfaction of social needs of the household members, the cooperative members have used the following strategies to address gender equity:

1. Encouraging more women to join the cooperative. From the member registration, there are 175 women and 132 men who have been registered.
2. Ensuring women take leadership position so that there is equal participation of all members in line with the cooperative principles. Currently, women constitute 31% of the executive and committee membership (see table 8 below). This is because men in the cooperative also believe that women are good and committed leaders.
3. Ensuring equal, active and meaningful participation of women and men in all cooperative activities. For instance, meetings and group activities are planned with attention to women's time.
4. The promotion of and diversification into enterprises that are culturally accepted to women. Beans, bananas, and irish potato are all commodities in which women participate right from the family level through the market into the cooperative without any discriminatory gender norms.

Put together, these strategies are encouraging more women to join and actively participate in the cooperative management.

### 3.7 How are women’s voices and interests represented within the cooperative? What issues have been raised by women over the past year, including during the last AGM?

From the FGD, the women reiterated that they as members are aware of that, as male members, they have equal rights in everything in the cooperative – work, decision, sharing of proceeds. One woman pointed out that, **“the cooperative space is not like a family space where the men would hide behind social norms to dictate what and how things should be done. Here everything has to be agreed upon by all before it can take effect.”**

To ensure that these rights are actualized, women said that they frequently attend meetings and speak out their minds during those meetings. They ask questions to get clarification on issues that are not clear to them and they discuss openly to remove leaders who are not performing well.

However, the Chairperson in KII pointed out that nearly half of the women are self actualized and are vocal. The other half are still shy to challenge some of the men in discussions. He therefore called for more training on gender issues so that all women stand up as members with full right in growing the cooperative. He also pointed gave an example that during the election of the new leaders, women were very vocal and united on why the old chairperson must be removed from office and new leaders elected.

**Table 8: Composition of women in the cooperative and leadership**

	Males	Females	Total
All members of the cooperative	132	175	307
Executive Board members	4	1	5
Committee members			
- Vetting			
- Audit and supervision	2	1	3
- Finance and procurement	4	1	5
- Loan	2	3	5
- Production and marketing	5	5	10
- Disciplinary	2	1	3

### 3.8 What steps, if any, are needed to strengthen women’s representation in decision-making roles within the cooperative and to ensure an equitable gender distribution of project outcomes?

To strengthen women’s participation in cooperative membership, decision-making, leadership, and outcomes the following issues of member skills, confidence, and knowledge barriers need to be addressed:

4. Gender awareness needs to be conducted not only for the cooperative members but also for their family members. Local government official noted that “a woman who is not treated with equality at home cannot magically exercise gender equality in the cooperative.” Married members therefore need their spouses involved in gender equality awareness raising issues.
5. The cooperative policy should be made deliberate to ensure that all leadership positions – executives and committees have a women quota so that neither men automatically grab those position nor women shy away from taking up those positions.
6. Women members of the cooperative also need tailored training on women leadership skills so that they are inspired to take up positions in the cooperative executive and committees as and when they present themselves. This point was emphasized by women in the FGD that when Alwi

Cooperative society went to visit them there were many women than men in the leadership of Alwi. However when they inquired from the women how they got into those positions, they were told that women had training in leadership skills prior to the AGM of the Cooperative and this inspired them to take up leadership position.

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## 4 RECOMMENDATIONS

Below we provide the conclusions and recommendations from the study, based on the findings in section 3 as well as insights from other cooperative development projects we have been a part of.

Overall, SURE III Consolidation phase built a better return from the cooperative to grow into a viable entity. It achieved over 89% of its planned indicators and gap only realized from external factor (changes in weather that limited product availability for trading). All planned inputs – seeds, store with office space were provided and put to good use.

However as is already highlighted under 3.5 and 3.8 above, Jangokoro Multipurpose Cooperative Society (JMCS) has a big potential to become one of the most profitable cooperative in Greater Nebbi is only its sustainability and gender equality gaps are addressed:

- Business management capacity strengthening by continue capacity building of the current newly elected executives and committee members and hiring a Business development officer (BDO) for at least one more year.
- Business value growth support through expanding its land for a bigger demonstration and seed multiplication unit, provision of more foundation seeds, and extending the interest free loan period for 2-3 trading cycles (i.e. 1-5 years).
- Increasing women's participation through family level gender awareness, reviewing the Cooperative policy for it to be deliberate on women's quote in executive and committee positions, and conducting tailored training on women leadership skills so that women are inspired to take up positions in the cooperative executive and committees as and when they present themselves.

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# Annex 1: Data collection tools

## Annex 1a: Household survey questionnaire

### **SURE III Project Evaluation Assessment Form 2025**

AFARD, with funding support from Manos Unidas is implementing the Sustainable and Resilient Smallholder Farmers' (SURE III) Project in Jangokoro Sub County, Zombo district, Uganda to address the high rate of food, nutrition, and income security. Partnership for Development Capacity Consult (PDCC) limited a consulting firm was hired by AFARD to conduct an Endline Evaluation of the SURE project. One method of data collection agreed upon is the household survey that is administered to randomly sampled targeted beneficiary households. As a beneficiary, you have been sampled as a respondent.

Are you willing to participate in this study? Yes (proceed). No, stop and go to the next respondent. Please ensure that you document reasons for rejection to participate.

Assure the respondent that her/his provision of correct and complete information will be appreciated and that all information will be kept confidential and used only for this study. Unless otherwise provided, no name will be reported in the stud report. All data will also be kept by AFARD. Thank you.

Biodata	Name of Project		Name of group:		District:		
	LLG:	Parish:		Village:	Name of respondent:		
	Marital status 1= Married; 2= Single; 3= Divorced; 4= Widow(er)		Sex 1= Male; 2= Female	Age	How many people live in your household including you?		
Food security status	Did you last year have food all year round?						0=No; 1=Yes
	Did you in the last 7 days eat at least 3 meals of diversified foods daily?						0=No; 1=Yes
	Do you in your household share same food as a family?						0=No; 1=Yes
	Did women and girls in your household eat traditionally forbidden foods (chicken, some fish types, eggs, etc)?						0=No; 1=Yes
	Do men and boys in your household eat green vegetables without any complaints?						0=No; 1=Yes
	In the last 7 days, did you eat any of the following food types?						
	<ul style="list-style-type: none"> <li>• Cereals (wheat, rice, maize, sorghum, millet etc)</li> </ul>						0=No; 1=Yes
	<ul style="list-style-type: none"> <li>• Roots/tubers/plantain (potatoes, cassava, matoke, etc)</li> </ul>						0=No; 1=Yes
	<ul style="list-style-type: none"> <li>• Pulse/Legumes/Nuts (Beans, peas, g-nuts, simsim, etc)</li> </ul>						0=No; 1=Yes
	<ul style="list-style-type: none"> <li>• Vegetables (fresh and dry)</li> </ul>						0=No; 1=Yes
	<ul style="list-style-type: none"> <li>• Fruits/fruit juices (fresh and dry)</li> </ul>						0=No; 1=Yes
	<ul style="list-style-type: none"> <li>• Eggs</li> </ul>						0=No; 1=Yes
	<ul style="list-style-type: none"> <li>• Dairy products (milk, cheese, yoghurt)</li> </ul>						0=No; 1=Yes
	<ul style="list-style-type: none"> <li>• Meat (goat, beef, lamb, pork, chicken, duck, pigeon, offal)</li> </ul>						0=No; 1=Yes
	<ul style="list-style-type: none"> <li>• Fish (fresh, smoked, and dry)</li> </ul>						0=No; 1=Yes
	<ul style="list-style-type: none"> <li>• Oil/fats (ghee, butter, cooking oil)</li> </ul>						0=No; 1=Yes
	<ul style="list-style-type: none"> <li>• Sugar, Honey</li> </ul>						0=No; 1=Yes
	<ul style="list-style-type: none"> <li>• Condiments (spices, ketchup)</li> </ul>						0=No; 1=Yes
	<ul style="list-style-type: none"> <li>• Alcohol</li> </ul>						0=No; 1=Yes
	<ul style="list-style-type: none"> <li>• Tobacco</li> </ul>						0=No; 1=Yes

Agribusiness (First and second season)		In 2024, how many acres/units reared of this did you have	What was the total yield (KGs/Numbers)	Total volume sold (KGs / Numbers)	Total income earned (UGX)
	Irish potato				
	Beans				
	Bananas				
	Coffee				
	Chicken				
	Did you sell collectively?				0=No; 1=Yes
	How much money in total did you earn from crop farming last year (UGX)?				
	How much money in total did you earn from livestock farming last year (UGX)?				
Business management practices	Apart from farming, do you have any other income generating activity?				0=No; 1=Yes
	How much income do you earn on average from this business monthly (in UGX)?				
	Do you use any of the below business management practices?				
	• Has a legally registered business?				0= No; 1= Yes
	• has a written business plan?				0= No; 1= Yes
	• conducts sales promotion?				0= No; 1= Yes
	• separate business & personal finances?				0= No; 1= Yes
	• keeps business records?				0= No; 1= Yes
	• Links business with others for inputs, skills, funds, market?				0= No; 1= Yes
	• Has a bank account with a formal bank/SACCO?				0= No; 1= Yes

Financial literacy and inclusion	Do you have a personal/family development goal/plan for which you work?		0= No; 1= Yes
	How much money do you save weekly (UGX) in your group?		
	How much money did you earn after your group share out last year (UGX)?		
Women's empowerment	What did you mainly Spend your share out money on? 1=Food; 2=Clothing; 3= Entertainment; 4=Airtime; 5=Family support; 6=Agricultural inputs; 7=Education cost; 8=Medical bills; 9=Asset acquisition; 10=Business reinvestment		
	Household Asset Ownership Rights: Who in your household owns i.e., controls the use, purchase, and sale of the following assets?		
	• Land	1=Woman; 2=Husband; 3=Joint; 4=Others; 0=Not applicable	
	• Cash savings	1=Woman; 2=Husband; 3=Joint; 4=Others; 0=Not applicable	
	• Livestock	1=Woman; 2=Husband; 3=Joint; 4=Others; 0=Not applicable	
	• Bicycles	1=Woman; 2=Husband; 3=Joint; 4=Others; 0=Not applicable	
	• Radio and phones	1=Woman; 2=Husband; 3=Joint; 4=Others; 0=Not applicable	
	Participation in Decision-making: Were you involved in the family decision making on?		
	• Major farm inputs	0=No, 1=Yes	
	• Family planning	0=No, 1=Yes,	
• Fees for children's education	0=No, 1=Yes,		
• Sale of farm harvest	0=No, 1=Yes,		
• Major use of family income	0=No, 1=Yes		
Peaceful co-existence	Gender Violence: Did your experience the following in your households in the last 7 days?		
	• Fighting/physical abuse?	0=No, 1=Yes,	
	• Quarrelling/verbal abuse?	0=No, 1=Yes,	
	• Sexual abuse?	0=No, 1=Yes	
	• Negligence?	0=No, 1=Yes,	
	• Denial of access to resources or community group?	0=No, 1=Yes,	
	In the last 1 month, did your household experience conflicts <verbal, physical, emotional, etc.> during its endeavour to access and use natural resources (land, forest, water sources, gravels)?	0=No, 1=Yes	

	Does your household have easy or conflict free access to natural resources (land, forest, water sources, gravels)?	0=No, 1=Yes,	
	How many hours does it currently take your household to walk to and from fetching firewood for cooking?		
Cooperative management	How many shares did you buy in the Cooperative?		
	On a scale of 1 (poor) -10 (excellent), how would you rate your satisfaction with the way your cooperative is being governed by the current executives?		
	On a scale of 1 (poor) -10 (excellent), how would you rate your satisfaction with the way your cooperative business is being managed by the current executives?		
	On a scale of 1 (poor) -10 (excellent), how would you rate your satisfaction with the way your cooperative is earning dividend income to members?		
	What one thing can you recommend to make your Cooperative beneficial to members?		
Asset wealth	State the .....	Number	Market value in UGX
	Amount of money you have in cash now		
	Amount of money you have now saved in the Bank, VSLA, SACCO, etc.		
	Amount of money lent out as credit to other people		
	Amount of money borrowed/debt from people, banks, VSLA, etc.		
	Acres of land you have now? How much can it earn if sold now?		
	Number of cattle you have now? How much can it earn if sold now?		
	Number of goats, pigs, sheep you have now? How much can it earn if sold now?		
	Number of poultry you have now? How much can it earn if sold now?		
	Number of motor cycles you have now? How much can it earn if sold now?		
	Number of bicycles you have now? How much can it earn if sold now?		
	Number of radios you have now? How much can it earn if sold now?		
	Number of mobile phones you have now? How much can it earn if sold now?		
Number of mattresses you have now? How much can it earn if sold now?			
Number of solar systems you have now? How much can it earn if sold now?			

End of Interview. Thank you

## Annex 1c: Focus Group Discussion Guide (Coop members)

Hello, my name is ....., from Partnership for Development Capacity Consult (PDCC) limited a consulting firm hired by AFARD to conduct an Endline Evaluation of the SURE project that it implemented in Jangokoro Sub County and Padea Town Council. As a key stakeholder, you have been selected as a respondent. Your participation in this evaluation will help AFARD and its partners to assess the project results. Your participation in this interview is voluntary and feel free to stop this anytime.

Do you agree to participate in this short interview (consent given)?

Yes or No. If no thank the respondent and stop. Please ensure that you document reasons for rejection to participate.

Assure the respondent that her/his provision of correct and complete information will be appreciated and that all information will be kept confidential and used only for this study. Unless otherwise provided, no name will be reported in the stud report. All data will also be kept by AFARD. Thank you.

Name of the farmer group .....

Attendance (Female =                      and    Male =                      Total =                      )

Location of the Interview .....

Date of Interview: .....

Interviewer: .....

Note taker: .....

1.	<p>Membership and participation:</p> <ul style="list-style-type: none"> <li>- For how long has your farmer group engaged in the Cooperative?</li> <li>- What do you do as members of the Cooperative?</li> </ul>
2.	<p>What support did the Cooperative receive from SURE III project?</p> <p>Probe:</p> <ul style="list-style-type: none"> <li>- Facility construction (&amp; take photo)</li> <li>- Foundation seeds (as acres planted, yield, value when sold &amp; take photo of storage)</li> <li>- Leadership and business management trainings</li> <li>- Marketing support</li> <li>- Interest free loan</li> <li>- Etc</li> </ul> <p>How beneficial have these support to the growth of the Cooperative?</p> <p>Probe:</p> <ul style="list-style-type: none"> <li>- Governance</li> <li>- Business growth</li> <li>- Member benefit</li> <li>- Networking</li> <li>- Renewal of certificate</li> </ul>
3.	<p>What other unintended positive and negative results did the project have on the:</p> <ul style="list-style-type: none"> <li>- Cooperative</li> <li>- Cooperative members</li> </ul>
4.	<p>In particular, the project gave the Cooperative an interest free loan of UGX 15M. How did this loans benefit the Cooperative and members? Hod did it promote gender equality?</p>

5.	<p>In what ways does the cooperative promote gender equity among its members?</p> <p>Probe:</p> <ul style="list-style-type: none"> <li>- Enrolment of members and sharing of leadership position</li> <li>- The difference between men and women in participating in annual general meetings, coop-based activities, training, production, sales to the cooperative, etc.</li> <li>- How women's voices and interests represented within the cooperative e.g. issues raised by women over the past year, including during the last AGM and were considered</li> </ul> <p>What challenges do women face in participating in leadership and cooperative activities?</p> <p>What steps, if any, are needed to strengthen women's representation in decision-making roles within the cooperative and to ensure an equitable gender distribution of project outcomes?</p>
6.	<p>What strategies has the Cooperative put in place to sustain the project results?</p> <p>What more, if any, needs to be done to strengthen its ability to sustain impacts?</p>
7.	<p>On a scale of 1 (poor) -10 (excellent), how would you rate your satisfaction with the way the are governing the cooperative?</p> <p>On a scale of 1 (poor) -10 (excellent), how would you rate your satisfaction with the way the cooperative business is being managed?</p> <p>On a scale of 1 (poor) -10 (excellent), how would you rate your satisfaction with the way the cooperative is earning dividend income to members?</p>

End of Interview. Thank you

## Annex 1d: Key informant Interview Guide (Project staff/LG Leaders)

Hello, my name is .....,from Partnership for Development Capacity Consult (PDCC) limited a consulting firm hired by AFARD to conduct an Final Evaluation of the SURE III project that it implemented in Jangokoro Sub County and Padea Town Council. As a key stakeholder, you have been selected as a respondent. Your participation in this evaluation will help the AFARD and its partners to assess the project results. All information that you provide will be treated confidentially and strictly for evaluation purposes. We shall not use your name in the report unless you permit us to do so. Your participation in this interview is voluntary and feel free to stop this anytime.

Do you agree to participate in this short interview (consent given)?

1)Yes                    2) No.                    If no thank the respondent and stop.

Name of the Key informant ..... Telephone contact.....

Designation of the Key informant .....

Location of the Interview .....

Date of Interview: .....

Interviewer: .....

1.	In what capacity have you engaged with the Cooperative?
2.	<p>What support did the Cooperative receive from SURE III project?</p> <p>Probe:</p> <ul style="list-style-type: none"> <li>- Facility construction (&amp; take photo)</li> <li>- Foundation seeds (as acres planted, yield, value when sold &amp; take photo of storage)</li> <li>- Leadership and business management trainings</li> <li>- Marketing support</li> <li>- Interest free loan</li> <li>- Etc</li> </ul> <p>How beneficial have these support to the growth of the Cooperative?</p> <p>Probe:</p> <ul style="list-style-type: none"> <li>- Governance</li> <li>- Business growth</li> <li>- Member benefit</li> <li>- Networking</li> <li>- Renewal of certificate</li> </ul>
3.	<p>What other unintended positive and negative results did the project have on the:</p> <ul style="list-style-type: none"> <li>- Cooperative</li> <li>- Cooperative members</li> </ul> <p>Probe changes in farming practices, food security, health and environment practices, livelihood activities, incomes, assets, gender relations, engagement with government, etc</p>
4.	In particular, the project gave the Cooperative an interest free loan of UGX 15M. How did this loans benefit the Cooperative and members? Hod did it promote gender equality?

5.	<p>In what ways does the cooperative promote gender equity among its members?</p> <p>Probe:</p> <ul style="list-style-type: none"> <li>- Enrolment of members and sharing of leadership position</li> <li>- The difference between men and women in participating in annual general meetings, coop-based activities, training, production, sales to the cooperative, etc.</li> <li>- How women's voices and interests represented within the cooperative e.g. issues raised by women over the past year, including during the last AGM and were considered</li> </ul> <p>What challenges do women face in participating in leadership and cooperative activities?</p> <p>What steps, if any, are needed to strengthen women's representation in decision-making roles within the cooperative and to ensure an equitable gender distribution of project outcomes?</p>
6.	<p>What strategies has the Cooperative put in place to sustain the project results?</p> <p>What more, if any, needs to be done to strengthen its ability to sustain impacts?</p>
7.	<p>On a scale of 1 (poor) -10 (excellent), how would you rate your satisfaction with the way the are governing the cooperative?</p> <p>On a scale of 1 (poor) -10 (excellent), how would you rate your satisfaction with the way the cooperative business is being managed?</p> <p>On a scale of 1 (poor) -10 (excellent), how would you rate your satisfaction with the way the cooperative is earning dividend income to members?</p>
8.	<p>What lessons have you learnt while implementing this project (make wider reflections for the entire project from design, selection)?</p>
9.	<p>What do you recommend have to improve both future programming and the performance of the Cooperative development in particular?</p>

End of Interview. Thank you

## Annex 2: List of documents consulted

- AFARD Strategy 2020 – 2025 <https://afard.net/publications/policy-documents/172-afard-strategy-2020-25/file>
- AFARD M&E Strategy 2020 – 2025 <https://afard.net/publications/policy-documents/227-afard-monitoring-evaluation-plan-strategy/file>
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- UBOS (2020) *Statistical Abstract 2023*. Kampala.
- UBOS (2024) *Final Population and Housing Census Report*. Kampala
- World Bank (2016) *The Uganda Poverty Assessment Report: Farms, Cities and Good Fortune. Assessing Poverty Reduction in Uganda from 2006-2014*. Washington, DC: World Bank

### Annex 3: List of People Interviewed

Name of respondents	Position	Telephone
Nimungu Godfrey	Business Development Officer	0778768684
Dr. Kumakech Walter	District Production Coordinator	0782705511
Olum Lamett	District Commercial Officer	0777277380
Wanguich Noel	Agricultural Officer	0782287195
Sabatu Charles	Asst. Animal husbandry officer	0784353966
Odongo Albert	Senior Assistant Administrative Secretary	0782072946
Oyenyboth Ronald	Chairperson-Cooperative	0783212730
Opar Nason	Treasurer	0771267900
Ngabirombo Dominic	Vice chairperson	0764437323

### Annex 4: List of Farmer Groups involved in FGD

Name of groups	Location	Males	Females	Total
Can mwa	Paronya	6	4	10

### Annex 5: Photographs





