

**LWAMAGGWA AGROFORESTRY  
PROJECT PHASE 2 (LAP2)  
FINAL PROJECT EVALUATION**

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## **Acronyms**

CBO	Community Based Organisation
CDO	Community Development Organization
DANIDA	Danish International Development Agency
EC	Environmental clubs
FBA	Farm Business Association
FMG	Financial Management Guidelines
GoU	Government of Uganda
ICWS	International Child Welfare Services
JWS	Juvenile Welfare Services
LAP2	Lwamaggwa Agro forestry Project phase 2
LAN	Lwamaggwa Agribusiness Network
LC	Local Council
LVRLAC	Lake Victoria Region Local Authorities Cooperation
MoU	Memorandum of Understanding
NAADS	National Agricultural Advisory Services
NGOs	Non Governmental Organisations
PM	Project manager
VI	VI Agro-forestry
ToR	Terms of Reference
WSS	Wood Saving Stoves

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## **Executive summary**

This evaluation report presents the extent to which LAP2-project a four-year project implemented by Lwamaggwa Agroforestry Project has full filled its objectives in the three and half years of implementation from 2010 to 2013 of operation. It is guided by Terms of reference developed by ICWS in Denmark.

The report covers six main themes;

Follow up on the recommendations given in the evaluation of LAP 1 and the mid project evaluation: Documentation of the achievements of the immediate project objectives as well as the success criteria of the project, the effects and expectations of the primary target group ,An Evaluation of the sustainability and popular support for the FBA and LAN, the achievements of the business plans, Consideration of options for future support to the farming community in Lwamaggwa recommendations for a LAP 3.

LAP 2 focused mainly on transforming the civil society organizations in Lwamaggwa into business oriented production. Emphasis was put on capacity building of farmers in agribusiness levels 1 and 2. Different strategies were designed to help farmers grasp the concepts, these included formation of farmer learning sites to facilitate method demonstration (crop demonstration), and support to business idea development. The formation of the CBO was done hand in hand with the business idea development. By the time of assessment, 28 business ideas had been supported of the 48 approved for funding. The 50% co funding of the business ideas was sighted as one of the main challenges in the process which resulted into late delivery of inputs. Farmers called for an increase on LAP contribution to 75% a suggestion to put up an input store was made to support bulk procurement of inputs.

The findings of this evaluation reveal that more than three quarters of the recommendations made for LPA 1 where put into consideration during LAP phase 2. It was evident that a steering committee was put in place to oversee the implementation of the activities , promoter households were selected to sustain continuity of LAP 1. During the implementation of LAP 2 formal partnerships with Local government have been achieved and non governmental organisations have been achieved. However, Collaboration with National Agricultural Advisory Services

(NAADS) is still informal but there's evidence of providing veterinary advisory services among others.

Most of the desired quantitative targets were achieved and beneficiaries highlighted some of the most successful including, registration of all groups worked with and had certificates of registration from district registering authority. Farmers' were trained in agribusiness both level 1 and 2, and the immediate outcome of the training was enhanced skills in business proposal writing where 45 farmers organisations submitted their proposals out of which 20 were funded

However some discrepancies were highlighted which included, Farmers who could not read or write were discriminated from the agribusiness trainings which calls for tailored training to the illiterate farmers, further more the seeds/ inputs procured were not adequate and there was Late delivery of inputs

Generally, LAP2 is on track as regards the three immediate objectives of advocacy, improving agribusiness skills and environmental sustainability. All the activities in the annual work plans have been accomplished. The recommendations of the LAP 1 and the mid project evaluations were duly taken into account.

## **1. INTRODUCTION**

### **1.1 Background**

LAP2 is a continuation of the former LAP1-project. LAP 2 commenced in December 2009 and will end in November 2013. The total project budget is 2,241,725 Danish Kroner. The project was implemented in the same geographical area as the former phase and continued to work with the same groups. This phase led to an expansion of the operational area and extended to cover a sixth, within Lwamagwa Sub County. LAP2 has had three core objectives and one of them was scaling up “agroforestry-activities” a continuation of activities carried out earlier LAP 1.

The new elements under LAP2 was mostly farmer institutional development with the ultimate goal of establishing a Community Based Organisation (CBO), including a new focus on the concept of “agribusiness” through agribusiness training as well as the implementation of “new crops/business ideas” in the different farmer groups.

### **1.2 Purpose of the evaluation**

The primary purpose of the final evaluation was to document the extent to which the project has achieved its success criteria. A second purpose of the evaluation was to recommend future approaches to supporting civil society in the Lwamaggwa farming community; more specifically the evaluation was to:

1. Follow up on the recommendations given in the evaluation of LAP 1 and the mid project evaluation
2. Document the achievement of the immediate project objectives as well as the success criteria of the project.
3. Investigate the effects and expectations of the primary target group
4. Evaluate the sustainability and popular support for the FBA and LAN
5. Evaluate the achievements of the business plans
6. Consider options for future support to the farming community in Lwamaggwa – recommendations for a LAP 3.

### **1.3 Geographical scope**

The geographical scope of the evaluation covered the area of operation of the LAP2 project which was Lwamaggwa Sub-county of in Rakai district and covering six parishes of Kakundi, Kiweeka, Bugona, Kyabigondo, Kibuuka and Kabusota according to the project design and implementation.

### **1.4 Evaluation Methodology**

The evaluation employed a number of methods in collecting information from the stakeholders including:-

1. Reviewing available documents. Project documents were reviewed to provide quantitative data on the level of achievement. Other changes while implementing like in project strategies, promoted activities was obtained from the annual and monthly reports written by project management.
2. Conducted 4 focused group discussions using a focus group guide.
3. 8 house hold interviews were conducted to verify the impact at house hold level
4. Conducted Participatory Impact Assessment (PIA) in 4 farmer groups in 4 different parishes. PIA and interviews with key informants was aimed at collecting information from beneficiaries about the impact of the project in order to back up the figures collected from the document review processes.
5. Conducted focused group discussions with the Farm Business Associations (FBA) and the formed CBO Lwamaggwa Agribusiness Net work (LAN)

### **1.5 Data management**

PIA results from groups assessments was analysed using PIA assessment methodology while results from different interviews were qualitatively analysed and compared to the achievements of the reviewed documents.

## **2. RESULTS AND FINDINGS**

### **2.1 Follow up on recommendation of LAP 1 Evaluation report**

The previous report made recommendations with respect to formation of an effective steering committee, Selection, training and empowerment of promoter households to effectively handle

agroforestry related issues as phase 11 is introduced and Strengthen relations with identified partners, Local Governments (formalization), Agriculture department.

The report further highlighted the need to sustain and upgrade Kakundi demonstration farm and scale it up to further demonstrate farming as a business at the farm and also in the nursery section.

**The findings of this evaluation reveal that:**

#### **2.1.1. Steering committee**

A memorandum of understanding (M.o.U) between ICWS and JWS for LAP2 was made and signed. Each of the parties' roles and responsibilities were clearly defined. A steering committee was formed for the LAP2. This committee sits once in the year but may also sit when need arises. At the time of this evaluation there was evidence of copies minutes of their meeting on file.

#### **2.1.2. Promoter household**

This evaluation was able to confirm that the project identified and screened selected farmers with good on farm agroforestry practices, trained them and these were flagged off as agroforestry promoters. However this evaluation was not able to process the multiplier effect achieved through this approach.

#### **2.1.3. Lap collaborations and partnerships**

As far as the recommendation to strengthen relations with local partners was concerned, we confirmed that LAP2 has collaboration with the sub county local government of Lwamagwa and an M.oU is in place. There was also evidence that LAP 2 provided capacity building services on request to the sub county staff and further evidence was invitation for council meetings where they give progress of the LAP activities on a regular basis. LAP 2 also has an M.o.U with World Vision. However Collaboration with National Agricultural Advisory Services (NAADS) is still informal but there's evidence of providing veterinary advisory services among others.

#### **2.1.4. Planning of interventions**

A four year strategic plan was developed and annual plans for respective years were in place clearly indicating the targets and their success criteria. Staff developed monthly and weekly work plans on a regular basis. The project manager makes routine monitoring of the field officers work

plans and reports. Monthly meetings are done on a regular basis in addition to the project manager regularly meets staff on a one to one during the course of the week. The staff use the monthly meetings to assess themselves. In their assessment, they identify their achievement, challenges and lessons learnt. Review of the project achievements is done biannually.

#### **2.1.5. Organizational development**

A lead person was hired and all staff was trained in organization development. A manual on organization development was developed to assist staff in the trainings to farmers' organisations.

#### **2.1.6. HIV/GENDER mainstreaming**

There was no evidence of a documented strategy for HIV/AIDS or Gender in place but the LAP works with 2 groups of people living with HIV/AIDS and linked them to an organization called RACOBAD which fully addresses issues on HIV and AIDS. LAP needs to mainstream HIV/AIDS in its activities and develop guidelines for involvement of these marginalized groups.

#### **2.1.7. Demonstration plots**

LAP 2 used farm demonstrations approach which was set purposely for study and business ideas were supported to demonstrate profit maximization. A total of 95 demonstrations were established and availed with inputs while the host group provided land, materials and labour. One of the four demos visited had been completed while three were still ongoing. The four demos visited included the pineapple demonstration for the school, coffee demonstration by Bugona Farmers group under Kisaroza FBA, two maize demos for Basooka kwavula Kabaale Busasa in Bugona parish.

Farmers acknowledged benefits from the agronomic trainings at these sites. These learning sites demonstrated seed selection, agronomic practices, use of manure, soils and water conservation practices and tree management practices. Groups requested more demonstrations in animal management and grafting technology.

#### **2.1.8. School approach**

Three schools were randomly sampled including Kirawula p/s in Bugona parish, Kiweka orphanage school in kiweeka parish and Samanya orphanage school in Kiweeka parish. The approach to school extension is through formation of environmental clubs. Environmental club

composed of volunteers from primary three to primary seven with 2-3 patrons who are the teachers. Joining of the club is on a voluntary basis. Each of the environmental club had a committee composed of chair person, vice chair person, secretary and other important positions

Activities in schools included basic agro forestry trainings on tree nursery establishment, tree planting, demonstration plots, and sanitation trainings. Schools that had challenges in establishing tree nurseries were given tree seedlings by LAP. As regards to sustainability of school activities, one of the schools proposed a policy of fining encroachers on school compound. Orchards in schools comprised of mangoes, oranges and guavas with intercrop of pineapples. Vegetable gardens were also demonstrated with a mix of different vegetable types such as sukuma wiki, tomatoes and okrah. School woodlots composed of mainly Grevellea robusta and eucalyptus tree species. Trees plant along side school boundaries included *Spathodua spp*, *Melia spp*, *Casuarinas spp*, *Cordial Africana*, *Terminalia brownie*, *Terminalia mentally*, *croton* and *Markemia lutea*. Pupils were trained in nursery bed establishment and management, tree protection and management practices.

Schools however identified some challenges, mainly prolonged drought, long distance to the water source, and encroachment by grazing animals, thieves who steal planted grafted fruit trees and limited tools like hoes, watering cans, wheel barrows and thieves who steal planted fruits. Kirawula primary school in Bugona parish had hired a school watchman and had developed a plan to build a fence around the school to stop encroachment. Trees Kiweeka orphanage Primary school requested from LAP come in time of drought and they dried.

Clubs had benefited from the agroforestry trainings for example Kiweeka Orphanage had started to harvest timber and firewood from the woodlot and had harvested fruits from the orchards.

## **2.2. Documentation of the achievements of the immediate project objectives as well as the success criteria of the project.**

### **2.2.1. Verification of targets**

A combination of focused group discussions, individual interviews and Participatory Impact Assessments exercises were purposely conducted to evaluate the impact of the activities LAP has done with its groups. The focused group discussions and PIA exercise were conducted in four parishes of the 6 that make Lwamagwa Sub County. One group in each of the selected parishes

was selected randomly from the FBA membership making a total of 4 groups with a total number of 43 participants.

The participants were divided into 8 small discussion groups. It was not possible to divide participants in the different gender categories as they were very few participants that attended. Each of the discussion group ranged between 5-7 members.

**Table 3. Summary of indicators and their level of Achievement**

Indicators	Achievements	Comments
<b>80 farmer groups are in existence</b>	83	All groups worked with were registered and had certificates of registration from Rakai district. Copies of all on file.
<b>1400 households are participating in groups</b>	1,445	New farmers joined groups and some new groups were formed
<b>25 registered groups</b>	83	All groups worked with were registered and had certificates of registration from Rakai district. Copies of all on file.
<b>1 Registered CBO</b>	1	Lwamagwa Agribusiness Network was formed in December 2012. LAN was registered as a CBO at the district
<b>3CBO statutes in place</b>		No active were seen at the time of this evaluation however plans were under way for M.o.U's to be signed with the sub county
<b>3 general assembly's held</b>		First General assemble scheduled for July 2013
<b>200 farmers have been trained in agribusiness level 1,</b>	642	Farmers who could not read or write were discriminated from the trainings. Farmers had great interest in the trainings 20 business ideas approved but waiting for own contribution to be funded. Groups take long to raise the 50% own contribution despite the fact that their business proposals had been approved
<b>200 farmers have been trained at level 2,</b>	351	
<b>80 demonstration plots have been developed</b>	95	Farmers picked interest in demonstrations due to the benefits from the yields.

### **2.3.1 Discrepancy between targets and achievements**

All reports that were reviewed did not indicate number of groups and number of households participating in groups. LAP works with 83 active groups and 1,445 members.

By the end of 2012, only 5 business plans had been approved. 23 new business ideas were supported from January to May 2013. The same report of 2012 did not indicate number of farmers trained in agribusiness level 2 . Reports for 2011 do not indicate households adopting firewood giving vegetation. The demos that received inputs 95 in number exceed groups worked with (83 in number). Some groups got inputs for the crop ideas and for the demos.

### **2.3. The effects and expectations of the primary target group**

**Table 1. An analysis of Activities that worked well**

<b>Activity</b>	<b>Reasons for the success</b>
<b>Trainings</b>	<b>Hands on experience in making improved stove that save firewood.</b> <b>Increased crop production and increased animal production</b>
<b>Tree planting</b>	<b>Got income from sale of fruits wood products and seedlings.</b> <b>Environmental conservation</b> <b>Got fruits for food</b> <b>Poles and timber used for house construction</b> <b>Got firewood</b> <b>Shade</b> <b>Medicinal products</b>
<b>Financial services</b>	<b>We get loans which help to invest in farm production and school fees.</b> <b>We Save</b> <b>Get profits from loan given to members</b>

**Table 2. An analysis of Activities that did not work well:**

<b>Activity</b>	<b>Reasons why these activates were not done well</b>
<b>Marketing</b>	<ul style="list-style-type: none"> <li>• Farmers do not sell in time</li> <li>• Buyers offer low prices for our produce</li> <li>• Middlemen cheat farmers using fake weighing scales</li> <li>• No common voice or market information</li> <li>• Lack of access to improved seeds</li> <li>• Groups have not been linked to potential buyers</li> <li>• Lack of transparency in leadership</li> </ul>
<b>Business idea</b>	<ul style="list-style-type: none"> <li>• The seeds/ inputs procured are not enough</li> <li>• Late delivery of inputs</li> <li>• Low percentage from LAP. They need 75</li> <li>• We do not have a nearby input store</li> <li>• Lack a breeding programme for animals</li> </ul>
<b>Trainings in records</b>	<ul style="list-style-type: none"> <li>• We did not understand records most especially income and expenditure</li> <li>• We got losses as we did not know how to make projected income statements.</li> </ul>

To evaluate the possibility of achieving the immediate project objectives as well as the success criteria of the project, Table 2.1 provides summary of the targets, and their level of achievement and the acknowledged benefits of each

### **2.3.2. Purpose/relevance of success criteria**

LAP2 continued with the process of facilitating group formation as was done in LAP 1. The major efforts were geared towards group strengthening through capacity building in organization development. The groups were further facilitated to formalize through registration with the relevant authority. There was a need to form networks at sub county level (Farm Business

Associations) to help groups to transact business. Later the FBA identified the need to form a top apex body to help FBAs and its groups in lobby and advocacy and communication. The CBO formation was one of the measures for sustainability of group activities.

Trainings in agribusiness level1 and 2 were done to all groups, FBA and the CBO to help build their capacity. They were empowered through practical demonstrations and development of business ideas which were supported by the project on a cost sharing basis. These demos acted as learning sites.

Farmers were also facilitated with tree seedlings which they raised to produce seedlings for planting. Trainings in construction of fuel saving stoves were done and schools trained and supported through their clubs.

### **3. Sustainability and popular support for the FBA and LAN**

#### **3.1. Farm Business Associations (FBA)**

FBA development was not planned in implementation of LAP 2 however, during the course of mobilization of the apex Sub county Network (LAN) Structure at the parish level was deemed important and this gave rise to the development of the FBA

The FBA comprises 7 executive committee members and a council of 3 representatives from each group making a total of 60. It was observed that the FBA idea was still new so more awareness is required on its functionality is requirements members need time to own the FBA and like it. This can only be achieved when FBA becomes more business oriented with support of the services from the LAN. Lwamagwa Sub County is a very big operational area and therefore FBAs need to be supported so that they get to their groups in parishes. Despite the fact that the FBAs were supported with pre defined record books such as financial books : members

register, payment voucher, receipt books, farmers assets register, organizations projected produce volume and farmer organizations performance records, they had not fully utilized them and record keeping was still poor. FBAs have good collaborations with the sub county and the world vision but still informal.

Also introduction of Village Savings and Loan Association methodology (VSLA) was not planned; the implementing team suggested that VSLA be introduced to help members in financial requirements. Groups expected FBAs to provide the following services

1. All FBA were formed purposely to conduct marketing
2. To add value to members produce through processing
3. Provide capacity building services

### **3.2. Progress of the FBA**

The union of FBAs formed the sub county network (LAN) to aid communicating marketing information within all FBAs in the 6 parishes of Lwamagwa Sub County. FBAs was a platform for different trainings to groups which included construction of granaries, health and sanitation. Some FBAs like Kyabigondo FBA tried to source for potential buyers of produce within the sub county and sold 3350 kg of maize. Despite their support to groups by forming bulking centers for produce, it was challenged by inconsistencies in varieties and the insufficient quantities produced. This was also observed on other FBAs visited. Groups had not selected a common enterprise for production and had not done the preproduction planning. In addition they had not formulated systems to guide the collective marketing process. Furthermore the FBAs secretaries for marketing requested more capacity building in the areas of marketing.

Collective marketing is still a challenge because farmers sell their produce before they are ready for harvest and this compromises the business.

### **3.3. Formation of the CBO (Lwamaggwa Agribusiness Network)**

The genesis of formation of an apex body in Lwamaggwa was February 2012 in after a joint FBA meeting held during ICWS- visit to the organization. The visiting team provoked the members into functions of such a body. In July 2012 A after a field tour by leadership of the 14 FBAs to a progressive Network in Mpigi formed by Vi Agroforestry, a technical partner to LAP, FBA leaders realized the importance of forming an apex board and agreed on the formation of Lwamaggwa Agribusiness Network. The FBAs subscribe to the network by payment of a membership registration fee of 20,000 shillings.

LAN comprises 11 executive committee members, a council and a set of working committees for marketing, business among others. The organization is led by a male chairperson and their secretary is female.

The network is now registered as a CBO in the office of the CDO Rakai District. LAP has so far facilitated the LAN with trainings in leadership, lobby and advocacy, strategic planning, constitution making and annual work planning. The LAN thereafter developed a 5 year strategic plan and a constitution. They have conducted several executive meetings and council meetings.

The following were the expectations of the FBA from LAN.

1. To look for potential markets for member produce national wide and internationally.
2. To Perform advocacy and disseminate marketing information

FBAs rated the services provided by LAN as less satisfactory reason being that LAN is still young organization and has only done capacity building to FBAs. The analysis of the PIA results revealed that Marketing was the worst done of the activities of LAP and LAN.

FBAs identified the need for LAN to provide financial services at a low interest rate.

#### **4. Achievements of the business plans**

Staff turn over rate was high during the commencement of LAP2 and this led to late start of the agribusiness trainings. Capacity building in agribusiness level one and level two was done first to all LAP staff. The Agribusiness strategy was developed and the staff rolled out the agribusiness trainings to all groups, Farmer business Associations (FBAs) and Lwamagwa Agribusiness Network (LAN) at sub county level. All parishes were trained in agribusiness level 1 and level 2. The procedure for selection of farmers to be trained in level 2 was that a farmer had to have attended the agribusiness level1, able to read and write in addition all the people on the committees have to be trained.

Guidelines for agribusiness support were developed and included criteria for identifying business ideas, guidelines for developing business ideas, guidelines for dealing with inputs and guidelines for growing selected crops. Successful business ideas were to be supported at a cost sharing basis of 50% project contribution and 50% farmer contribution.

It was observed that groups managed their business ideas in one member's home (one location) thus acting as a demonstration or farmer learning site. Groups supported with such enterprises had undocumented plans of expanding the enterprises to the rest of the members homes and their business proposals did not state this clearly.

Since the LAN was in its initial stages of Formation it was not involved in the business idea selection process. It was therefore a requirement that business idea proposals be endorsed by the FBA council at parish level in which the group is a member of before it was presented to LAP for approval. The screening and selection of business ideas was done by a team of LAP2 technical officers. A total of 48 business ideas were received and 28 of which had been supported.

**The table below shows the business ideas approved for funding**

<b>Parishes</b>	<b>Business Ideas supported</b>	<b>Business Ideas pending support</b>
Kibuuka	4	1
Kiweeka	6	2
Bugona	5	3
Kakundi	6	5
Kabusota	4	6
kyabigondo	3	3
<b>Total</b>	<b>28</b>	<b>20</b>

As regards to the procurement of inputs, the groups played a part in procurement process by developing proposals indicating clearly the animal breed or crop type, variety, quantity, price and the supplier where the inputs can be bought. LAP procured inputs for the groups. In case of livestock, the groups sent representatives to join LAP in identifying and buying the livestock.

After procurement was done the recipients had to verify if the inputs delivered met the required standard and signed a delivery note.

FBA and groups were given short time for inception of the business ideas its implementations and this compromised the quality of the business ideas.

The 50% own contribution by groups towards the support of business ideas was raised late in some groups and resulted in late funding of their proposals by LAP. Twenty (20) proposals were pending funding at the time of the consultant visit despite the fact that they had been approved. These business ideas would not be funded if the groups failed to raise the 50% own contribution.

Inputs from LAP were received late in some groups notable is the case of Kisaroza FBA where the cassava cuttings were received in 2<sup>nd</sup> week of May when rains were over. This late delivery of inputs was results of groups' failure to raise the 50 % own contribution in time and this compromised the quality of the business plans. It was also identified that there was not been enough time to follow up cycles for business ideas from farmer beneficiaries. PIA exercises conducted selected groups show that Business idea was one of the activities which was not done well due to late delivery of inputs.

## **5. CONCLUSIONS**

Generally, LAP2 is on track as regards the three immediate objectives of advocacy, improving agribusiness skills and environmental sustainability. All the activities in the annual work plans have been accomplished. The recommendations of the LAP 1 and the mid project evaluations were duly taken into account.

FBAs formation at parish level was not part of the original plan but later during the course of development of the CBO, it was realised that stakeholders at parish level need not be left behind. FBAs leadership after realizing the need for an apex body ignited the formation of the CBO. The sub county Network /CBO was formed and registered but is still in its juvenile stage. For the sustainability of the CBO, more efforts are still needed to empower it to provide services to its members FBAs.

The Agribusiness strategy was implemented with a few challenges. Stakeholders identified marketing and business ideas to have not worked well to their expectations as seen from the PIA assessment report. Due to the high staff turnover at the start of the project phase, agribusiness trainings started late. Because there had remained little time for the project phase a number of activities which include demonstrations, business idea selection and development were done simultaneously. The time between the business idea proposal and approval was short and farmer own contribution of 50% always was raised late and this led to late funding of the pending proposals. This resulted into some of the business ideas starting at the end of the rainy season. Farmers were therefore not given enough time to conceptualize the agribusiness concepts. Pre production planning was not done and this affected collective marketing done by a few Farmer business associations.

Tree planting and construction of wood saving stoves were some of the activities done well by LAP. Farmers acknowledged increased production and the benefits accrued from tree products and wood saving stoves.

## **GENERAL RECOMMENDATIONS**

1. If LAP is to continue working with the civil society organizations in Lwamagwa sub county, emphasis should be towards building capacity and empower of Lwamagwa Agribusiness Network (LAN) in resource mobilization, marketing, collective input procurement and processing of farmer produce
2. Continue with capacity building of LAN and FBAs in organizational development otherwise many groups are stronger than the FBA and LAN which may pose a challenge that some groups will lose trust in the FBA and LAN. Groups will produce expecting LAN to link them to buyers and do marketing, in the end LAN may fail to market, at this point; the groups will lose trust in the LAN.
3. During follow up, FBAs should be facilitated to plan the contents of their meetings with groups.
4. Committees are in place in groups, FBA and LAN but these committees are not active. This may be a result of these committees not knowing clearly their roles and responsibilities.

## **Recommendation for LAP3**

1. LAP needs to continue with the support to business idea and should empower the LAN to undertake the process.
2. A financial services component should be introduced as a core activity in LAP phase 3 to complement the agribusiness enterprises already financed in phase 2 of LAP. A few f that farmer groups that have already started it showed a positive link between agribusiness and financial services.
3. Need to introduce producers and buyers in a forum for them to know each other
4. Farmer groups should be taken through a process of enterprise selection and pre-production planning so that they have a common enterprise and they can also project the quantities that they can produce in a season.

5. Collective marketing has been a major challenge which needs to be addressed with more training and mentoring. Major efforts should be put towards empowering the LAN and linking it to potential buyers.
6. FBAs must be more business centered and as such, they should be empowered with technologies and skills in processing to be more sustainable.

### **Recommendations for the remaining period**

Facilitate LAN to introduce their structure and services to groups

### **Recommendations to the FBA**

1. Much as the production is improved through agronomic practices, FBA need to be supported with value addition machines to enable profitable business.
2. FBAs need to develop pre production plan based on the selected enterprise and variety for the market to avoid instances of enterprise mix.
3. Capacity gaps in the executive need to be addressed urgently. FBAs should be trained and empowered in the different books of records for transacting business and should be guided to make guidelines and systems to follow as regards to input procurement and marketing.

### **Recommendation to the business ideas**

1. LAN is still in its initial stages of service provision and should be facilitated to select and follow up business ideas. It should further be empowered to manage the process of collective input procurement
2. Groups members supported with seed should contribute back in kind a specific quantity in to a seed revolving basket to also benefit other members of the same group.
3. Business idea proposals should clearly indicate how members would roll over the business to individual members' farms.
4. The business plan strategy should be carried on in LAP 3 with a clear plan of their implementation and follow-up. LAN should be involved in the design stage and in the monitoring. Emphasis should be put on further strengthening groups, FBA and the LAN structures. I.e. institutional development for the LAN should continue.

### **Recommendations for the schools**

LAP to organize inter school completions, sports and drama in the community to sensitize them on environmental issues.

### **Recommendations for the demos**

1. Groups requested more training on grafting and animal management.
2. Enrich the demos with agro forestry technologies, sustainable agricultural land management practices (SALMs) and agronomic practices.

## Annexes

### Annex 1: Stake holders visited

Sub county chief	Mbaziira Ahmed
<b>LAN</b>	<b>Attendance</b>
Lwamaggwa Agribusiness Network	7 members

	<b>FBA visited for focused group discussions</b>	<b>Parish</b>	<b>Number of participants</b>
1.	Kisarooza FBA	Bugona parish	10
2.	Kwagalana FBA	Kibuuka parish	
3.	Kyabigondo FBA	Kyabigondo parish	<u>4</u>
4.	Biyinzi FBA	Kiweeka parish	<u>7</u>

	<b>GROUPS VISITED FOR PIA</b>	<b>Parish</b>	<b>Number of participants</b>
1.	Basooka kwavula women's group		<u>8</u>
2.	Bugoona farmers group		<u>11</u>
3.	Tweheyo farmers group		<u>9</u>

<b>No.</b>	<b>Individual interviews</b>	<b>Parish</b>	<b>Group Name</b>
1.	Kimbugwe Deograsious lutete village	Kibbuka	Tusitukirewamu farmers group
2.	Sebaluje Abudala kyanika village	kibuuka	Tusitukirewamu farmers group
3.	Maria Gorreti Nanyonga	Bugona	Basooka kwavula
4.	Namwanje jane	Bugona	Basooka kwavula
5.	Hajji Ssekatawa Abdalla	Bugona	Bugona farmers group
6.	Kanenjere sales	Bugona	Bugona farmers group
7.	Sebadduka Julius	Bugona	Agaliamu farmers group
8.	Kaija Micheal	Bugona	Agaliamu farmers group

	<b>School Environmental club Patron</b>	<b>Name of school</b>	<b>Parish</b>
1.	Kasendwa imeah	Kirawula p/s	Bugona
2.	Kalembe Ronald	Kiweeka orphanage school	Kiweeka
3.	Bwambale Peter	Serinya Primary school	Kiweeka

<b>Farmers hosting Demo visited</b>			
Nanyonga Goreti lusasa kabala	Maize demo	Basooka Kwavula kabala group	
Namwanje jane lusasa kabala	Maize demo	Basooka Kwavula kabala group	
Hajji sekatawa Abdallah kisamba B	Coffee demo	Bugona farmers group.under Kisarozza FBA	

**Annex 2: LAP2 level of achievement of the targets.**

<b>Output</b>	<b>Indicator</b>	<b>Means of verification</b>	<b>Baseline (2009)</b>	<b>Total Actual/ target</b>	<b>ACHIEVED</b>	<b>Variance</b>	<b>Explanation</b>
1.1	80 farmer groups are in existence , 1400 households are participating in groups 25 farmer groups are registered and a CBO is registered	Annual progress reports, District records of farmer groups GoU record of CBO	67 1,149 12 0	80 1,400 25 1	83 1,445 83 1	3 45 58 1	New farmers joined groups and some new groups were formed  All groups worked with were registered and had certificates of registration from Rakai district. Copies of all on file. LAN was registered as a CBO at the district
1.2	CBO statutes in place and 3 general assemblies has been held	Annual progress reports, statutes of CBO, minutes of the general assembly	0 0	1 3	1 0		LAN constitution made  First General assemble scheduled for July 2013

<b>Output</b>	<b>Indicator</b>	<b>Means of verification</b>	<b>Baseline (2009)</b>	<b>Total Actual/target</b>	<b>ACHIEVED</b>	<b>Variance</b>	<b>Explanation</b>
1.3	2 MoU's with another CBO, NGO or other organisation in place, member satisfaction on a scale from 1 to 10 (target is an average of 8)	Annual progress reports, 2 MoU's, survey of membership satisfaction by evaluation team at projects end	0 - -	2 8	0 3		LAN was formed in December 2012.  2 M.o.U.s will be signed with the sub county and with LAP  Members are less satisfied by the services so far provided by the LAN. LAN has not done much apart from the trainings to FBAs and groups.

<b>Output</b>	<b>Indicator</b>	<b>Means of verification</b>	<b>Baseline (2009)</b>	<b>Total Actual/target</b>	<b>ACHIEVED</b>	<b>Variance</b>	<b>Explanation</b>
2.1	200 farmers have been trained at level 1, 200 farmers have been trained at level 2, 80 crop/business ideas have been developed – one by each farmer group	Annual progress reports Visits by partners and evaluation team	0 0 0	200 200 80	642 351 28	Target exceeded by 442 Target exceeded by 151 Target was under achieved	Farmers who could not read or write were discriminated from the trainings  Farmers had great interest in the trainings  20 business ideas approved but awaiting own contribution to be funded. Groups take long to raise the 50% own contribution despite the fact that their business proposals had been approved
2.2	80 demonstration plots have been developed	Annual progress reports Visits by partners and evaluation team A list may be provided by LAP	0	80	95	Target exceeded by 15	Farmers picked interest in demonstrations due to the benefits from the yields.

<b>Output</b>	<b>Indicator</b>	<b>Means of verification</b>	<b>Baseline (2009)</b>	<b>Total Actual/ target</b>	<b>ACHIEVED</b>	<b>Variance</b>	<b>Explanation</b>
2.3	The key inputs have been provided to the farmer groups (80 in total)	Annual progress reports Visits by partners and evaluation team A list may be provided by LAP	0	80	95	15	Inputs were provided to demo plots and business ideas. Some groups got inputs for demo and for business ideas.
31	.households adopting firewood giving vegetation has increased 1600 households	Annual progress reports Visits by partners and evaluation team A list may be provided by LAP	1213  135 WSS	1600  400	2,013  439	Additional 413 households planted trees  39 WSS	There is high demand for trees after sensitisation and tree planting campaigns of 2012  Many farmers were trained and have adopted

<b>Output</b>	<b>Indicator</b>	<b>Means of verification</b>	<b>Baseline (2009)</b>	<b>Total Actual/target</b>	<b>ACHIEVED</b>	<b>Variance</b>	<b>Explanation</b>
3.2	24 environmental clubs and 30 tree nurseries are in existence in the schools of Lwamaggwa	Annual progress reports Visits by partners and evaluation team A list may be provided by LAP	11 21	24 30	24 15		Each of the schools has a environmental club  15 tree nurseries established in 15 schools

**Annex 3: Final Evaluation activity schedule/plan of the Lwamagwa Agroforestry project**

Date	Time		Activity	Person responsible
Mon 27 <sup>th</sup> May	9:00am-11:00am		Arrival	LAP & Vi staff
	11:30- 1:00pm		Meeting with the PM	
	2:00pm-5:00pm		Meeting with the LAN executive	LAP & Vi staff
Tuesday 28 <sup>th</sup> May	Morning 9am	9am-10am	Visiting a school parish 1	LAP, Vivian, Masiga
		11am-1pm	Meeting with FBA parish 1	
	Morning	9am-10am	Visiting a school parish 2	LAP, Nasur, Gordon
		11am-1pm	Meeting with 1 FBA parish 2	
	Evening	2pm	Meeting with 1 FBA parish 3	LAP, Vivian, Masiga
Wednesday 29 <sup>th</sup> May	Evening	2pm	Meeting with 1 FBA parish 4	LAP, Nasur, Gordon
	Morning	9am-12pm	Meeting 1 group for PIA and interviews parish 1	LAP, Nasur, Gordon
	Morning	9am-12pm	Meeting 1 group for PIA and interviews parish 2	LAP, Vivian, Masiga
	Evening	2pm-4pm	Meeting 1 group for PIA and interviews parish 3	LAP & LAP, Nasur, Gordon
Thursday 30 <sup>th</sup> May	evening	2pm-4pm	Meeting 1 group for PIA and interviews parish 4	LAP, Vivian, Masiga
	Morning		Visit a demos, visit 2 farmers	LAP & Nasur, Gordon, Vivian, Masiga
Friday 31 <sup>st</sup> May	Evening		Visit a demos, visit 2 farmers	LAP & Nasur, Gordon, Vivian, Masiga
	Morning		Meet PM and discuss remaining issues. Report compilation	LAP, Nasur, Gordon, Vivian, Masiga
	Evening		Travel	

#### **Annex 4: List of documents reviewed**

1. Project document
2. Baseline database – updated with the mid project evaluation survey
3. Mid-project evaluation
4. LAP 1 evaluation
5. ICWS Trip report 2013
6. Minutes of Steering Committee meetings 2010, 2011, 2012 and 2013
7. Work plan and budget of 2010, 2011, 2012 and 2013
8. Annual report of 2010, 2011 and 2012
9. List of farmer groups and FBA's in LAP2
10. List of business ideas supported (Implementing team to provide)
11. List of demo plots developed (Implementing team to provide)
12. The schools where you have established tree nurseries (Implementing team to provide)
13. The schools where you have established/ assisted environmental (Implementing team to provide)
14. Farmers who have received seedlings for trees (Implementing team to provide)
15. Farmers who have received help for wood saving stoves (Implementing team to provide)

**ToR for final evaluation  
of the LAP2-project**

**2013  
Vs. 07.03.2013**

<b>1. PURPOSE OF THE EVALUATION .....</b>	<b>1</b>
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<b>3. EVALUATION THEMES .....</b>	<b>30</b>
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<b>APPENDIX 1 - DOCUMENTS RELEVANT TO THE EVALUATION.....</b>	<b>34</b>
<b>APPENDIX 2 - QUESTIONNAIRE FROM MID PROJECT EVALUATION 2012</b>	<b>ERROR! BOOKMARK NOT DEFINED.</b>
<b>APPENDIX 3 – QUESTIONNAIRE FROM BASELINE 2010 .....</b>	<b>ERROR! BOOKMARK NOT DEFINED.</b>

## 1. Purpose of the evaluation

The primary purpose of the final evaluation is to document the extent to which the project has achieved its success criteria. A second purpose of the evaluation is to recommend future approaches to supporting civil society in the Lwamaggwa farming community, as a third LAP is being contemplated. More specifically the evaluation should:

1. Follow up on the recommendations given in the evaluation of LAP 1 and the mid project evaluation
2. Document the achievement of the immediate project objectives as well as the success criteria of the project.
3. Investigate the effects and expectations of the primary target group
4. Evaluate the sustainability and popular support for the FBA and LAN
5. Evaluate the achievements of the business plans
6. Consider options for future support to the farming community in Lwamaggwa – recommendations for a LAP 3.

These six points are considered the main elements in the evaluation. They are discussed in detail in chapter 3 - evaluation themes.

The target group of the evaluation is the steering committee consisting of the Project manager, ICWS and JWS.

## Background

LAP 2 commenced in December 2009 and will end in November 2013. The total project budget is 2,241,725 Danish Kroner.

The LAP project should be viewed in its full context, LAP2 is a continuation of the former LAP1-project. Most importantly, the beneficiaries in terms of the farmer groups are the same, which also means the project area is largely the same - although the project grew by including the sixth, and last, parish in the sub-county in focus. The project manager is also the same. Finally, one of the three core objectives of the LAP2-project is the same as in LAP1, since the “agroforestry-objective” is a continuation of activities carried out earlier.

The new elements under LAP2 is most importantly a deepening of the process of farmer group formation with the ultimate goal of trying to establish a Community Based Organisation (CBO), but also a new focus on the concept of “agribusiness” through agribusiness training as well as the implementation of “new crops/business ideas” in the different farmer groups.

The project strategy can be understood as the application as the overall strategy document setting out the grand vision, while some of the different sub-strategies and plans consist of the guidelines (e.g. financial management guidelines, crop-input guidelines, etc.), the annual project plans, and the agribusiness training strategy.

## Evaluation Themes

The Terms of Reference is formulated by ICWS and JWS in dialogue with VI agro forestry project. The evaluation is undertaken by VI agro forestry project, hence forth referred to as the consultant, with the assistance of the implementing team when necessary. It should be mentioned that there are no requirements from CISU on undertaking an external evaluation. The evaluation report must take into account the following themes – and the evaluation report can be modeled on this structure.

### **Theme 1 - Follow up on the recommendations given in the evaluation of LAP 1 and the mid project evaluation**

The evaluation of LAP 1 was taken into consideration when planning for LAP 2. It has been attempted to incorporate some recommendations made by the mid project evaluation, though some recommendations only relate to processes connected with a possible LAP3.

The consultant should evaluate if the recommendations given have been duly taken into account. This will in many case be done best by engaging the PM, as many recommendations were aiming at the operational level.

### **Theme 2 – Document the achievement of the immediate project objectives as well as the success criteria of the project.**

Table 1. Targets and 2013 status. The consultant shall seek to verify the achievements reported.

Output	Indicator	Means of verification	Status as of annual report*
1.1	80 farmer groups are in existence , 1400 households are participating in groups 25 farmer groups are registered and a CBO is registered	Annual progress reports, District records of farmer groups GoU record of CBO	
1.2	CBO statutes in place and 3 general assemblies have been held	Annual progress reports, statutes of CBO, minutes of the general assembly,	
1.3	2 MoU's with another CBO, NGO or other organisation in place, member satisfaction on a scale from 1 to 10 (target is an average of 8)	Annual progress reports, 2 MoU's, survey of member-ship satisfaction by evaluation team at projects end	
2.1	200 farmers have been trained at level 1, 200 farmers have been trained at level 2, 80 crop/ business ideas have been developed – one by each farmer group	Annual progress reports Visits by partners and evaluation team	
2.2	80 demonstration plots have been developed	Annual progress reports Visits by partners and evaluation team A list may be provided by LAP	

<b>Output</b>	<b>Indicator</b>	<b>Means of verification</b>	<b>Status as of annual report*</b>
2.3	The key inputs have been provided to the farmer groups (80 in total)	Annual progress reports Visits by partners and evaluation team A list may be provided by LAP	
3.1	households adopting firewood giving vegetation has increased to 1600 households	Annual progress reports Visits by partners and evaluation team A list may be provided by LAP	
3.2	24 environmental clubs and 30 tree nurseries are in existence in the schools of Lwamaggwa	Annual progress reports Visits by partners and evaluation team A list may be provided by LAP	

\*as the project is not concluded before end of November this year, the numbers used must come from the annual report 2012. Based on field observations, it must be estimated if the targets have been met – or are most likely to be met during the remaining time period.

### **The consultant shall draft a chapter on discrepancy between targets and achievements**

### **The consultant shall draft a chapter on verification of targets**

For each output (success criteria) the consultant shall undertake and document the following:

Output 1.1: The consultant cross check selected farmer groups with the District records of farmer groups. The district may lack records, in which case the farmer groups themselves should have copies of their registration.

Output 1.2: Meet with the LAN board and review the constitution and minutes of the various committees

Output 1.3: Meet with the LAN board and review the MoU. Membership satisfaction may be hard to assess on a statistically meaningful scale as was envisioned in the project document, because LAN is so new and untried.

Output 2.1: The consultant should go through the documentation of the training. List of participants, diplomas handed out etc. The business ideas drafted should be counted, compared to the list of farmer groups screened. A qualitative description of their content and quality should be given.

Output 2.2: The PM will supply a list of demonstration plots. The consultant should go through list of demonstration plots and cross check some randomly selected by the consultant in the field.

Output 2.3: The PM will supply documentation of inputs provided. The consultant should go through list of inputs and cross check with farmer groups randomly selected by the consultant.

Output 3.1: The PM will supply a list of households having adapted firewood saving stoves and trees. The consultant can make a selection of beneficiaries' and visit these.

Output 3.2: The PM will supply a list of clubs. The consultant can make a selection of random clubs and nurseries and visit these.

### **The consultant shall draft a chapter on purpose/relevance of success criteria**

## **Theme 3 -Investigate the effects and expectations of the primary target group**

### **Interviews and visits to farmers, farmer groups and farmer business associations**

This chapter can be based on the survey done in the field by the consultant – assisted by the LAP implementing team. All interviews should be fully transcribed. The consultant shall enter the data into the database as adapted. See appendix 2 and 3 for questionnaires previously used for baseline and mid project evaluation. We may have to make a selection of previous questions to repeat – and possibly construct a few new ones. Experience have shown, that a few more elaborate qualitative answers have a larger value than large quantitative amounts of data, such as our attempt to surveys harvest yields during the baseline.

The sample size was respectively 154 and 24 during the baseline and the mid project evaluation. We should discuss the relevance of a survey, what it should contain compared to previously, and what the sample size should be. The consultant is encouraged to present ideas on how to measure or estimate the projects impact on the target group.

If a survey is conducted, the results must be entered into the same database. If the same person is interviewed, which would be preferable to a certain extent. The interviewee must be found in the database, and the interview entered as interview nr. 2 and 3 for that same person. All parishes should be represented.

The answers in this survey can be used to illustrate the likeliness of the targets reported in annual progress report and summarized in table 2 being true. It is important, that beneficiaries visited are selected from a list *by the consultant* only.

#### **Theme 4 - Evaluate the sustainability and popular support for the FBA and LAN**

This assessment is perhaps best done by qualitative interviews of key people in the FBA's and the LAN executive body. It should be supported by observations made during a more random population sampling under theme 3.

#### **Theme 5 - Evaluate the achievements of the business plans**

The business plans have been a pivotal tool in bringing learning into practice and turning ideas into money. At the latest field visit, some lack of documentation for the profitability seemed lacking in some of the 16 business plans approved at that time. The evaluation should review the business plans on paper and based on this exercise, control visits can be made to the field to cross check assumptions. It is also important, that there is a mechanism in place to capture the lessons learnt during the implementation of business plans. Not all go as planned, unexpected expenditures occur, and these are lessons not only for the farmers, but also for the project staff. The real profitability of the completed project is a significant indicator of the project's impact.

#### **Theme 6 - A chapter on considerations for future support for the farming community in Lwamaggwa – recommendations for a LAP 3.**

This is essentially a summary of what a LAP 3 can and should contain to consolidate a democratic civil society, capable of delivering certain services for the farming community as well as undertaking advocacy on its behalf. The LAN board and the LAN members may have expectations to what LAN can do, which differs from what can realistically be assumed. The farmer organisations are new at least at FBA and LAN level. It follows, there may be some unsettled assumptions about which activities are suitable for the different levels of organization: group, FBA and LAN.

## 2. Plan for the evaluation

The consultant will draft a time frame for the evaluation, which shall begin as soon as possible and shall be concluded by mid May 2013.

The consultant should also submit a write up on methods and instruments, which we can all agree on before the exercise starts.

## **Appendix 1 - Documents relevant to the evaluation**

1. Project document
2. Baseline database – updated with the mid project evaluation survey
3. Mid-project evaluation
4. LAP 1 evaluation
5. ICWS Trip report 2013
6. Minutes of Steering Committee meetings 2010, 2011, 2012 and 2013
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14. Farmers who have received seedlings for trees (Implementing team to provide)
15. Farmers who have received help for wood saving stoves (Implementing team to provide)

## Annex 6: Questionnaire for Final Evaluation of the LAP2-project

### Question to the PM

Interview data	Data/answer
<b>Steering committee</b>	
Is there an existing M.o.U between ICWS and JWS for LAP2? (Project targets, coverage and funding amount) if it was amended to suit the Ugandan law. LAP1 Recommendations	
Was the steering committee formed in LAP2?-LAP evaluation recommendation	
If yes what is the representation of each of the partners.- LAP evaluation recommendation	
How often does the steering committee sit in a year? (Provide minutes of all the steering committee meetings for Team to review)- LAP evaluation recommendation	
<b>Success of the business ideas</b>	
Do you have the Agribusiness strategy in place	
If yes What are the main activities in the agribusiness strategy.	
How many business ideas /proposals were presented to LAP for co-funding?	
How many of those were co-funded?	
Which procure do you use to fund business ideas from groups?	
Are the farm inputs given to groups in form of materials or cash	
If materials or inputs how are procurement done? How does the inputs get to the groups which requested them	
If LAP does the procurement collectively, do you involve some representatives from the LAN/FBA/Group in the process of procurement,	

<b>Interview data</b>	<b>Data/answer</b>
quality control, transport, linkages to input dealer, Exposure visit to input dealers.	
LAP funds proposals for business ideas from groups directly. Do you think it's a responsibility for LAN and FBAs to do screening of business proposals?	
How does LAN or FBA monitor and ensure that seeds for the seed bank are collected from farmers who got seeds when in the process of giving seeds the LAN or FBA were not involved?	
Give any challenges during the implementation of the business plans	
Were the trainers of trainers selected and trained?	
If yes how were they selected?	
<b>Staff capacity Development</b>	
As regards to agribusiness capacity development, do you have on board a staff or consultant to roll over the agribusiness trainings	
How many LAP2 staff have received capacity building trainings in the last one year?	
How many LAP2 staff have received capacity building trainings in the last one year?	
If yes list the trainings that each has ever attended.	
<b>Staff Supervision, quality control and planning</b>	
Do you as PM monitor the work of field officers?	
Do all field officers make monthly work plans on a regular basis	

<b>Interview data</b>	<b>Data/answer</b>
Do all field officers make monthly reports on a regular basis	
How often do you hold monthly meetings?	
If monthly meetings are not on regular basis why?	
Have you been including lessons learnt, achievements and challenges in your reporting. <b>Follow up on LAP1 Evaluation recommendation</b>	
Have you been holding review meetings to assess project performance (mid year reviews, annual reviews)- <b>Follow up on LAP1 Evaluation recommendation</b>	
Are the following documents in place a) strategic plan for LAP2 (4 year) b) monitoring and evaluation plans	
How has LAP strengthened its relations with the local partners such as sub county, district, departments and any other institutions. (provide a list of mous) <b>LAP1 Evaluation recommendation</b>	
Have you involved NAADS in LAP activities? If yes, how and on which activities- <b>LAP 1 Evaluation recommendation</b>	
<b>Group registration</b>	
How many groups are you working with?	
How many groups have been presented for registration.	
How many groups were facilitated to register- the PM Provides a file for photocopies of those registered groups	
<b>FOLLOW-UP ON THE MID TERM RECOMMENDATIONS</b>	
How far has the agribusiness training level 1 in Kabusota parish reached.MID TERM recom	

Interview data	Data/answer
How far has the agribusiness training level 2 reached? MID TERM <b>Evaluation recommendation</b>	
<i>What was the criteria for selecting farmers to be trained for agribusiness level 2 to ensure that quality is attained.- is it part of the agribusiness strategy.</i> MID TERM <b>Evaluation recommendation</b>	
<i>What is the distinction between the demonstration plots and business ideas.</i> MID TERM <b>Evaluation recommendation</b>	
<i>How were the demonstration plots distributed among parishes, give a list of demos and their locations by parish.</i> MID TERM <b>Evaluation recommendation</b>	
<b>Recommendations for LAP3</b> Please provide any recommendations for LAP3	
<b>Organisation Development O.D</b> How did you deal with staff competencies in OD, during the inception of LAP2	
Do have an O.D strategy in place. LAP1 recom If yes What are the main activities you have been doing under O.D- LAP1 recom	

<b>Interview data</b>	<b>Data/answer</b>
<b>Demos</b> Is the demonstration farm at kakund school still in existence. If yes have you included demos on agribusiness and nursery section? LAP1	
<b>Evaluation recommendation</b>	
<b>LAN / CBO FORMATION</b> Was the strategy for the formation of the CBO formulated? If yes provide the strategy document. Brief explanation of the strategy	
<b>Schools</b> Have you extended LAP trainings to schools in LAP2?	
Do you have a schools approach strategy in place?	
Which activities have you done in those schools	
What is the progress so far with schools as regards to encroachment, neighboring communities,	
What strategies have you considered for the sustainability of school activities. E.g tree nurseries etc.	
How often does the field officer visit the school to involve the clubs.	

<b>Interview data</b>	<b>Data/answer</b>
<b>Mainstreaming HIV/AIDS, gender and youth</b>	
Do you have a strategy to mainstream HIV/AIDS , GENDER OR YOUTH	
Representation of men and women in all groups	
No. of Youth groups or number of youth in groups	
Groups of HIV/AIDS working with the programme	
<b>Promoter households</b>	
Were the promoter households selected and trained? If yes how are they empowered to do their work?	

<b>LAN / CBO QUESTIONS</b>	<b>Answer /comment</b>
What is the purpose of your FBA formation?	
Please explain the structure of the LAN.	
What is the membership composition of the LAN in terms of Groups, Members, executive?	
What is the progress of LAN since its establishment?	
Which services/activities are provided by LAN to its members? 1) Advocacy, 2) providing inputs, 3) contact to buyers and 4) trainings	
Which systems have you put in place for accessibility of services to your members groups/FBAs	
How do member groups of the LAN access services from the LAN.	
If member groups are not yet accessing services from LAN how do you think groups would access services from the network in future	
What are the challenges experienced by the LAN in the	

<b>LAN / CBO QUESTIONS</b>	<b>Answer /comment</b>
provision of services to its members?	
Which areas do you think the LAN can be facilitated to improve its services delivery?	
Have you held any GA. Please provide all the minutes of the general assembly/ meetings.	
Do you have collaborations with any other CBO, NGO or any other Organisation?, please provide M.OU.. is the LAN linked to any other associations/institutions at district or national level.	
Do you have any collaborations with NAADS Programme, if not, what is your plan towards lobbying for NAADS services?	
Which activities can be done at LAN level	
LAP is supporting groups with business ideas, how have you participated in supporting this move.	
Service provided by LAP = which crop/Business Ideas has the LAN supported? Please provide a list of the business ideas and the groups supported.	
Which demos were setup, please provide a list of the demos and	

<b>LAN / CBO QUESTIONS</b>	<b>Answer /comment</b>
the farmers hosting each demo.	
Which key inputs were provided to the farmer groups (80 in total)	
Does the LAN have the following in place	
a) plan for capacity building	
b) Resource mobilization strategy	
c) Strategic plan	
d) Business plan	
e) Sustainability strategy	
f) MoU of linkage between LAN and other institutions	



<b>FBA Questionnaire</b>	
When was your FBA formed?	
What is the purpose of your FBA formation?	
Please explain the structure of the FBA.	
What is the executive of the FBA made of?	
How many farmer groups are in your FBA?	
How many members are in all the groups of the FBA	
Do all groups have representatives at FBA level? If not why	
What do you consider the main benefit of being in a FBA?	
What activities do you think an FBA should be pursuing?	
What is the progress of FBA since its establishment?	
Which services/activities are provided by FBA to its members?	
How do member groups of the FBA access services from the FBA.	
What are the challenges experienced by the FBA in the provision of services to its members?	

Which areas do you think the FBA can be facilitated to improve its services delivery?	
Have you held any GA. Please provide all the minutes of the general assembly/ meetings.	
Do you have collaborations with any other CBO, NGO or any other Organisation?, please provide M.OU.	
Questions on records Does the FBA have a the following records or their equivalent? a) Member register b) Pre- Production plan which has a list of members and their expected quantities of produce for bulking at FBA level? c) Produce volume book d) Business performance record e) Produce bulking receipt	
Does the FBA monitor group's activities? If yes how often	
What are the challenges involved in monitoring of groups	
What trainings have you received from LAP a) <i>storage</i> b) <i>post harvesting handling</i>	
CAN the FBA get you in contact with buyers?	
who helps your FBA to look for market for your bulked produce?	
If it is the FBA, briefly explain the strategy you have in place to facilitate effective marketing.	

Which activities do you think can be done at LAN level other than at FBA level	
LAP is supporting groups with business ideas, how has you FBA linked to them	
Service provided by LAP = which crop/Business Ideas has the FBA supported? Please provide a list of the business ideas and the groups supported	
Which demos was setup, please provide a list of the demos and the farmers hosting each demo.	
Which key inputs were provided to the farmer groups (80 in total)	
What would FBA expect from LAN	
Rate the your satisfaction of the services offered by the LAN to the FBA 1. NOT satisfied 2. LESS satisfied 3. Satisfied 4. Very satisfied	



<b>GROUP INTERVIEW QUESTIONS</b>	<b>Answer /comment</b>
Date of evaluation	
Evaluation Team	
Parish	
Village	
What is the name of the group	
What do you consider the main benefit of being in a farmer group?	
When did you start working with LAP?	
What were your expectations for joining LAP	
What is the main benefit you have received from LAP the last two years?	
List trainings received from LAP	
Is your farmer group a member of an FBA?	

<b>GROUP INTERVIEW QUESTIONS</b>	<b>Answer /comment</b>
What would you as groups expect from the FBA	
CAN the FBA get you in contact with buyers?	
Do you think a subcounty wide CBO consisting of farmer groups or FBA's would be a good idea?	
What would you want a CBO to do?	
Have you participated in the LAP 2 training programme?	
How do you consider the value of the training?	
Can the knowledge you gained help you improve your income?	
. Rate the your satisfaction of the services offered by the FBA a) NOT satisfied b) LESS satisfied c) Satisfied d) Very satisfied	

<b>GROUP INTERVIEW QUESTIONS</b>	<b>Answer /comment</b>
If you have planted seeds and harvested do you keep seeds for the next season.	
Has the group done any Participatory monitoring and evaluations within its members	
Does the group have any business ideas supported by LAP Are you participating in one of the business idea being developed?	
What is your business idea	
Have your farmer group developed a demonstration plot?	
Have you received LAP input for the business idea?	
How do you benefit from the business idea.	
How has been the quality and support of the field officer associated with your farmer group?	
LAP 2 ends in two years. What can we do to ensure the result stays after the project has ended?	

<b>GROUP INTERVIEW QUESTIONS</b>	<b>Answer /comment</b>
<b>GROUP ACHIEVEMENTS</b>	
a) Leadership structure	
b) Gender in leadership	
c) Office premises	
d) Group services	
e) Objectives	
f) Vision and mission	
g) Group linkages	
Does the group have the following documents?	
a) Registration certificate	
b) HIV policy	
c) Gender policy	
d) Constitution	
e) Strategic plan	
f) Minutes book	
g) Cash book	
h) Members register	
i) Asset register	
j) Business plan	
1. Tree planting	
2. Members	
3. Business ideas	
4. Demos	
5. Wood saving stoves	
6. HIV/AIDS mainstreaming	

<b>INDIVIDUAL QUESTIONNAIRE</b>	
Name of respondent:	
Parish:	
Village:	
How many acres of land do you own?	
What is the name of your farmer group?	
What do you consider the main benefit of being in a farmer group?	
How has been the support from the LAP field officer who supports your farmer group?	
Is your farmer group a member of an FBA?	
<b>Agro-forestry</b>	
Have you planted any trees from LAP?	
Which types of trees and how many of each?	
Main source of energy for cooking	
How would you rate the availability of firewood before LAP activities and Now	
Do you use any wood saving stoves provided by LAP?	
Have you trained on tree seed collection.	
Do you have access to micro-credits?	
How have you benefited from it?	
Are you a member of a SACCO (savings club)?	

How would you rate the productivity of your farm before LAP and during LAP	