

aBi Trust, G4G

Gender for Growth Evaluation Study

Final Evaluation Report, Vol. I

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by

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Rate of UGSH to Euro = 3,878

List of Abbreviations

aBi	Agricultural Business Initiative
ACOD	Action for Community Development
AMG	Aid Management Guidelines (of Danish Ministry of Foreign Affairs, Danida)
CAO	Chief Agricultural or Administrative Officer
CICS	Competitiveness and Investment Strategy (by the Government of Uganda)
CLA	Community Legal Adviser
DCED	Donor Committee for Enterprise Development
DFA	District Farmers Association
ET	Evaluation Team
EQ	Evaluation Question
FAB	Farming as a Family Business
FGD	Focus Group Discussion
FIDA	Federation of Women Lawyers in Uganda
GAP	Good Agricultural Practices
G4G	Gender for Growth Programme
Hans	Hans Nueman Stiftung
HH	Household
IP	Implementing Partner
KPI	Key Performance Indicator
LFA	Logical Framework Approach
MADFA	Masindi District Farmers Association
MoFPED	Ministry of Finance, Planning and Economic Development
NAADS	National Agricultural Advisory Services
No.	Number
NUCAFE	National Union of Coffee Agribusiness and Farm Enterprises
RA	Research Assistant
RDC	Resident District Commissioner
SACCO	Saving and Credit Cooperative
ToC	Theory of Change
ToR	Terms of Reference
UCA	Uganda Cooperative Alliance
ULA	Uganda Land Alliance
UMBWE	UWEAL Marketing Basics for Women Entrepreneurs
UWEAL	Uganda Women's Entrepreneurs Association Limited
VC	Value Chain
VSLA	Village Saving and Loan Association
YSA	Youth Social Work Association

1. Structure of the Report

This is the final report on the evaluation of the Gender for Growth Programme (G4G). The report is structured as follows:

Chapter 2, Executive Summary, gives an overview of main findings, lessons learned and recommendations.

Chapter 3, Technical Method and Approach, presents the methodology used for the evaluation.

Chapters 4 to 8 present the Findings of the evaluation. These chapters are structured in accordance with the DAC evaluation criteria; moreover, chapters are dedicated to the specific approaches and cross-cutting objectives of the G4G. These chapters present the main body of evidence and the analysis by the evaluation.

Chapter 9, Lessons learned, presents what the evaluation sees as good practices and experiences to be learned from G4G, based on the evidence analysed.

Chapter 10, Conclusions and Recommendations, presents the conclusions based on the findings and gives proposals for actions.

Annexes 1 to 10, give further details on the methods and findings of the evaluation and are enclosed as Volume II.

2. Executive Summary

This Gender for Growth Programme (G4G) evaluation has been guided by the Terms of Reference (ToR) which are included as Annex 1 in Volume II of this report.

2.1 The Scope of the G4G

The G4G aimed at increasing income and competitiveness of agriculture through projects focussing on gender and the role of women. The programme was managed by the Agricultural Business Initiative (aBi) with funding from Danida of Euro 5,367,500 (UGSH 19,482,385,881).

The objective of G4G was to **improve incomes of agricultural households** through **improving relations between men and women** and **developing more equal gender rights** primarily at household but also at community level. To pursue this strategy, G4G worked in four integrated areas:

- **Women's legal and economic rights** - improving women's access to and control of resources in agriculture;
- **The Household (HH) approach** - improving production and productivity from the household level through improved **gender relations in the farming family**;
- **Farming as a Family Business (FAB) and Entrepreneurship**, improving outcomes at the farm in the Value Chain (VC) through **more equal distribution of gender roles and responsibilities** in farm management and through customising Good Agricultural Practices (GAP);
- **The School Approach**, supporting education of children in modern farming.

2.2 Relevance

G4G was a highly relevant programme, which targeted the population in poor rural areas who are in urgent need of rising out of poverty, and who have a potential for contributing to agricultural production and productivity.

The approach was relevant, because G4G chose to work with partners who are aware of the needs and problems of small farmers and how to address them. The decentralised focus at districts and communities was relevant, because it enabled action at the operational level where problems need to be solved and ideas emerge and can be supported by community network of contacts.

The G4G addressed a key problem in the agricultural economy - the underutilisation of productive resources; in subsistence farms the husband and wife lack capacity to manage resources in a rational manner. To enable a farm with less than two acres to emerge out of poverty, a minimum of two adults have to put in a concerted fulltime effort. However, tradition gives the husband the right to a part-time job, and to exploit his wife and children. In the Focus Group Discussions (FGDs) and survey, there were numerous stories of husbands who spent the income on alcohol and mistresses, but who had been motivated by G4G to change their lifestyle.

The G4G set out to mobilise resources in the family and community. Husband and wife were supported by change agents and by joining a community group, to improve incomes through improved gender relations and a more equal distribution of work. Improved family relations made the farm a more attractive working place for youths.

The evaluation examined the role of gender in comparison to improved farming practices. Most people consulted saw the two parameters as closely related. Constructive family relations and a more equal division of responsibilities are a precondition for improving the economy of the farm. Some IPs emphasised the involvement of men, which was relevant to overcome resistance from husbands.

Many FGDs underlined the G4G as an eye-opener. Before the programme, the subsistence farmers did not recognise they were poor, but saw their livelihood as born by the tradition. G4G created wishes for change.

Village Savings and Loan Associations (VSLAs) were a key driver. Many farmers had established saving groups; G4G expanded the number of VSLAs and institutionalised the savings and credit groups. The VSLA is based on the mutual trust and social capital in communities. For many farmers, this is the first experience with accumulating cash and seeing Farming as A Family Business (FaB). Savings were first used to build up the resilience of the household. Secondly, the VSLA meant that farmers could sell their crop at more advantageous times and invest in school fees, a house of bricks and expansion of the farm. The challenge for the VSLAs is to provide enough capital for small farmers to substantially increase effectiveness.

It was relevant for G4G to support SACCOs with the aim of increasing the access to capital by women and small farmers. However, the project had limited success, partly due to the cost of building the infrastructure, partly due to the reputation of micro-finance institutions and banks; which in rural areas are associated with unethical practices, fraud and economic failure.

Financial Services Development of aBi did not advice on the VSLA and SACCO approach as this was seen to be beyond the risk level for the portfolio of the Division. This was a missed opportunity because G4G was pursuing innovative ways to fulfil the business objective of aBi, supporting small farmers to a higher contribution to the GDP. The dilemma between the risks of supporting poor farmers and seeking security for financial investments should be further researched by G4G. The G4G evaluation suggests that women-led farms and enterprises are generally more risk-alert and are less likely default on loans.

Supporting economic growth through support to improved cooperation in the basic production unit and by farmers working together and pooling are in line with the most modern strategies for poverty alleviation.¹

Entrepreneurship was emphasised by the G4G, and for many farmers this was the first involvement in the money economy and FAB. Many farmers started ventures such as fish ponds and generation of gas from manure. Some started enterprises such as mushroom growing and production from recycled materials. However, it was a weakness that the concept of entrepreneurship was not clearly defined in terms of capacity and capital requirements. Farmers need to be beyond subsistence farming to show entrepreneurship. However, the requirements to move from small to mid-level size farming remains to be determined.

Sales and links to traders were addressed in a relevant way by support to storage and bulk marketing; but procurement and sales continued to be troublesome for many farmers who are often cheated by traders or fooled into buying counterfeit products. Simple guidance on pricing and sales would have been important.

G4G was relevant in relation to national policies. G4G was implemented in parallel with the National Development Plan (NDP) 2010-2014. The NDP sees gender inequality as a key factor limiting economic growth and exacerbating poverty. The NDP sets economic empowerment of women as a key priority and encourages initiatives to strengthen women's technical, managerial and entrepreneurial capacities.

FIDA and ULA rendered legal support to women on property rights and domestic violence. The aim was to address the problem that despite clear policies and legislation, women are often oppressed in practice by husbands, male relatives and business partners. The assistance was relevant and ULA provided useful support to female farmers at the grassroots level. FIDA worked with mediation and legal cases. The number of cases is growing, and serves as models for women to claim rights to respect, influence and resources. However, the legal support may have been more relevant if it had been driven by greater strategic clarity on the relation between civil and economic rights and how to translate policies and laws into practical rights.

¹Elinor Orstrom and Ravi Kanbur both work(ed) with the economic potential of sharing resources from below see for example: Orstrom, Elinor, Ravi Kanbur, BasudebGuha-Khasnobis, *Linking the Formal and the Informal Economy: Concepts and Policies*, Oxford, UK, 2007 see also Ravi Kanbur and David Grusky, *Poverty and Inequality*, Stanford University Press, 2006

Overall, the G4G was very relevant in addressing the needs of subsistence farms to increase effectiveness and enable families to rise out of poverty and participate in wealth creation. Relevance may be improved by a more strategic approach on how legal issues, financial services and trade could form part of a gender-oriented household approach.

2.3 Effectiveness

G4G was an effective programme. Through calls for proposals, the G4G delegated responsibility to IPs. The advantage was that partners could take a flexible approach and use the methods which achieve the best results; but makes it difficult to compare effectiveness across the projects. The number of farmers reached was a key performance indicator for all interventions. More than 35 active G4G projects reached more than 200.000 farming households and contributed to improve their standard of living.

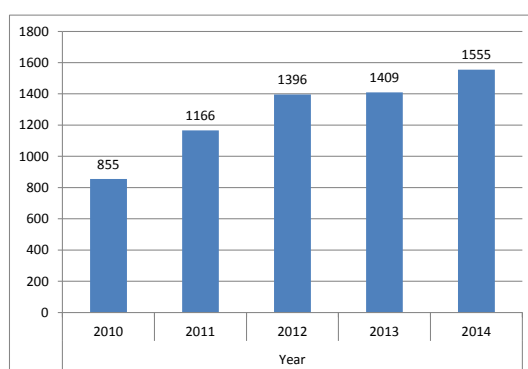
Some partners were very optimistic in setting objectives and indicators. Nevertheless, documentation showed that the majority of projects achieved the objectives agreed. The great majority of the projects visited demonstrated that G4G had contributed to the improvement in gender relations and a higher standard of living.

G4G was effective in changing gender relations at the household level. Improved gender relations resulted in a better working environment and higher production, productivity and earnings. The FGDs and the survey asked target groups what they saw at the most significant change resulting from the project, 184 of 362 responses stated, *“There is better cooperation at the household and amongst farmers due to the training and support.”* Asked about how changes in livelihood were manifested, 146 respondents said, *“We work together as a household,”* while 109 stated, *“Household conditions have improved.”* Survey respondents were relatively young with an average age of 43, hence reflecting perceptions of relatively young farmers.

The FGDs showed that application of new farming methods under G4G was above average. In the survey, 97.5% or 272 of the household respondents stated that they had applied new GAP farming methods as a result of G4G.

The evaluation examined whether the G4G had led to increases in production. Some farmers lacked precise information; many mentioned 2013 as a sluggish year for agriculture due to drought. Never the less, the number of farmers able to increase production increased from 79 in 2010 to 319 in 2014. The table below shows the weighted average of increases in production.

Figure 1, Average Kg. Increase per farm in main Crop



The chart presents an average of different crops (coffee, maize, ground nuts, beans, soy beans, sun flowers and pineapples) and illustrates a clear trend across the crops.

Another key indicator of a better economy is that increases in income enabled the farms to acquire additional land. The G4G farmers covered by the evaluation in 2010 held an average of 1.7 acres. One hundred of the 382 farmers in the survey were able to expand the acreage cultivated to an average of 2.5 acres in 2014. This is a small increase, but an important improvement for the smallholders targeted.

The evaluation did not analyse specific value chains in depth. However, the overall trend is that women as part of the G4G become active in the traditional revenue generating crops – in particular coffee; female farmers also expand production into fruit and vegetables.

The evaluation examined possible increase in sales from G4G farms. One hundred thirty-nine or 44% of the 319 survey respondents stated increases in sales: reasons given were bulking of products; increases in production; and better quality.

Many farmers did not want to give information on incomes, but of the 319 farmers, 115 stated that income had increased. Eighty farmers gave more specific information. In 2010, average income was 700,000 UGSH, which had increased to 1,622,000 UGSH in 2014. Incomes vary, but increases are spread widely between different income levels. On average, incomes increased by 18% from 2010 to 2011, by 15% in 2012 and by 32% in 2013. Incomes differ across regions – also in Northern regions in the projects managed by YSA and ACOD.

VSLAs were an important dynamic, as the savings confirmed the advantages of working together. 193 out of a total of 374 respondents stated that G4G had enabled them to save more. Amounts saved differed widely, but monthly average reached 14,000 UGSH for the 346 respondents in 2014. Notably some VSLAs had ceilings on the maximum savings to avoid dominance of particular farmers.

As mentioned above, farmers are sceptical about taking loans. Nevertheless, the VSLAs under G4G started the process of borrowing for better standard of living and for inputs to improve production. 165 farmers had taken the first loan at an average of 268,000 UGSH, around 80 farmers had taken a second and third loan of a similar size.

The weakness of the VSLAs was that the amount of capital accumulated was limited and made it difficult for farmers to make the investment which would substantially improve productivity and competitiveness. Creating a link to SACCOs was only successful in a limited number of cases.

The G4G was effective in creating jobs – 30 % of the survey respondents employed more workers on a seasonal or fulltime basis. Many testified that the workforce on their farm had mainly increased because more family members and community members worked more hours on the farm.

The entrepreneurship project was less successful: only 137 of 200 women set at target attended the training by Uganda Women's Entrepreneurs Association Limited (UWEAL), and outputs in terms of increased customer base and earnings were meagre. Project design may have underestimated the requirements to improve a business.

G4G was not effective in addressing the policy level, partly because this was not targeted by projects and partly because policy change from operational projects mainly affected the district level. NUCAFE was the only IP effective at the national policy level - developing a coffee policy supporting small farmers.

A few IPs were less effective at the operational level, but there was limited documentation of NUCAFE's practical involvement of farmers at the operational level. Less effective projects were generally stopped early by aBi.

Though legal cases, FIDA and ULA demonstrated how women can obtain access to property and maintenance, which contributed to changing attitudes at local level. However, FIDA took time to understand the concept of the household approach and did not engage in commercial judicial matters on sales, contracting and pricing which constrained the farmers.

A complaint raised by the majority of people consulted was related to the time frame. Most farmers mentioned that aBi support ideally should have covered a period of five years, for people to fully apply new practices – instead of the two years where the G4G was most active. Substantial achievements were however made during the two-year period.

It is surprising that relatively limited cross-fertilisation with other departments in aBi appears to have taken place, e.g., by cooperating on guidance for VSLAs, trading or entrepreneurship. A shared strategic approach to these key concepts, which would potentially have increased effectiveness, appears to be lacking.

The evaluation provides strong evidence that improved gender relations in the family are a key condition for improving the economy and quality of life of poor farming households. More equal and respectful gender relations improve the working environment and coexistence in the extended family and capacitates the household to modernise and apply more rational and productive farming practices and generate better incomes.

2.4 Cost Efficiency

G4G partners contributed to improving the standards of living for more than 200,000 households. The cost per household was less than UGSH 100,000 or approximately 28 Euro. The Rate of Return should make any development banker happy.

Cost efficiency is high and was achieved through open competitive call for proposals and through use of low-cost resources available locally. Local offices were mostly lean and Change Agents responsible for implementation worked for less than UGSH 50,000 monthly, and some received bicycles, rain coats or gumboots as extra reward.

The G4G management structure with two or three people managing the programme was also efficient. Partners and beneficiaries were well aware of G4G and aBi and demonstrated that G4G, despite its lean management, was able to create confidential relations.

2.5 Monitoring and Evaluation

G4G is well documented and project evaluations of selected project were carried out to ensure accountability and learning. Evaluations were useful and provided good insights, but partners regretted the limited time for dialogue with the staff and evaluators of aBi.

Indicators for monitoring G4G varied substantially across projects. This was necessary because projects differed economically and socially. Key performance indicators might, however, have strengthened programme management.

IPs were asked to develop results chains. The process took place after the projects had started. The process was less useful for management purposes, but gave insight in strategy and cause-effect relations.

2.6 Capacity Development

Although it was not spelled out in the programme document, G4G worked with capacity development across the programme. Training and dialogue - the main tools in the household guide – were effective in developing capacity.

G4G worked through a **cascading approach**, i.e. developing the capacity of one agent, who passed new knowledge on to a larger group. The activists at the different levels have been decisive for results. Effective projects, e.g. YSA in Gulu and Mayuge DFA, had very active project officers with close relations to communities.

The household approach was also copied by neighbours who heard about the G4G over the radio and copied methods from the G4G households that were doing well.

The IPs praised the seminars organized by G4G and Enterprise Uganda, where they shared lessons learned and good practices and developed a network of contacts. Knowledge sharing across aBi appears to be limited.

The largest group of IPs were the District Farmers Associations (DFAs), and the second largest group was Non-Government Organisations (NGOs). The DFAs had the advantage of close links to the local institutional framework often with close links to the District Administration. The NGOs like YSA and ACOD had the

advantage of being close to the grassroots and the youth. The NGOs were effective in mobilising groups like youth and internally displaced persons (returnees).

Development organisations like Hans Nuemann Stiftung had the advantage of drawing from many other resources for inspiration, funding and linkages with buyers.

The capacity development approaches of G4G were effective. Nevertheless, a continuation of G4G may benefit from greater clarity on approaches to capacity development at the different levels of partners and target groups.

2.7 Impact

It is beyond doubt that G4G had impact and contributed to higher standards of living, wellbeing and increase of incomes of the farmers and households targeted. The improved relations and modernised farming practices have been institutionalised and are likely to be sustained in the households targeted.

At the **outcome level**, findings may be summarised as follows:

Fairer gender relations - have been achieved at household level; dialogue is a main tool and women have greater influence; the division of roles and responsibilities has become fairer and oversight and sharing of resources has developed. In the majority of households, these effects have been customised and the families will be able to continue improving standards of living. Uptake may have taken place in the G4G districts but is only slowly spreading to the society at large.

Domestic violence decreased in the areas where G4G was active, but still remains a social problem.

Food security was not a featured; this result was appreciated by the target group - showing the level of poverty at which G4G was operating.

Integrating gender with GAP and Value Chain was successful and contributed to better economy for the farming households. **Farming as a Business (FAB)** was a key concept, for many farmers it was an eye-opener to see farming as a business making revenue for the family. FAB was a driver at grassroots level.

The VSLAs were key components in the change process facilitated by G4G. The VSLA built the resilience and led to behavioural change in the poorest families that saw the benefits of saving and investments enabling higher standards of living. The VSLAs strengthened the cooperation of the farmer groups. However, the funding accumulated in VSLAs was not sufficient to support substantial investments; the links established to Microfinance and SACCOs remain weak influenced by a bleak reputation. It is surprising links to aBi financial services for technical guidance were weak.

G4G contributed to improving **economic, social and political rights of women**, the focus was on the **local level**, where ULA and FIDA were active. It is less clear that this led to changes at national or policy level, but principles of equal gender rights may be upscale to other regions.

In the programme design, **gender rights at household level** were **not linked to the social political level and the commercial sphere**. aBi should aim to work with a clearer concept of how personal, commercial and political rights may be addressed in a comprehensive manner.

It is less clear whether interventions to **strengthen entrepreneurship** had a strong impact. The impact of the UWEAL project, Marketing Basics for Women Entrepreneurs (UMBWE), was mixed, the target groups appreciated the training, but had limited success in improving their business. Strategic clarity on the requirements to entrepreneurship appears to have been lacking.

Farmers had success with a more entrepreneurial approach to farming, expanding into new crops and methods; and setting up small part-time businesses. The potential enterprises suffered from lack of access to financing and technical advice, and the concept of entrepreneurship also calls for a clearer strategic approach.

G4G was successful in **creating jobs**; many were informal unsalaried jobs where households and communities help each other. G4G contributed to creating jobs because more effective use of human labour in communities was customised. More family members wanted to work in farming because family relations were better.

Involvement of youth and children was achieved by the gender and household approach, because young people became better integrated in the work of the family. The household demonstrated to young people that farming can be an attractive and remunerating livelihood.

The impact of the **school approach** was mixed. Teachers and children wanted to work with school gardens, to learn about farming and to benefit from the produce; however, the many obligations and limited resources mean that the full potential of the school gardening has not yet been harvested.

2.8 Sustainability

For the great majority of households reached by G4G the enrichment of gender relations in the family, improved farming methods and livelihoods are institutionalised and sustainable. Despite a short implementation period - practices and attitudes changed and the resulting improvements are likely to endure.

The key to the sustainability of the G4G is to a large extent reliance on existing resources. The programme worked with mechanisms within the reach of the poor farmers and are likely to continue to be used by the farmers.

2.9 Lessons Learned and Recommendations

The most important lessons learned and recommendations from the evaluation are:

Integrating **gender relations with improvement of production systems at farm level** creates good results and enables improvement of livelihoods; at the same time, **small households** have strong potential to improve performance based on limited investments. It is recommended that aBi:

- continues to prioritise **gender as a key driver** to improve quality and effectiveness in the **Value Chains**, focussing on small farms;
- intensifies the work with the **household approach**; this may be done by upgrading the guidebook and addressing more systematically the VSLA and entrepreneurship approach.

VSLAs have been an effective tool to **strengthen the resilience and performance** of farming households, but capital is insufficient, it is recommended that aBi:

- works more **systematically with the VSLAs** – not to take away the grassroots drive, - but by providing simple guidelines making it simpler to establish VSLAs;
- continues the cooperation with UCA and other relevant organisations to strengthen **links between SACCOs and VSLAs** and other **credit institutions** to provide greater access to credit for small farmers.

Sales and marketing remain a key bottleneck to small farmers. It is recommended that aBi:

- gives priority to **supporting farmers in marketing**, e.g. by assisting in setting up storage and transport infrastructure and through capacity development;

- considers supporting farmers in **negotiations and contracting**. Fida or another organisations with experience in commercial law may partner to develop the guidelines to be used by communities and farmers.

Entrepreneurship was demonstrated by many farmers, but a more strategic and systematic approach should be taken. It is recommended that aBi:

- engages in clarifying the **requirements to start enterprises in agriculture**, and how support may more systematically be linked with the overall aBi portfolio and the HH approach in particular.

The **legal support to women farmers** on ownership and abuses was effective where it was implemented; but despite its potential to improve women's status in farming, economic rights were not addressed systematically. It is recommended that aBi:

- works with relevant stakeholders to clarify **approaches** to address **civil, economic and commercial rights** in a concerted manner.

The **structures for G4G are effective**, with a strong network of partners and constructive framework with programme officers, change agents and an effective cascading approach, but the time horizon was short to address the persistent poverty issues. It is recommended that aBi:

- should **not lose the momentum** created by G4G, but ensure that good working relationships and effective projects can continue and the HH approach be up scaled;
- continues to **work closely with the DFAs** as important institutional partners in poverty alleviation and improving the competitiveness of the agricultural sector in Uganda;
- continues to work with the NGOs and assesses how the well-functioning practices – and **youth being empowered in farming** may be applied on a broader scale;
- considers setting up a network of **stakeholders in grassroots farming in Uganda**, with the purpose of action learning and knowledge sharing to strengthen performance of organisations working with the poorest farmers;
- works with consolidation and the appreciative approach to secure that staff are credited for achievements and that well-functioning practices become rooted before aBi moves on to new methods driven by external advocates.
- in cooperation with the relevant G4G, IPs seek to **synthesise the lessons learned** from G4G in a policy paper and guideline outlining the approaches to enable wider upscaling of the approach.

The **M&E** Department had an important role in the success of the G4G securing close **oversight of performance** and impelling partners to effectiveness and accountability. At the same time, however, key performance indicators which could have given clearer guidance on strategic focus were lacking. It is recommended that:

- The M&E Department takes a role in supporting design of new programmes, i.e. defining **key performance indicators**, ToCs and results frames to support strategic focus;
- Given the special community-oriented nature of the aBi portfolio, monitoring may be inspired by the **Collective Impact approach** which emphasises the social processes behind social change.²

² FSG is an example of an important research, consultancy and NGO working with collective social change as a results of systematic, collective and coordinated efforts. See "<http://www.fsg.org/publications/collective-impact>"

Cross-fertilisation between the Financial, Value Chain and Gender components does not seem very strong in G4G. It is recommended that aBi:

- considers how **cross-fertilisation and knowledge sharing** may strengthened across aBi departments. This may be done by establishing ad hoc working groups on key concepts such as entrepreneurship and credits to small farmers.

3. Technical Method and Approach

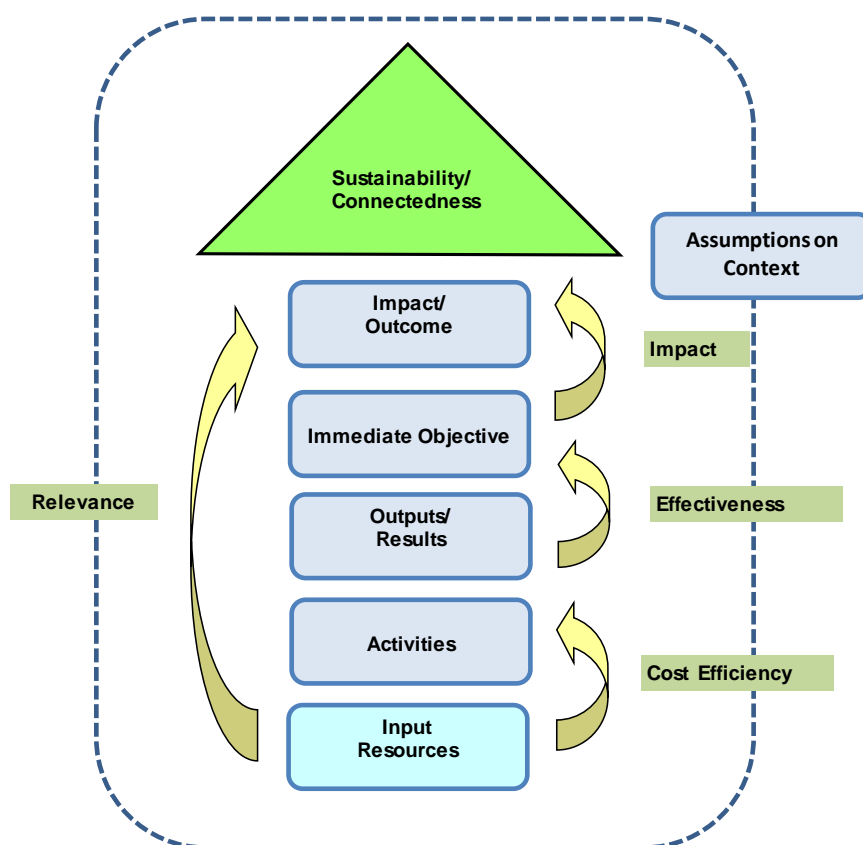
The Terms of Reference (ToR) which guide this evaluation are included as Annex 1. In this chapter, the evaluation outlines the methods used.

3.1 Use of the Theory of Change and Evaluation Questions

The G4G evaluation serves both an accountability and a learning purpose. This means that results have to be documented and cost-efficiency assessed, and the lessons learned from approaches need to be identified. The evaluation is implemented as a “Real Time Evaluation”, where findings are discussed with aBi and stakeholders to support learning.

The evaluation uses the definition of the evaluation criteria and guidelines of the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC).³ The key concepts and how they interrelate are illustrated in the figure below.

Figure 2, DAC Evaluation Criteria



The evaluation uses the Theory of Change Approach (ToC).⁴ The G4G did not have an elaborate invention framework; so to evaluate the programme, we reconstructed objectives and intended cause-effect relations in close cooperation with stakeholders. In contrast to the Logical Framework Approach (LFA) the ToC approach focusses more on whether the overall strategic approach was working and recognises the importance of context in

³ OECD DAC, *Glossary of Key Terms in Evaluation and Results Based Management*, 2002, reprinted in 2010. <http://www.oecd.org/fr/cad/evaluation/glossaryofkeytermsinevaluationandresultsbasedmanagement.htm>

⁴ Sus Elbæk and Henning Nøhr as part of their work with modernization of the Evaluation Department in Danida in this article discusses the change from use of LFA to ToC in evaluations in development assistance. Sus Ulbæk & Hennig Nøhr, *Evaluation of Danish Development Assistance, Experiences and New Approaches*, Article in Journal of Development Effectiveness, October 2014; <http://www.tandfonline.com/doi/abs/10.1080/19439342.2014.971551>

the interpretation of outcomes as opposed to seeking very detailed proof of results from a given intervention. The aBi is presently interacting with the Donor Committee for Enterprise Development (DECD), which is encouraging the use of ToC for planning and monitoring and evaluation.⁵

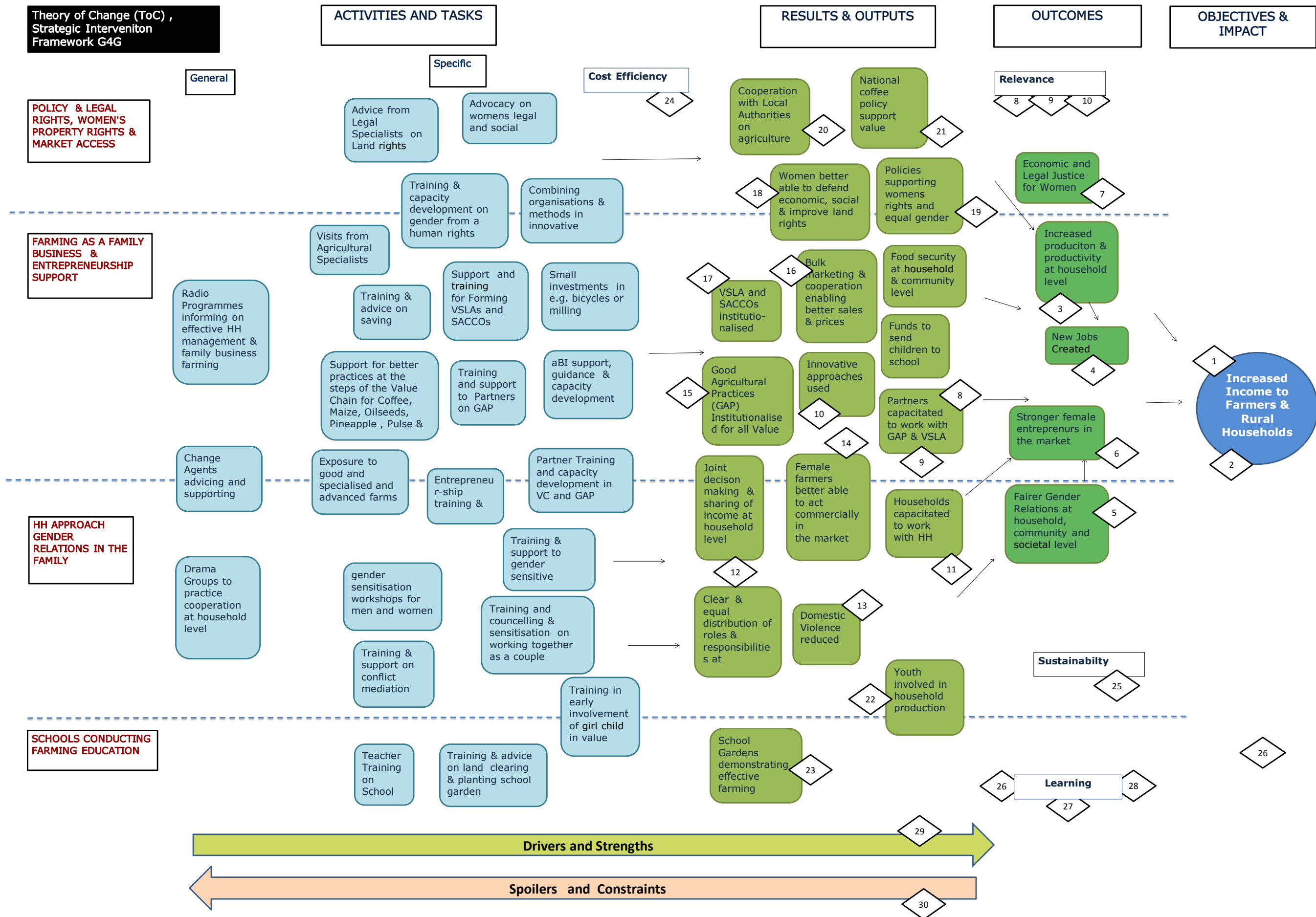
The ToC is included overleaf. It has been used as a point of reference for the evaluation and has been developed as the evaluation gained more insight. The ToC illustrates that the G4G was a complex multi-faceted programme.

As shown in the horizontal divisions, the G4G worked in four main areas:

1. Policy, Women's legal and property rights and market access;
2. Farming as a Family Business (FAB) and Entrepreneurship support;
3. The Household (HH) approach and Gender relations in the family;
4. School Garden Approach.

⁵Donor Committee for Enterprise Development (DECD. <http://www.enterprise-development.org/>)

Figure 3, Theory of Change (ToC), G4G Evaluation



In comparison to the original themes, we have singled out the School Garden Approach, which was different from the other projects under G4G. The ToC seeks to illustrate how activities, results and outcomes interlink both horizontally and vertically, making it possible to follow the results chain from left to right. Many results interrelate, for example, women's ability to act in the market will depend on their role in the steps of production. This also means that the research of the evaluation will often cover several issues at the same time. The ToC vertically illustrates the levels of the LFA and the DAC evaluation criteria. Relevance and sustainability criteria are evaluated across the programme.

As can be seen, G4G aimed at a wide range of results being achieved with the household and farm as the central targeted entity. The outcomes of the programme are many – and interlinked - underlining one of the strategic assumptions of the programme, that fairer gender relations and more equal social and economic rights for women would lead to increased incomes for farms and households.

In the ToC, we illustrate the Evaluation Questions (EQs), with numbers in the diamonds marked with Objectives, Outcomes and Results. There are 30 Evaluation Questions (EQs), which are presented in Annex 2 of Volume II of this report. The EQs are also presented at the start of the chapter where they are addressed.

These EQs cover the questions in the ToR and additional issues which came up during the Inception Phase. The EQs are further elaborated in the Evaluation Matrix, which is included as Annex 3. The Evaluation Matrix illustrates the deeper considerations related to the EQs, and has served as a checklist to secure that all aspects are taken into account. The EQs are used to structure guidelines for Interviews and Focus Group Discussions (FGDs) to ensure that all the research examines the same issues.

This study will not evaluate specific projects in detail but will examine interventions as examples of G4G approaches, comparing results and deducing lessons learned.

3.2 Data Collection

The evaluation used a multifaceted approach for gathering information from various sources that see events from different perspectives. Data collection was guided by triangulation to ensure that evidence was collected from different sources and stakeholders with different perspectives.

Data Collection Methods

Data collection methods included: document review; interviews with key stakeholders; focus group discussions; questionnaire survey; farm visits; school visits and farm observation.

Document Review

Documentation related to all the 30 projects supported by G4G was reviewed. This enabled the evaluation team to gain deeper insight of the projects in terms of the start-up situation, the problems that were being addressed, logical frameworks of objectives and outputs, project strategy and implementation processes. However, in most cases, performance indicators were not provided and there was no baseline for the G4G interventions. Partners appear to have prepared a Theory of Change following the aBi terminology after commencement of the projects. International documents relevant to the study were also reviewed. The list is included in Annex 4.

Interviews

Semi-structured interviews based on the adapted **Evaluation Questions** (EQs) (included in Annex 2) were conducted for key stakeholders using the EQs and evaluation matrix to prepare specific evaluation matrices. Some interviews were conducted with individuals, but in many cases two or three officers would be representing the organisation. Interviews covered: aBi staff, Project and Gender officers in Kampala and district offices, District officials, and other key stakeholders such as Change Agents, Community Legal Advisers, Teachers and professionals in the agricultural sector.

The interviews were transcribed and organised according to the DAC evaluation criteria and EQs to enable comparative analysis by all evaluation team members. The list of people consulted is included as Annex 5.

Focus Group Discussions

A total of 33 Focus Group Discussions (FGDs) were conducted for a total of over 497 beneficiaries of the G4G by the three members of the core team. FGDs were conducted with all types of organisations assisted by G4G. The focus groups were selected randomly based on lists from the IPs. Out of the 33 FGDs, a few were for women only, while the rest were mixed. The purpose of the FGDs was to obtain information through open discussions with beneficiaries. The focus groups were facilitated in a semi-structured manner, using a guideline following the EQs – but adapted to the specific target group. The evaluation ensured that respondents in FGDs were in areas different from the Questionnaire Survey. Interviews and FGDs covered a total of 602 interviews were carried out covering 328 women and 274 men.

Questionnaire Survey

The questionnaire survey was conducted at household level by research assistants who received prior training on how to administer the questionnaire. The questionnaire was pre-tested in Mukono District and adapted based on

the lessons learned. A total of 424 questionnaires were filled, covering 253 women and 170 men, out of which 13 were rejected after quality control and data cleaning, leaving 411 valid questionnaires.

The survey was intended to secure comparable and quantifiable data mainly focusing on changes in family relations, household production, productivity, earnings, incomes and general welfare of the household. An additional 11 questionnaires adapted to the UWEAL project were administered for UWEAL beneficiaries, all of whom were women.

School Visits

To cover the school approach, two randomly selected schools were visited in Northern Uganda. In the two schools visited, FGDs were carried out with teachers and students and the school gardens were examined.

Farm Visits

When logistical planning allowed, the team members visited farms of the FGD participants. The evaluation visited houses and fields to get an impression of farming and the standard of living. The research assistants also carried out a detailed analysis of the living conditions and housing as part of the Questionnaire Survey.

3.2.1 Sampling

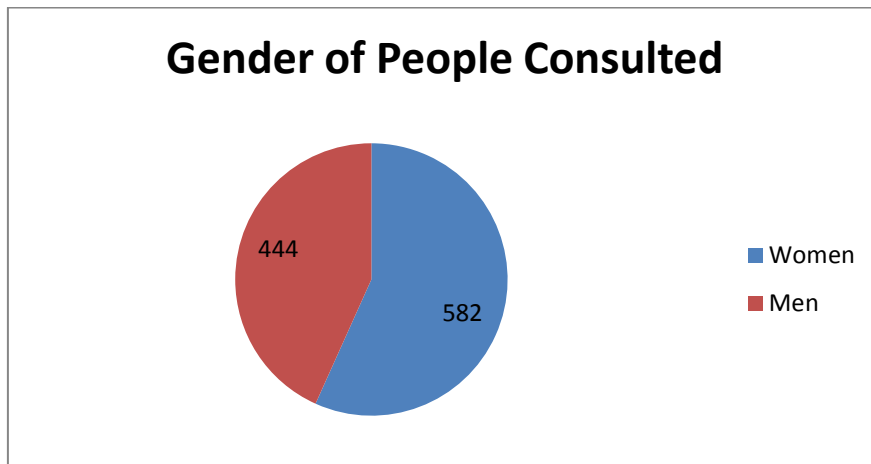
The groups of people consulted to collect evidence for the evaluation are illustrated below.

Table 1, List of People Consulted

People consulted	Women	Men	Sub-totals
aBi staff	2	4	6
District Officials	2	30	32
IP Representatives	24	41	69
Other Stakeholders	0	2	2
Sub-total Interviews	28	77	105
FGD G4G Target Groups	269	185	454
FGD Comparative Group	31	12	43
Total FGDs & Interviews	328	274	602
Survey G4G Target Groups	221	159	380
Survey Comparative Group	22	11	33
UWEAL Survey	11	0	11
Total Questionnaire responses	254	170	424
TOTAL NO. OF PEOPLE CONSULTED	582	444	1026

The sampling is further explained below. The evaluation found it important to have a strong representation of both women and men, and the overall gender balance of people consulted is illustrated below. 57% of the people met by the evaluation were women, while the remaining 43% were men.

Figure 4, Gender of People Consulted



Sampling of Implementing Partners (IPs)

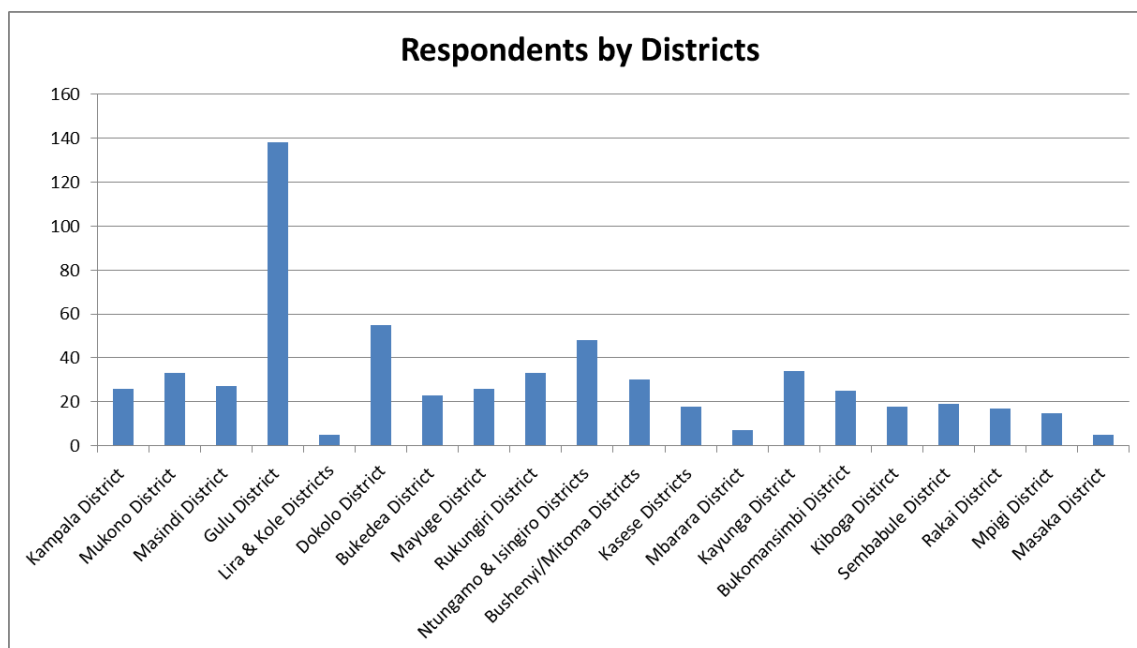
Given the heterogeneity of the IPs and the need to cover a large scope and representative sample, purposive sampling was done, guided by the selection criteria below:

- All the value chains should be covered;
- The volume of the IPs project portfolio;
- Regional balance including post-conflict areas;
- Inclusion of all types of IPs;
- Duration of the implementation period.

Using the above, 21 IPs were selected while two additional IPs were identified by randomly de-selecting seven of the remaining IPs. This resulted into a total of 23 IPs, corresponding to 76.7% of the partners with a total number of 160,446 beneficiaries. The sampled IPs and the reasons for selection are presented in Annex 7.

It was important for the evaluation to cover a range of districts which represented the geographical spread of G4G. Below we illustrate the geographical coverage of the FGDs and Interviews.

Figure 5, Respondents by District



As can be noted, Gulu District had a very high number of participants, largely due to YSA being very effective in mobilising focus groups; the geographical spread of respondents has been taken into account in interpreting the findings.

Sampling for the Questionnaire Survey

The evaluation team took a decision to administer 399 questionnaires based on the sampling formula as shown below:

$$n = \frac{N}{1 + N(e)^2}$$

n = the sample size; N= the population size = 160,446

e = the acceptable margin of error. (Using the 95% confidence level), the margin of error will be 0.05. Hence n= 399.0

Comparative Group

The evaluation had planned to have a control group in order to compare the effect on the target groups for G4G with groups not receiving G4G support. Two implementing partners under value chain development, namely Katuuka Development Trust Limited (KDTL) in Mpigi District and Isingiro District Farmers Association (ISDIFA) were selected. A total of 33 questionnaires were filled with 45.5% of the respondents being females.

During the field work, it emerged that KDTL had been doing gender mainstreaming supported by CARITAS over a ten-year period while ISDIFA got training in gender from the district under a government-supported programme. The two groups were therefore used mainly for purposes of comparison.

Data Analysis

Contents analysis was done for the qualitative data along the DAC evaluation criteria and evaluation questions while identifying data on cause-effect relations and for differences and patterns across IPs and various approaches. Relevant quotes and stories illustrating important points were identified.

Analysis of Data from the Questionnaire Survey

The filled questionnaires were entered into SPSS fitted with a range of consistency checks. Data cleaning was done before data analysis, and the reliability of the data tested. Analysis of quantitative and qualitative data was done for identification of key patterns that give evidence of changes in production, productivity and incomes of the households.

Workshops

During the Inception Phase, a workshop was conducted with representatives of 19 partner organizations in order to enable the stakeholders to influence evaluation design. It is planned that a validation workshop will be carried out once a draft evaluation report has been completed and approved by aBi. The purpose is – again - to allow external stakeholders to influence the evaluation before publishing the final report.

Policy Report and Discussion Papers

Under this contract, the evaluation team will work with aBi to prepare policy papers and articles for magazines on topics related to the G4G. It has been agreed with aBi that articles and policy papers will be prepared when aBi has had a chance to reflect on the evaluation report and identify strategic areas which warrant further debate and advocacy.

3.3 Capacity Development

Although capacity development was not emphasised in the original Programme Document (PD), it has been a cross-cutting objective of the G4G programme. The PD underlines the need for training, skill development, sensitisation, advocacy and awareness-raising, but does not directly discuss capacity development. Nevertheless, it is implicit that outcomes are intended to be achieved through different forms of capacity development. The evaluation has therefore drawn from different analytical tools to analyse capacity development.

We draw from Kirkpatrick's theories on learning and behavioural change of individuals⁶. Kirkpatrick underlines the need to examine the groups, organisations and social context of the individual assessing mutual influence. Kirkpatrick points to the importance of shared objectives as a driver for a change process. Kirkpatrick has similarities with "Collective Impact" approach, used for planning development interventions⁷. The Collective Impact says that impact is conditioned upon effort by several stakeholders working together; moreover the method emphasises the need to link up with the public sector for policy change and service delivery and underlines that those involved should not only share objective but also perception of performance indicators such as "*more women managing their own business*". The evaluation will assess how these parameters are addressed by the G4G.

Recent references to Maslow are also important for this evaluation, underlining the interplay between material remuneration and social appreciation as factors which motivate individuals and groups⁸. The evaluation has also

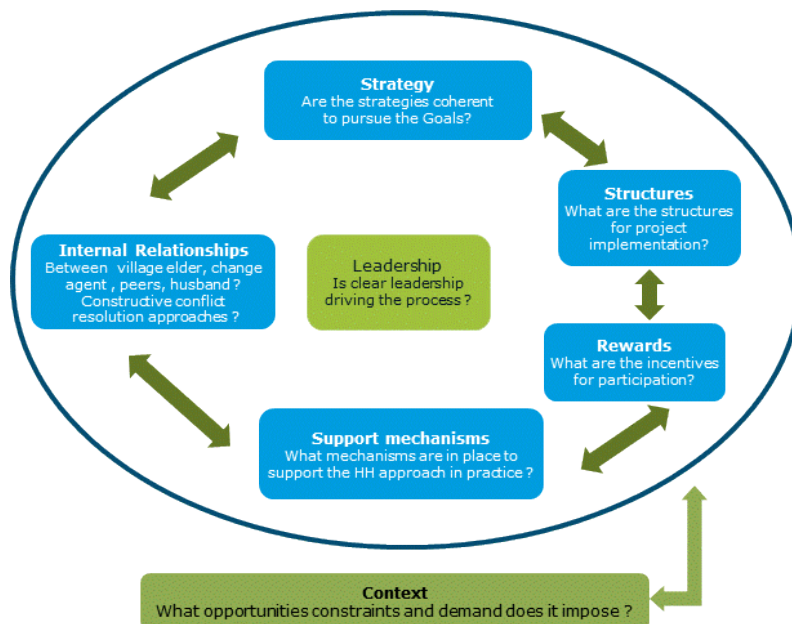
⁶ Kirkpatrick, D.L., & Kirkpatrick, J.D. (2005). *Transferring Learning to Behaviour*, Berrett-Koehler Publisher

⁷ There are several organizations working with collective impact, FSG has a website with tools and guidelines for the approach; <http://www.fsg.org/approach-areas/collective-impact>

⁸ Peter Abell, *A Case for comparative narratives in sociological explanations*, Sociological Methods and Research, 38

drawn from the Results Oriented Approach to Capacity Change (ROACH),⁹ from where the model below is reproduced:

Figure 6, The ROACH Six Box Model



The theories on capacity development and organisational change are used by the evaluation to analyse the importance and effect of roles, responsibilities, resources and performance of the many organisational layers involved in implementation of G4G.

3.4 Gender

In this section the evaluation explains how we have defined gender, and how we have worked to analyse gender aspects in relation to other aspects such as rights. This evaluation has used the definition adopted by aBi Trust in its ‘Guide to Involve Household Family Members in Development Interventions’ where Gender is defined as *“the social and cultural construct of roles, responsibilities, attributes, opportunities, privileges, status, access to and control over resources and benefits between women and men, boys and girls in a given society Gender is learnt through the socialization process”*¹⁰. Development programming requires that gender analysis distinguishes between the needs and interests of women and men, girls and boys in order to address them appropriately to ensure that no human is being disadvantaged because of being born female or male. This makes it important to protect the rights of women and girls and to address their needs and interests to address their disadvantage. Addressing the gender needs of women and men (girls and boys) requires different strategies.

Moser and Levy¹¹ propose a theory for addressing women (and men’s) needs. The theory refers to everyday conditions of women as ‘Practical Gender Needs’ and those that relate to the position of women and men as ‘Strategic Gender Needs or Interests’. Practical gender needs are seen as the immediate needs, which are a result of the gender-based division of labour and differences in access to resources. Practical gender needs and

⁹ Nils Boesen & Ole Therkildsen, A Results Oriented Approach to Capacity Change, MFA, Danida February 2005 <http://amg.um.dk/en/technical-guidelines/capacity-development/~media/01EE3283C806476682CEF716A683544C.pdf>

¹⁰ Agricultural Business Initiative – U Growth Programme. Guide to Involve Household Family members in development interventions, 2013.

¹¹ Moser, C. & Levy, C. A Theory and Methodology of Gender Planning: Meeting Women’s Practical and Strategic Needs”. DPU. Gender and Planning, Working Paper No. II (London: Development Planning Unit, 1986)

strategic gender interests overlap. For instance, it may be important for women to be able to meet socially to promote their political interests. Also, if women are working 16 to 18 hours a day, it may be difficult for them to engage politically. It is therefore critical to address both practical and strategic gender needs to change the position of women in society. The gender mainstreaming approach is used to address both practical and strategic gender needs and interests. Gender mainstreaming being “a process where gender needs are analysed and addressed at all levels and stages of the programme cycle integrating practical and strategic issues with the aim that women and men benefit equally. The ultimate goal is to achieve gender equality” and thereby better welfare and well-being¹².

In our view, G4G aimed at addressing the practical gender needs of women (and men) and women’s strategic interests. The household approach focuses on women’s practical needs – getting other family members to work with women to increase production and productivity leading to increased incomes. The component on legal and economic justice focuses on women’s strategic interests by increasing women’s access to justice and ownership and control of land. In the ToC we have sought to address how different interventions address practical and strategic needs, e.g. divisions of labour in the household as well as changing policies to become more gender-sensitive. As also illustrated in the ToC the outcome is at the social level – aiming at improved incomes for all citizens. In G4G the approaches seek to be mutually supportive of women’s practical and strategic needs. For example, focusing on increasing women’s incomes through entrepreneurship may address women’s practical interest of getting a loan to set up a business, but this will relate to the strategic level of women’s property rights.

This evaluation of the G4G programme component examines how effectively both women’s practical needs and strategic interests were addressed and how gender was mainstreamed in value chains to support increased production and productivity for increased incomes and wellbeing at household level.

3.5 Limitations and Constraints

The evaluation was affected by different constraints and some limitations apply to coverage of the research.

The field work was carried out by three teams covering Northern, Eastern, Central and Western Uganda and also a wide scope of G4G projects. Nevertheless, logistical constraints in terms of flooded and inaccessible roads, especially in Northern Uganda, meant that some remote rural villages could not be visited.

The G4G was completed by mid-2014, and one or two years have passed since the implementation of G4G took place, which means that participants have already reflected on the project and a recall bias may have affected their view. At the same time, this gives the evaluation the advantage of being able to test whether new methods promoted by G4G have endured and are still in use.

Several participants explained to the evaluation that in addition to G4G they had worked with other development programmes - for example, USAID or different international NGOs. This means that although the evaluation may be able to identify that G4G contributed to a given change, it may be difficult to specify precisely which change or results could be attributed to G4G. The evaluation, however, sought to assess how and to what extent G4G contributed to a given change or achievement of results and outcomes.

G4G was implemented in contexts with varying conditions and in cooperation with organisations with different capacity. For example, Northern Uganda is still suffering from the civil war which is affected the economy and

¹²United Nations Office of the Special Adviser on Gender Issues
And the Advancement of Women. Gender Mainstreaming: An Overview United Nations, New York, 2002

institutional structures. Some partners are old robust organisations, whereas others have a limited performance record. The evaluation has sought to take these factors into account and present them as relevant.

3.6 Calculations on Impact

Measuring impact is a difficult practice since programmes are full of expectations. The expectation is that the G4G programme focuses on a household living in poverty and should significantly move this household out of poverty (by observing increase in income, production, land acreage, farm employment among others).

It is unclear ex-ante to what degree the G4G would cause a change in income levels, production levels, land acreage and employment levels of the household. The lag time required to observe full impact of the G4G is not known, but it is expected that the household adopts practices that the programme promotes in order to create increase in the stated outcomes as a result of the G4G programme by the time of the survey. The timeframe considered in this survey therefore is expected to capture only short-term impacts of the G4G programme. Labour employed is expected to rise due to increase in land size, yields are expected to rise due to the adoption of GAPS that the programme promoted and thereby resulting in increase in income levels of the household. Therefore if data were to be collected after a time period long enough for adoption of practices to take full effect, yields would be expected to show increases due to use of GAPS.

Methodology used

The method used to measure impact is the household fixed effect difference in difference model. The difference in difference method is used in impact evaluations because it can control for time invariant observed and unobserved differences between the comparison and treated groups that may affect the outcomes of interest¹³. This is useful since if households did have particular characteristics or practices that affected impact and that were not distributed identically between the treated and the control group, this might appear to be the impact of the G4G.

Unfortunately, the difference in difference methodology cannot differentiate an unobserved variable that does not change systematically across time for one group and not another from a G4G impact.¹⁴ A generic model of a household fixed effect difference in difference test is specified in the equation below:

$$Y = \beta_0 + \beta_1 \text{Time} + \beta_2 (\text{Time} * \text{Treatment}) + \alpha_i + \mu$$

Where Y is the outcome variable, α_i is the time invariant effect on Y due to being in a household.

The outcome variables considered are yields, (production levels of the main crop captured from the period 2012 to 2014), labour (both part-time and full-time employees in the farms from period 2012 to 2014), income levels and land acreage.

Time in this specification is dichotomous in nature that is equal to one in 2012 so that β_1 will capture average change in the outcome of interest that happened for the entire sample population across time. The value β_2 captures the additional effect (if any) on the outcome resulting from being treated and allowing two years to pass. The error term μ contains all variations in Y not explained by the model. The household fixed-effect model

¹³Winters, P., Salazar, L and Maffioli, A. (2010) *Designing impact Evaluations for Agricultural projects*. Inter-American Development Bank, Washington, DC, &Winters et al., 2010; Gertler et al., 2011, in Brubaker et al., 2013.

¹⁴Brubaker, J., Danielsen, S., Olupot, M., Romney, D., Ochatum N. (2013) *Impact Evaluation of Plant Clinics: Teso Uganda*. CABI Working Paper 6, 88 pp.2013

further controls for unobserved time-invariant variations between the treatment and comparison households that could affect outcomes of interest¹⁵.

Since the households mainly had to recall their production levels, most especially for the baseline data, it is necessary to correct standard errors for the possibility of autocorrelation between observations coming from the same household at different points in time. If this is not done, then the estimation might overstate the significance of the programme impact. The bootstrapped standard error difference is therefore used to correct the possibility of autocorrelation.

Demeaned variable

The outcome variables are all considered both directly and as demeaned variables. Converting outcome variables to a demeaned variable is a two-step process. The first step is to subtract the mean of the variable from each household's value for the same variable. This means that the mean of the new variable will be approximately equal to zero. Please **note**: *In practice, the demeaned variable mean is not precisely zero, but a very small value. As the sample size tends to infinity, the mean value of a demeaned variable would be equal to zero.*

The second step is to divide the result of the first step by the standard deviation of the original variable. This makes the standard deviation of the new variable equal to one. This allows the results of the demeaned variable to be understood in terms of standard deviations from the mean. The results for the demeaned variable are therefore the most readily comparable to other research. The demeaning process also helps to normalise the variable. The demeaning method and characteristics of the resulting demeaned variables are described in equation below:

$$Y_{i, dm} = Y_i - y/\sigma$$

y_{dm} is approximately zero, $\sigma y, dm = 1$

Where; i refers to household i

dm indicates variables is demeaned.

¹⁵Josh et al., 2013; Gertler, P.J., Martinez, S., Premand, P., Rawlings, L.B. and Vermeersch, C.M.J (2010) *Impact Evaluation in Practice*. International Bank for Reconstruction and Development/World Bank: Washington, DC.

3.6.1 Results

Results of the G4G programme on income, yield, employment and land acreage:

Figure 7, Impact on Income, Yield, Employment and Land Acreage

Variable	DD FE	DM DD FE	BS DD FE
Yields	-316.737	-0.033	-316.737
	(0.386)	(0.775)	(0.457)
Farm labour (full-time)	-1.132	-0.142	-0.038
	(0.786)	(0.815)	(0.118)
Farm labour (part-time)	1.686	0.46000**	1.686
	0.510	(0.039)	0.736
Land	-1.301***	-0.194	-1.301
	(0.001)	(0.057)	(0.294)
Income	1967.385	0.049	1967.385
	(0.994)	(0.735)	(0.995)

Note: Values in parenthesis are p-values. *** $p < 0.01$, ** $p < 0.05$, * $p < 0.10$. DD=difference in difference; DM=demeaned variable; FE=household fixed effect; BS=Bootstrapped

The results for production levels of the main crop across all methodologies were negative and statistically not significant. This means that the treated households had low production levels of the main crop than the comparative group during the study period.

The results for income levels were positive but also not statistically significant across all methodologies. It therefore means that there was not significant increase in income levels of the treated households when compared with the comparative group.

Land showed statistical significance when tested with the fixed-effect difference in difference estimate. The G4G programme therefore resulted into increase in the size of land acreage for the treated group.

The result for part-time employment of labour in the farm showed statistical significance at 99% confidence interval when tested with the demeaned fixed-effect difference in difference estimation. The G4G programme, therefore, led to significant increase in part-time farm labour in the treated group. However, there was no impact in full-time farm labour employment in the treated households.

Like earlier stated, the impact measure is based on a short-time lag, we cannot entirely conclude that the G4G programme had no impact. It is very possible to achieve impact if more time is given for households to fully appreciate what the programme promoted and thereafter adopting to practice it. However, the tests considered here present very little direct evidence that the G4G succeeded in creating positive changes in the treated household outcomes.

For this programme to deliver its desired goal, there would be need for very rigorous refinement in the program implementation strategy. It is highly possible, that a number of factors that are beyond the strategy of the G4G programme may be influencing the lack of impact found. This could include the statistical power of the study due to a combination of the small sample size especially the comparative group, the reliance of recall of information by the household (which presents a very big gap in record keeping), and the failure to understand the implementation strategy of the G4G by some of the implementing partners.

Findings

Chapters 4 to 8 present the findings and analysis of the G4G structured according to the DAC evaluation criteria.

4. Relevance

As illustrated in the ToC, relevance cuts across the whole G4G intervention. The chapters on relevance examines whether the G4G programme approach was relevant at the overall level, and whether the four areas of interventions and approaches taken by the different partners are relevant. The issue of relevance relates to effectiveness. Chapter 6 examines the effectiveness of the approaches of the different partners and projects in greater detail.

In short, this chapter seeks to respond to the following questions. However, effectiveness and cost efficiency are dealt with in Chapters 5 and 7.

EQ 8 (ToR EQ 11) What was the relevance, effectiveness and cost efficiency of the **aBi support to the IPs** and other relevant stakeholders?

EQ 9 (ToR EQ 11) What was the relevance, effectiveness and cost efficiency of the **approaches of the different Implementing Partners?**

EQ 10 (ToR EQ 11) What was the relevance, effectiveness and cost efficiency of the **innovative approaches**, and what can be learned from this?

4.1 The Role of aBi

In this chapter the role of Agricultural Business Initiative (aBi) as the organisation hosting G4G is analysed.

aBi was established in 2010 by the Governments of Uganda (GoU) and Denmark in close cooperation, as one of three components of the U Growth Programme, which aims at supporting private business development in the agricultural sector in line with the Competitiveness and Investment Climate Strategy (CICS) of the GoU.

From 2010 to 2014 aBi was supported by the Danish Ministry of Foreign Affairs (Danida) with UGSH 113,214,041,502 (Euro 30 Mio).and also received support from the Swedish International Development Cooperation Agency (Sida), European Commission (EC) and the Belgian Development Agency amounting to a total donor funding of UGSH 159,499,658,103 (Euro 42.1 Mio).

The objective of aBi was: *“Building a self-sustaining export-led economy, in which benefits of growth are shared by all” Ugandans.* The immediate objective stated: *“To strengthen the competitiveness of Uganda’s agricultural and agro processing sector”*¹⁶.

From the start aBi, in parallel with G4G, was organised in two sub-divisions:

1. **Value Chain Development (VCD)**, which seeks to upgrade the volume and quality of agricultural products, by improving capacity and technology at all steps of production, marketing and consumption. The value chains are selected based on analysis of the potential to contribute to economic growth and social welfare. The selected value chains are Coffee, Oilseeds, Fruits, Pulses, Maize and Horticulture ¹⁷.

¹⁶Danida, Sida, EC & Belgium Development Cooperation, Agricultural Business Initiative, *U-Growth Programme, Uganda, Component Description*, August 2009, p. i–vii and Annex 1

¹⁷ Ibid, Annex 2

2. **Financial Service Development (FSD)**, seeks to address the problem of small farmers who cannot easily access credit and loans due to the associated risks. FSD supports larger financial institutions such as banks by guaranteeing loans to agriculture. FSD also seeks to support lower-level finance institutions such as Microfinance institutions and Saving and Credit Cooperatives (SACCOs).

In 2013 it was decided to expand aBi to the aBi Group establishing aBi Finance as a separate legal body and endowment fund. The initial funding was provided by development donors, but the aim was for aBi Finance to generate revenue to support the continued operations of aBi, now organised under the aBi Trust.

GoU is represented on the Board of the aBi Trust and oversees the strategic management of the Trust.

Today, aBi Group works under the vision to *“Promote Private Sector Agribusiness to Enhance Wealth creation in Uganda”*. The strategy is to address the bottlenecks preventing small farmers from accessing larger markets. The aBi group works through implementing partners; providing technical assistance and more direct access to capital to small farmers. Increased small farmer production is aimed to form an essential boost of the agricultural sector, while, at the same time, reducing poverty through economic growth, wealth and employment.

The Annual Reports demonstrate the success of the aBi Group. The Value Chain Services reached 168,970 farmers in 2012, increasing to 214,497 by the end of 2014. Under the Financial Services Branch 24,827 and 88,000 savings account were opened in 2012 and 2013 respectively,¹⁸ implying that aBi is widening the outreach to farmers at community level

The organisation has been able to continue to attract new donors through 2013 and 2014, the EU, USAID, KFW, UK Aid, Sida and US Aid became donors of aBi, representing an impressive and wide funding basis. The Netherlands also became a donor to the aBi Group funding activities in Dairy farming.

The Programme Document (PD) for Danida support for 2014-18 maintains the strategy of widening and institutionalising financial and technical services to small farmers. The objective is slightly changed to *“Increased income and employment through environmentally and socially responsible improvements in productivity, quality and value addition in selected agricultural value chains”*,¹⁹ underlining the social and environmental perspective. Danida’s total support of DKK 260 Mio. is planned to be allocated to Value Chain, DKK, 130 Mio; Financial Service, DKK, 45 Mio; aBi Finance, capital injection, DKK, 70 Mio; Specialised Expertise, DKK 15 Mio. The PD emphasises environmental concerns and green growth as a competitive factor nationally and internationally. The PD underlines that green growth must not compromise the need for competitive private sector growth²⁰.

As an organisation aBi has grown steadily and now employs around 30 staff - graduates in areas relating to finance and agriculture. Roles and responsibilities are clearly defined and the organisation seems to be effective. Short-term consultancies are systematically used to boost the capacity of aBi. aBi Trust and aBi Finance share management services such as Administration and Monitoring and Evaluation (M&E). The organization seeks to use M&E as a tool for learning and improving services,²¹ and funding is linked to performance evaluations of partner projects. aBi aims to comply with the Donor Committee Enterprise Development (DCED), which seeks to monitor systematically strategies for development assistance to the private sector²².

¹⁸aBi Trust, *Annual Report*, 2012, p. 9- 14, *Annual Report 2013*, p. 1.

¹⁹Danish Ministry of Foreign Affairs, Danida, *U-Growth II, Uganda, Component Description, Agriculture Business Initiative, aBi Trust and aBi Finance 2014 – 2018*, February 2014.

²⁰ Ibid, p. vi-xii and Annex 1.

²¹Agricultural Business Initiative Trust (aBi Trust) Operations Manual, Revised May 2014, pp. 4-10.

²² aBi, *Annual Report, 2013*, pp. 5-8, 28-44 and 66-67.

Contrary to many other donor-supported private sector initiatives, aBi is successful in sustainable growth based on a feasible strategy, but also facing the dilemma of between social and business concerns. aBi covers a very wide and ambitious set of objectives - at the same time aiming to contribute to i) poverty alleviation, ii) environmentally sustainable farming, iv) greater social equity, and v) operating commercially viable financial services.

aBi Group was a strong platform for G4G due to the organisation's expertise and network of contacts in the agricultural sector. Cooperating with strong partners active at grassroots level addressing constraints and acting as catalysts to small farmers is a viable strategy. Gender focus ensured focus on disadvantaged groups while, at the same time, women have a strong development potential and are more risk-alert than men.

While aBi is effective in external stakeholder management, internal knowledge sharing may be a relevant area for attention. For the G4G, more dialogue with Value Chain and Financial Services may have increased effectiveness. The evaluation finds that use of the appreciative inquiry approach may strengthen the organisational performance of aBi ²³. The principle is that focus on flaws is replaced by recognition of efforts and challenges, trust, openness and co-creation drawing from the expertise of those closest to the work done. The aim is to improve effectiveness by mutually supportive interaction between job satisfaction and effectiveness.

4.2 Quality G4G Programme Design

The rationale behind the G4G related to political priority to gender as a determining factor for economic and social development in the political leadership of Danida. ²⁴ The initial description of the intervention logic of the G4G was provided in the Component Description from August 2009. G4G was to build on experiences gained in the previous Danida-supported agricultural sector programmes. A total of UGSH 20,374,521,252 (Euro 5,4 Mio). was allocated to G4G over a four-year period.

G4G was set up as a fund, which announced calls for proposals. Three calls were announced in 2010, 2011 and 2013²⁵. Many projects started some time after the call and proposal process.

aBi has a well-described system for call and evaluation of proposals - a technical committee first evaluates the concept note and secondly the full proposal. Proposals are only approved if they live up to criteria of organisational robustness, relevance and coherence of the proposal in relation to the mandate of aBi and G4G ²⁶.

The U-Growth Project document set the criteria for allocating funds to G4G projects, which underline the gender and poverty alleviation perspective. It is also specified that the applicants should be able to fund 50% of the intervention and that the average grant from aBi may range between 200,000,000 and 400,000,000 UGSH ²⁷. In other words the projects of G4G were relatively small.

There was often substantial communication between G4G and the applicant in the phase between the Concept Note and final approval of funding. G4G questioned issues on structure and approach, and the applicants in

²³ Appreciative Inquiry emphasizes collective of "co-creative" processes as a basis for organizational effectiveness. Critics say the theory tends turn the blind eye to problems. Appreciative Inquiry links to systems theory, emphasizing that human behavior depends on social systems. Rudolf Stichweh, *The History and Systematics of Functional Differentiation in Sociology*. In: Mathias Albert/Barry Buzan, Michael Zürn (eds.), *Bringing Sociology to IR. World Politics as Differentiation Theory*. Cambridge: Cambridge University Press 2012/3.

²⁴ Interview, May 2015.

²⁵ Danish MFA, Sida, EC Belgian Development Cooperation (BDC), Agribusiness Initiative Ugrowth Programme, Uganda Programme Description, August 2009, p. 49.

²⁶ Agricultural Business Initiative Trust (aBi Trust) Operations Manual, Revised May 2014, P 15-19

²⁷ U-Growth PD, p. 102.

some cases adjusted proposals. According to interviews and the questionnaire survey, partners see aBi as fair and thorough in the role as funding agency.

In accordance with the overall approach of aBi, key responsibility for implementation was delegated to the Implementing Partners (IPs). The IPs were obliged to report to G4G on a quarterly basis, and allocation of funding depended on satisfactory performance and reporting. Interviews show that aBi - in the application phase and through monitoring - requested partners to demonstrate their ability to reach and activate poor farmers and vulnerable groups at the grassroots level. Partners were held accountable for their approach and results. In some cases, allocation of funding and implementation was delayed because aBi wanted additional reporting or evidence and, in a few cases, aBi stopped funding because results were not assessed to be satisfactory.

The U-Growth PD does not include a Log Frame or a Theory of Change for the G4G. Summary LFAs are provided for the sister programmes: Value Chain Development and Financial Services. These LFAs outline the planned support to analysis, enterprises, systems, industry, farmer organisations at the levels of the value chain. From an evaluation perspective, this implies that the G4G at start up did not have clear indicators for monitoring performance. The outcome indicators for most projects focus on number of beneficiaries reached, although some IPs also give more specific indicators on increases in production and productivity.

The **problem analysis** of G4G clearly outlines the rationale behind the programme: women constitute the major part of the labour force in agriculture in Uganda, but the female productive and entrepreneurial resources are not effectively utilised because women are discouraged and demotivated by unfair gender relations in society and - in rural households in particular - by lack of access to ownership and revenue from their efforts in farming²⁸. At the same time, women are oppressed physically and mentally because their voices are not heard and because they are often subject to violence from husbands or other male relations. The G4G fund was dedicated to addressing these problems, through :

- i) Support innovation in gender equality in agribusiness and rural economic growth;
- ii) Document and disseminate good practices in the field;
- iii) Promote gender equality in all aBi sub-components²⁹.

Two partners – the National Union of Coffee Farmers (NUCAFE) and Federation of Women Lawyers in Uganda (FIDA) were identified in the PD, based their perceived experience and robustness. NUCAFE was selected due to its strong record and wide network of local organisations to strengthen the performance of households in coffee farming. The PD planned for NUCAFÉ to reach 4,000 households through a decentralised approach.

FIDA was selected due to its network of legal clinics - supporting equal rights for women in agriculture. The presence of FIDA in Northern Uganda was important because G4G aimed at reaching particularly vulnerable and poor women.

The G4G was divided into themes:

1. **Fairer Gender Relations in Value Chains** - with NUCAFE as implementing partner, with an allocation of 2,645,075,827 UGSH (700,000 Euro). Another 2,040,482,971 UGSH (Euro 540,000) was planned to be allocated based on calls for competitive proposals;
2. **Increased Competitiveness of Women Farmers and Entrepreneurs** - the total amount to be allocated was 6,309,260,000 UGSH (Euro 1,670,000) planned to be allocated to competitive grants;

²⁸ U-Growth PD, p. 47-50

²⁹ Ibid, p. 48

3. **Economic and Legal Justice for Women**, - 425.000 was to be allocated to Fida, whereas another 1,511,200,000 UGSH (Euro 400,000) was to be allocated to organizations in the same field.

In addition 1,889,000,000 UGSH (Euro 500,000) was allocated to documentation, learning and communication. 2,011, 785,000 UGSH (Euro 532,500) was allocated to Inception and Management and 2,266,800,000 UGSH (Euro 600,000) was allocated to a pool of international TA support. The managerial staff for G4G were to be recruited in the autumn of 2009 ³⁰.

NUCAFE planned to use “animators” to support women in agriculture at household and community level.

FIDA objectives of economic and legal justice for women – were to be achieved through strengthening the services of its Legal Clinic in Gulu and reaching 60 women per month with legal advice on disputes and court representation on issues such as land rights and domestic violence ³¹.

The PD and the ToR for NUCAFE and Fida summarise the G4G strategy:

- Support to increasing agricultural production and productivity by improving gender equality and developing **fairer roles and responsibilities** in poor agricultural households;
- Strengthen **quality of production** in the aBi Value Chains (VC), coffee, oilseeds, fruits, horticulture, pulses and maize focussing on female entrepreneurs;
- Innovative approaches for **more equal access to control of resources and influence** on decision making ³².

The Household approach is the vehicle to bring about the change, encompassing:

- **Change of attitudes** to see the advantages of gender differences;
- **Technical Training, skill building**, in land, seed, crop and livestock development;
- Households planning, entrepreneurship training, educating women in **farming as a business** ³³.

In other words, G4G seeks to work with gender at household relations as a driver for agribusiness. The PD underlined the need to involve men as a precondition for sustainable change. The programme focusses on the household and community, and sees the social, physical and economic wellbeing of women, families and communities as closely related. In relation to Moser and Levy mentioned in Chapter 2.4, G4G focussed on transforming political into practical rights. ³⁴ G4G also has many similarities with the socio economic approach which sees pooling and sharing of resources as a basis for wealth creation.³⁵

G4G is an ambitious programme addressing both gender, social and economic problems to alleviate poverty and improve the economy of the agricultural sector. Despite the wide scope of the programme, the evaluation finds the strategy relevant and coherent. As mentioned, we have sought to reconstruct the ToC as depicted in Section 3.1. Strategically the focus was on the Households and Farming as a Family Business but this was supported by interventions to strengthen women’s economic and social rights and the school projects. Youth remained a cross-cutting focus.

³⁰ Danish MFA, Sida, EC Belgian Development Cooperation (BDC), *Agribusiness Initiative UgrowthProgramme, Uganda Programme Description*, August 2009, p. 49

³¹ Ibid p 187

³² Ibid p. 178.

³³ Ibid, p. 177

³⁴ Moser, C. & Levy, C. “A Theory and Methodology of Gender Planning: Meeting Women’s Practical and Strategic Needs”.

³⁵ See for example: Orstrom, Elinor, Ravi Kanbur, BasudebGuha-Khasnobis, *Linking the Formal and the Informal Economy: Concepts and Policies*, Oxford, UK, 2007.

The G4G aimed at completion at the end of 2013, but some Implementing Partners (IPs) were allowed to continue operation into 2014 as implementation had been slower than foreseen. At the completion, 43 partners had carried out projects. The types of organisations are NGOs, development organisation, Farmers Associations and commercially-oriented organisations.

In Annex 8 we summarise the data from the aBi 2013 Annual Report and Project summaries indicating the grant allocated to each project and implementing partner.

We have divided the partners into main categories of District Farmers Associations (DFAs), NGOs, commercial enterprises, Cooperatives and Development Organisations, as shown below.

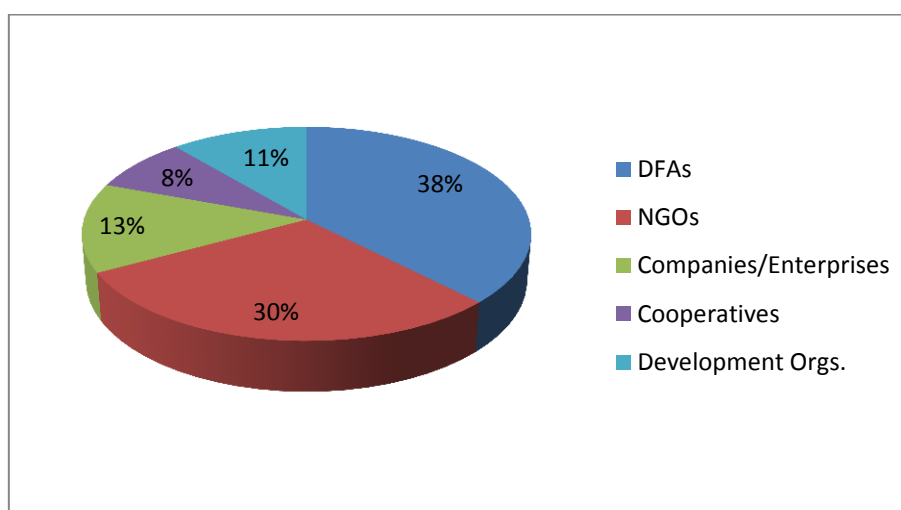
Table 2, Size of Grants by Partner Type

G4G Partner Types	Grant amount
DFAs	5,396,004,350
NGOs	4,231,319,338
Companies/Enterprises	1,930,203,807
Cooperatives	1,174,892,400
Development Orgs.	1,609,049,200
Total UGSH	14,341,469,095

The placement of each organisation can be seen in Table 2 in Annex 8. The distinction is tentative only, as the categories overlap: some DFAs are operating commercial legal units as part of their organisations, likewise some NGOs have profiles similar to development organisations, and organisations like NUCAFE - categorised as a commercial organisations also operates as an interest organisation for coffee farmers. For organisations which have a substantial part of financing from other donors, we have classified as Development Organisations, for example Canadian Physicists for Aid Relief and Hans Nueman Stiftung.

The pie diagram below shows how funding is allocated to types of IPs. The DFAs are by far the largest category comprising 19 IPs, the rationale being that the HH and FAB are close to the main focus of the farmer organisations. DFAs, however, were not among the largest recipients of G4G funding, grants were between UGSH 187,000,000 (Moyo DFA) and 423,485,150 (Masindi DFA). Most DFAs received around UGSH 250,000,000. About three quarters of the IPs also received support from aBi Value chain, in other words aBi tends to work with partners with whom a trusting working relationship has developed.

Figure 8, Allocation of Funding by Main Type of Partners



NGOs received a relatively large share of the funding, this reflects categorisation of FIDA as an NGO. FIDA was the largest recipient of G4G funding, receiving a grant of UGSH 1,157,789,929. NUCAFE received the second largest support, amounting to UGSH 723,009,500. This also reflects that FIDA and NUCAFE were the only partners that started operating in 2010, and had longer time for implementation.

Time-wise, implementation of G4G was concentrated over a relatively short period, with most activities taking place in 2011 and 2012; but, as mentioned, partners were being allowed to continue into 2014 –as illustrated below.

Year	2010	2011	2012	2013	2014	Total
UGSH	190,311,025	1,142,012,733	6,315,451,616	5,341,054,859	1,326,658,852	14,341,469,095

Overall, the evaluation finds that the programme design of aBi was very relevant – supporting a grassroots oriented approach driven by the partners, where the majority appeared to be in close contact with intended target groups. A weakness may be that interventions were relatively small and spread over a very large area and population group, so that each beneficiary received very little. The dilemma for G4G was also that the flexible approach allowed for a “trial and error at the grass roots level”, never the less the room for change was appreciated by partners and target groups. The relation between input and output will be discussed in the chapters on effectiveness and efficiency.

4.3 Relevance of Intervention Focus

Politically, the G4G is aligned with Government strategies and legislation, which seeks to address the factors demotivating women from working and investing in agriculture. The Constitution of the Republic of Uganda (1995)³⁶ underlines that, “Every person has a right to own property individually or in association with others”. The Land Act (2010)³⁷ and the Land Policy (2013)³⁸ provide for women and children’s land rights. For instance, it provides for spousal and children’s consent before disposal, mortgaging or transferring of land where the family derives sustenance. The Land Act gives legal recognition of customary authorities concerning land held

³⁶The Constitution of the Republic of Uganda, 1995.

³⁷Republic Uganda, *The Land Act, 2010*.

³⁸Republic of Uganda, *National Land Policy, 2013*.

under customary tenure. Decisions of traditional authorities must not deny women rights or access to ownership, occupation or use of land. However, contrary to the Land Act reports exist on discrimination against women in cases of ownership rights to land, with reference to custom and tradition.³⁹ At the same time, there is evidence of women not being given influence in the households and being deprived of rights to sustenance and maintenance of children. This indicates that despite the policies and legislation, problems of respecting women's human and legal rights remain serious. In the early phase of the G4G the ULA was requested to carry out a study to identify the main constraints to women's entrepreneurship in agriculture, which is in line with other studies in the field.⁴⁰

The study documents a range of problems, which contribute to limiting the economic and entrepreneurial potential of women in agriculture and business:

- Limited awareness of legal rights;
- Lack of capacity to articulate needs and requirements;
- Isolation and lack of relations to other women or colleagues;
- Fear of violence of the husband, his family and other male relatives;
- Economic dependence of the husband and fear of independence;
- Disillusion and lack of trust in possibilities to improve livelihood for the women and their children.

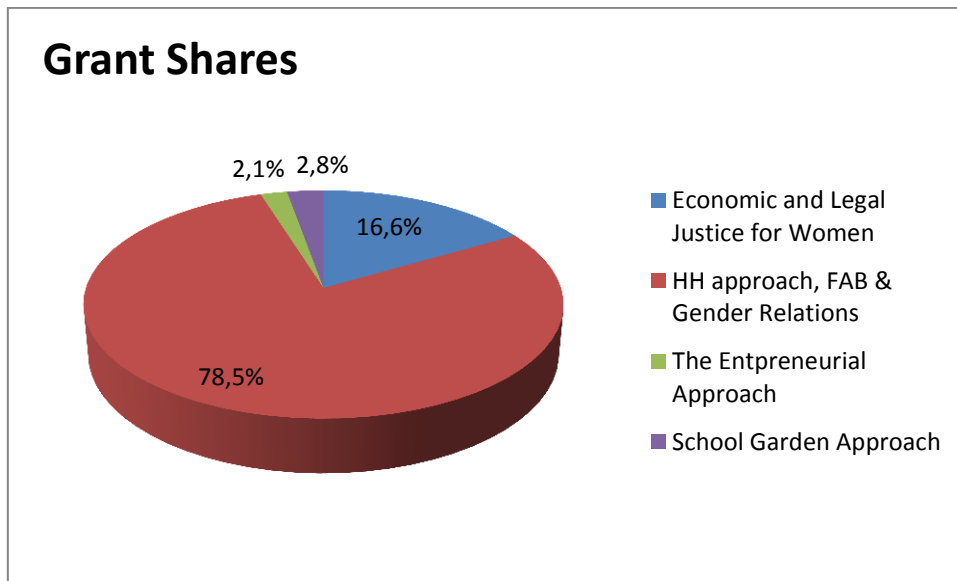
G4G set out to address these problems. As illustrated in the ToC, the programme divided efforts in four closely interrelated areas focusing on i) legal rights, ii) FAB and entrepreneurship, iii) gender relations and household management and iv) the School garden approach.

The figure below illustrates the overall allocation of funding to the different focus areas. The division does not give a fully realistic picture, because the FAB and HH approaches also worked with gender rights – although only as one of the elements in improving gender relations. Nevertheless, it is clear that G4G's main focus was on improving the women's role, gender relations and respect as producers and entrepreneurs within the HH and farming family as economic and social unit and enterprise.

³⁹Forum for Women in Democracy (FOWODE), Gender Policy Brief for Uganda's Agriculture Sector (2012)

⁴⁰ULA study

Figure 9, Funding by Type of Assistance



The intervention framework of G4G appears logical and coherent. The programme seeks to address the problems of livelihoods through partners which relate closely to the target groups, the strategy is to capacitate farmers to improve their own situation. It may have been relevant to formulate the strategy upfront; on the other hand the G4G took more of a bottom-up approach – letting the partners and target groups define the strategy.

The strategy and range of interventions seem very wide, but the rationale of increasing incomes and contributing to economic growth through fairer gender relations and more equal distribution of work in household production is rational and relevant. The focus on Value Chains also seems relevant, farmers are interested in improving the harvest and production, so links to Value Chain is a strong platform for Gender mainstreaming. Several partners praise the IP meetings in G4G where approaches and lessons learned were shared. However, the evaluation finds that cross fertilisation between the legal household and commercially oriented approach was not pursued to a large degree, despite the fact that market entry appears a key bottleneck for many farmers.

In 2011, aBi launched its Gender policy.⁴¹ The policy is brief and clear and draws from international conventions on gender rights. The policy defines key concepts in gender relations and commits aBi to promote gender equality in all its activities. aBi moreover uses a guidebook on involvement of household members in the development interventions.⁴² The guidebook is well structured and gives a precise and direct instructions on how to address gender relations at household and social level. Some of the partners talked to by the evaluation team had developed their own gender policies⁴³ and reported to be using them to guide their work. This appears to have been a requirement by the G4G. In some cases, for example in Mateete, the gender policies were approved by the Board of the institution. The evaluation found that partners were hesitant about the approach to implement the policy. Some mentioned that gender balances were important in all activities and that they tried to include a gender perspective in their work. However, several IPs expressed a need for further instructions on how to operationalise the gender policies.

⁴¹ Abi Trust, *Gender Policy Agribusiness Initiative Trust*, November 2011

⁴²aBi Trust. *Guide to involve household family members in development interventions*, Kampala 2013

⁴³ KADFA, BUDIFA, RUDFA,MBADIFA,KCFA, Mateeke SACCO are some of the Partners that had developed gender policies

The evaluation interviewed 23 managers in the district administrations. All the district officials confirmed the relevance of the G4G programme. The districts underlined that agriculture as the main livelihood is a key concern, but the districts lack resources to build the capacity and infrastructure which would help farmers. One CAO expressed the view of many officials:

“We think the project does an excellent job for the farmers, they are in charge of some of the service delivery which we should do, but we cannot deliver, because we have too few resources. We gave the Partner offices so that they can work close to the District”.

Many district officials underlined resource limitations due to the reorganization of National Agricultural Advisory Services (NAADS). In other words, the G4G was acting as a service provider, filling a gap for local governments.

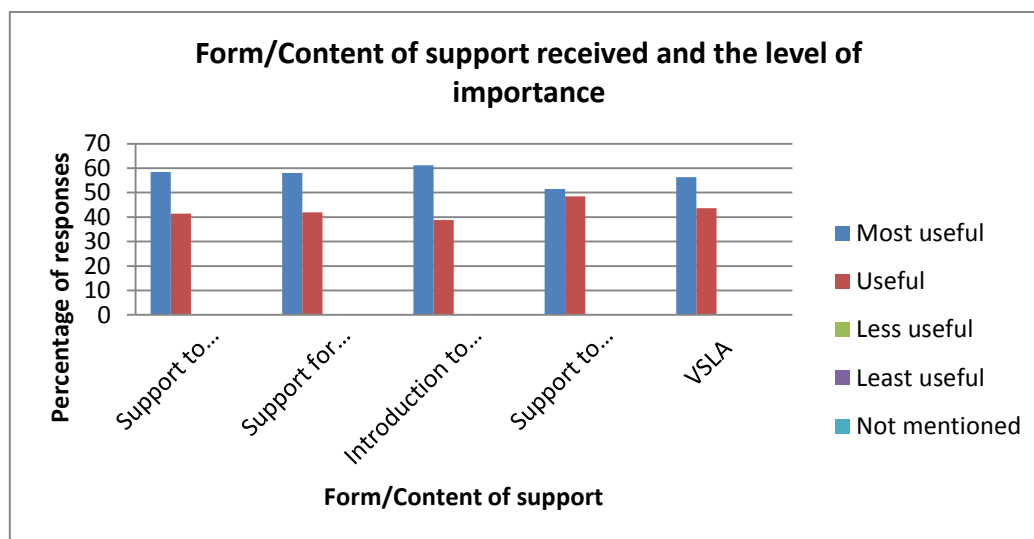
Overall, the Focus Groups and interviews confirmed the relevance of the G4G. At the outset, many women and men saw the G4G as the starting point for a better life, as one farmer puts it:

“We did not understand, that there was a better way of living. We thought our grandfathers and mothers and parents have been living in a grass thatched hut, and so should we. With MADIFA we got a vision of a better life and we started to work together to achieve this.”

The questionnaire survey asked the participants about the usefulness of the G4G approaches. The evaluation collected 382 responses which give a picture of very coherent appreciation of the G4G across the interventions. Interviewees were asked: *“Please indicate what type of assistance you received from the G4G project and state rate them in terms of usefulness.”*

Women and men have almost the same views on usefulness; although GAP scores slightly higher in the assessment by men, where Gender Relations gain a higher score from women.

Figure 10, Importance of Types of Support



In the interviews and FGDs the evaluation discussed with stakeholders and target groups the cause-effect relations between equal gender relations and improvement of the economic performance of the households. About one-third of the respondents found that gender relations were a preconditions for improvement of the family livelihood. As one women in Gulu put it: *“If your family relations are fair and you can have an informed discussion*

about the problems, then you are well on the way to addressing the problems constructively, this is your family's way to a better livelihood."

However, many participants underlined that gender relations and improved livelihoods were integrated, as one husband in Dokolo emphasized:

"We work with the relations in the family and improve the division of the work at the same time, slowly things improve – the relation between the family members and what we produce."

The questionnaire respondents were asked to give qualitative reasons as to why the support was relevant and how it made a change in their lives. The responses are summarised below. *"Working together as a household"*, received the highest score, followed by, *"Better living conditions"*. Other factors which are emphasised relate to the broad spectrum of farming livelihoods covering health, diet and also emphasising improved agricultural practices, savings and sales.

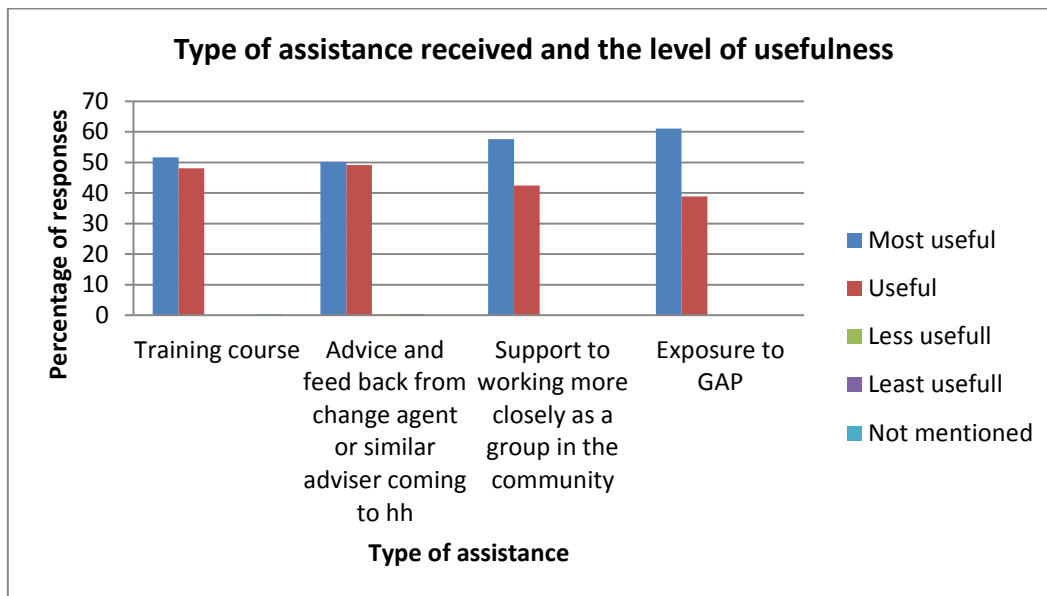
Table 3, Changes in Household Relations

Main changes in the way household relates with each other	Number of responses	Percent
Better feeding and sale of farm produce has helped reduce poverty	2	0,6
Gender trainings have enabled us understand roles as a family	2	0,6
I am now able to support my family	1	0,3
I have built a house and bought some household assets like TV, radio, solar	2	0,6
I have failed to provide for them, so the house is moody	1	0,3
There is no domestic violence now	23	7,3
There is now mutual respect for each other in the household, unlike before	12	3,8
We easily save and borrow from our VSLA	4	1,3
We have expanded our gardens and our production levels	9	2,8
We have improved on the quality of life in our household	5	1,6
We have increased our income and are able to meet our basic needs	14	4,4
We now cooperate as a family	3	0,9
We now plan and make decisions together as a family	21	6,6
We now plan together as a family	5	1,6
We now work together as a household	182	57,4
We were trained on how to treat each other and now we are more peaceful at home	30	9,5
we were trained on planting and livestock keeping	1	0,3
Total	317	100

Many respondents also expressed the view, that they got very little assistance from extension services or other organization. They highly appreciated any assistance they could get, but they found that the G4G supported activities addressed the core needs of the family of having a better livelihood. Farming was a determining factor in the lives of people in the communities visited and improvements in approaches and earnings were appreciated. Many stated that the project helped them start on good development path, along which they were able to continue.

Asked about the form of development support, the main types scored almost equally high, although GAP was again most appreciated. Many participants in FGDs emphasized that parts of the technologies used were easy to understand and apply.

Figure 11: Importance of Types of Assistance



VSLA was underlined by many FGDs as a key driver in the change process towards better agricultural practices. In some cases, VSLAs existed already; in others G4G was instrumental in establishing the circle. The VSLAs had both social and commercial purposes. Participants emphasized that they had been able to send their children to school and that they had built up resilience for situations where the household was threatened e.g. by illness or bad weather. However, VSLAs had also been very important as sources of capital for investments -- for example poultry or goats which were reared for sale.

Several partner organisations explained that when the project was announced, they received more requests for participation than they could handle. Focus groups and partners also explained how the household model was being copied by families. The G4G-targeted households were seen improving their standards of living and neighbours wanted to have the same benefits.

The constraints on the G4G approaches related to timing. Many felt that the support should have lasted longer. However, frequently the HH and FAB methods had been institutionalised with the partner and support was continuing, although at a lower level.

Some groups expressed disappointment that the support was mainly non-material. They felt that, to a larger extent, G4G ought to have given them resources such as seeds and tools. Partner representatives and officials in local government underlined that G4G was only supporting the initial step out of poverty. For agriculture to become competitive at a larger scale, investments were needed in equipment such as ploughs and tractors. As one official puts it:

“You cannot become wealthy if your only tool is the boe.”

Overall, the evaluation found that the strategic focus of the G4G was very relevant. The assistance targeted an area of high priority and deep need from the target groups. Improving agricultural production of small farmers is a key priority of Government at central and local levels. Flexibility and competition for grants was a relevant

method to impel innovation. Target groups appreciated that they were capacitated with skills to achieve better livelihoods and address economic and welfare needs of the family and household. Target groups also appreciated the closeness and accessibility of the IPs.

However, it might have increased the relevance of the programme if the strategic discussion had been taken upfront on the priority of different overall objectives, approaches and indicators for measuring improvements of performance. Clearer indicators would also have made it easier for stakeholders to monitor and adjust performance. It might also have increased relevance if cross fertilisation and joint strategic thinking across the gender, economic, farming and legal perspectives of the programme had been considered systematically inside aBi and with working partners.

5. Effectiveness of Outputs and Outcomes

In this chapter, we present the findings and examine on the effectiveness of the G4G Programme. We also analyse the degree to which the projects fed into the overall outcome and impact intended for G4G. We seek to respond to EQs 8 to 23 which analyse the approaches and results of the different partners and interventions. We also discuss the performance and achievements of the 20 different projects visited. The projects have not been analysed in detail; however, the findings from documents and fields visits are summarised in the project performance assessment table in Annex 9.

5.1 The House Hold & GAP Approach

This section seeks to answer the following Evaluation Questions:

EQ 11 To what extent has the **Household (HH) and Good Agricultural Practices (GAP)** been effective in leading to higher production, productivity and income at household level?

EQ 15 (ToR EQ 11) To what extent and how have **GAP** been institutionalized in the different Value Chains and how has GAP been effective in contributing to improved productivity, production and revenue?

This section relates to question 12 on distribution of roles and responsibilities in the Household, this question is however primarily answered in Chapter 5.6

The household (HH) approach was the core focus area of the G4G. The HH approach is based on the simple analysis that better utilisation of resources at the household level would lead to increases of production and productivity. The first step of the HH, establishing overview of resources was an eye-opener to almost all the poorest farmers in the FGDs and Survey. Many stated that they used to see the household as a place for shelter and food, but seeing it as a **production unit** was a new and important perspective.

Obtaining overview of resources was closely integrated with sensitisation on gender issues, because it meant establishing an overview of working hours, tasks, roles and responsibilities - and which party in the household contributed to which tasks. Many men in the FGDs claimed that this was the first time they understood how much their wives were working and that their contribution in terms of working hours and participation in more tasks would make a difference. In the FGDs, many men were proud to mention that they were now helping their wives with tasks as fetching water. In other words, capacity building on HH approaches to farming started with very basic resource management closely related to awareness raising on gender.

The majority of projects under G4G aimed at increasing the production, productivity, food security and earnings for poor rural households. A success criterion was to reach a large number of households so that many people would benefit. Most projects took the approach of working with one value chain and gender relations in parallel thereby improving the capacity of the household.

The G4G partners worked in all of Uganda, implying that standards of living at the outset were different. The income levels in Central Uganda was the highest, followed by the Western and Eastern regions; whereas the Northern Region had the lowest standard of living. G4G focussed on projects which had strong potential for farmers to develop out of poverty and to contribute to growth in the agricultural sector.

G4G operates in a context where the overall contribution of the agricultural sector to GDP has been declining. At the same time, however, poverty in Uganda has decreased. Persons who live below the poverty line are 6.7 million, of whom 6 million live in rural areas. The table below shows the decrease in the share of the rural population below the poverty line from more than a third to less than a quarter.

Percentage of the rural population below the poverty line

2005/06	2009/10	2012/13
34,2%	27,2%	22,8%

Poverty is concentrated in Northern Uganda. The percentage of persons below the poverty line was 74% in North-East, 35% in Mid-North, and 42% in West Nile in 2012/13. The average household income in rural areas according to the Uganda Bureau of Statistics was UGX 325,000 per month in 2012/13. This equals an average monthly income per capita at UGX 64 or USD 25⁴⁴. Inflation has been in the order of 15% since UBOS conducted the 2012/13 household survey. This means that the average rural household income in terms of purchasing power was substantially lower. The G4G worked with groups at this income level.

In the table below we present the household characteristics of the respondents to the survey by the evaluation. The table shows distinct improvements in basic standard of living for the G4G and for the Comparative Group. It is clear that the Comparative Group had a better situation from the beginning and was able to make substantial improvements. The G4G respondents - where a large group was living in the North and starting out at a lower level - were also able to see important improvements in standard of living. For example, the percentage living in houses built with burnt bricks and cement and eating three meals a day instead of one or two had increased considerably.

⁴⁴ Average household size is 5.1 in rural Uganda. July 2012 – June 2013, when the UBOS household survey was conducted the average exchange rate was 1 USD = 2.55 UGX. Note that subsistence (e.g. consumption of crops produced by the household itself) is included in the income figures.

Table 4, Characteristics of Survey Households

Household Characteristics of G4G Survey respondents				
	G4G Target Groups		Comparative Group	
	Before G4G	After G4G	Before Project	After Project
	YES	YES	YES	YES
<i>Type of wall</i>				
Unburnt bricks and mud	87 (23,5)	77 (20,9)	5 (15,2)	0 (0)
Unburnt bricks and cement	29 (7,8)	32 (8,7)	3 (9,1)	5 (15,2)
Burnt bricks and cement	113 (30,5)	179 (48,6)	7 (21,2)	20 (60,6)
Pole and mud	142 (38,3)	80 (21,7)	18 (54,5)	8 (24,2)
<i>Type of roof</i>				
Grass	146 (38,8)	94 (24,9)	7 (22,6)	0 (0)
Ordinary silver iron sheets	221 (58,8)	262 (69,5)	23 (74,2)	30 (90,9)
Colored iron sheets	9 (2,4)	21 (5,6)	1 (3,2)	3 (9,1)
<i>Type of floor</i>				
Tiles	0 (0)	3 (0,8)	0 (0)	1 (3,0)
Cement	88 (23,5)	155 (41,0)	7 (21,2)	20 (60,6)
Ramed earth	287 (76,5)	220 (58,2)	26 (78,8)	12 (36,4)
<i>Source of lighting</i>				
Electricity	15 (4,0)	25 (6,6)	1 (3,0)	2 (6,1)
Solar	30 (7,9)	96 (25,5)	4 (12,1)	10 (30,3)
Paraffin	331 (87,6)	249 (66,2)	28 (84,8)	20 (60,6)
Lighting stick	2 (0,5)	6 (1,6)	0 (0)	1 (3,0)
<i>Number of meals eaten per day</i>				
One meal	18 (4,8)	5 (1,4)	2 (6,1)	0 (0)
Two meals	195 (51,9)	135 (36,0)	12 (36,4)	4 (12,1)
Three meals	154 (41,0)	213 (56,8)	15 (45,5)	25 (75,8)
Four meals	9 (2,4)	22 (5,9)	4 (12,1)	4 (12,1)

Below we summarize changes in another important welfare indicator for the households, illustrating the kitchen and toilet facilities of the households. It is clear that improvements were achieved for the G4G groups, where more now have access to pit latrine and more have managed to establish a separate kitchen. On these parameters there are no changes in the comparative group, where the majority had these amenities before the start of the project intervention.

Table 5, Kitchen & Toilet Facilities of Survey Respondents

Household Characteristics of G4G Survey respondents								
	G4G Target Groups				Comparative Group			
	Before G4G		After G4G		Before Project		After Project	
	YES	NO	YES	NO	YES	NO	YES	NO
Access to pit latrine	374 (98,4)	6 (1,6)	377 (99,5)	2 (0,5)	33 (100)	0 (0)	3 (100)	0 (0)
Separate kitchen	335 (88,9)	42 (11,1)	364 (3,4)	13 (3,4)	32 (97,0)	1 (3,0)	32 (97,0)	1 (3,0)

Projects using the HH approach worked with groups in the community who cooperated on introduction of improved farming methods and better gender relations. Groups were of a size of around 20 farmers, and most were heterogeneous and included farmers – who were further ahead than others and who demonstrated more advanced use of GAP. In most cases, the groups existed at the start of the project, but in some cases, for example the YSA projects in Gulu and Dokolo, the project helped initiating the groups.

Most projects used a “**cascading**” approach, where Change Agents or Key Farmer Trainers were trained by the IP, and once s/he mastered knowledge and competences of GAP and gender relations she or he trained targeted farmers; and the farmers helped each other in applying the new skills. The Change Agent generally worked as a resource person to the groups helping them with technical issues and as mediator in family conflicts.

Reporting shows that Implementing Partners generally reached the high numbers of farmers– and this was set as a key objective by G4G. Often IPs reached a higher number of target groups than planned –For example Mukono District Farmers Association (MUDFA) and Masindi District Farmers Association (MADIFA) reached 3,982 and 6,782 farmers respectively.⁴⁵ The report explains why targets – in rare cases - were not reached, for example due to problems in the market or weather conditions.

Only two of the projects examined by the evaluation showed serious problems reaching the target. A project by Action for Community Development (ACOD) in Lira in the Soy Bean value chain showed very weak results, as the challenges of growing soy bean had been underestimated and the prices offered in the market had been overestimated.⁴⁶ Reporting and Monitoring and Evaluation of the G4G projects generally show that Implementing Partners were very effective in reaching objectives. Target groups were reached and many applied the new practices, selected project reports assessed show that improved farming also led to increases in production and productivity. Some IP reports and the FGDs show that most groups encompass households, which have problems applying the GAP methods. The reason is that these household had a range of poverty related problems (starvation, conflicts, violence and/or alcohol) constraining them from being able to adopt the better agricultural methods approaches.

⁴⁵ Performance summary to aBi from Mukono District farmers Association (MUDFA), 2012, & Sandra Nassali, MUDFA Newsletter, Volume 1, *Mainstreaming Gender in Maize Value Chain*, October 2012, & Masindi District farmers Association (MADIFA), *Completion Report Format*, 1. February 2014

⁴⁶ Fredrick Nabbimba – EDO, Pamela Tumwikirize – M&E Officer, Joshua Mandre – Risk and Compliance Manager Project Evaluation Report Action for Community Development (ACOD), Dokolo, Uganda, “*Increasing Competitiveness of Youth in Soybean production in Northern Uganda*” Evaluation Team; 10 - 11 June 2014

5.1.1 Comparison of Project Performance

As mentioned, the main focus of the evaluation has been on analysing the overall effectiveness of G4G, seeing the project interventions as separate components feeding into the overall objectives. However, aBi requested the evaluation to do a “snap shot” comparison of objectives, indicators and actual achievements. The evaluation therefore prepared a comparison of objectives and key performance or output indicators for seven randomly selected projects. The comparison is based on project summaries, project completion reports, FGDs and interviews. The comparison illustrates that the G4G projects, in some cases, changed strategic focus during implementation. For example, ACOD appears to have put more energy into cooperation with microfinance and marketing organisations than what was originally envisaged. On the one hand, this makes it more difficult to compare results with the original project intervention framework; at the same time, however, this illustrates an advantage of the G4G that the programme delegated responsibility to the partners to change during implementation, to achieve what they saw as optimal results.

The project comparison is enclosed overleaf.

Table 6, Comparison of Project Objectives, Indicators and Actuals

IP	ACOD Planned	ACOD Actuals	RUDFA Planned	RUDFA Actuals	KADIFA Planned	KADIFA Actuals	MBADFA Actuals	MBADIFA Planned	KDFA Planned	KDFA Actuals	NUCAFE Planned	NUCAFE Actual	MADFA Planned	MADFA Actuals
Overall Objective	Increase agricultural competitiveness & production livelihoods for youth farmers	Objective achieved	Improve livelihood of men, women and youth who are involved in coffee production in Rukungiri District	Objective achieved. High levels of appreciation of gender issues at the HH level	Improve livelihood of men, women and youths who are engaged in coffee production in Kasese District	Increased male and females working relations transforming into increased coffee production 60% of the total households (2451 households)	Achieved 52 % Average increase in yield acreage increased from 0.3 to 0.8acres. Average income increased from shs 320,000/- to shs 531,160/- per season	Members of MBADIFA (men, women, and youth) fully involved in all stages of the bean value chain.	Promote fairer gender relations among pineapple farmers & producers for improved livelihoods.	Objective partly achieved.	Improve livelihoods of women, men and the youths coffee farmers through enhanced productivity, quality and profitability of coffee.	Available information not sufficient to comment on this.	Member households have improved their livelihood through improved maize crop productivity and incomes	Objective achieved: Improve incomes leading to improved livelihoods
Performance Indicator 1.	2500 youth organized & trained in commercial soybean farming	3500 supported in farming, 1500 applying new techniques	1600 households (3500 farmers) households with knowledge and skills in fairer gender relations in coffee enterprise	3,500 farmers; 1600 men, 1600 women and 100 female youth, 200 male youth farmers) with skills in handling gender	1000 male, 1000 female, 500 youth equipped with skills in handling gender issues	4005 households in 80 equipped with knowledge and skills of handling gender issues .	6400 MBADIFA members (women, men and children) aware of gender issues in production	4631 households/145 57 people (4506 adult males, 8172 adult females, 732 male youth and 1147 female youth) trained	10800 farmers trained in gender, financial services& management, entrepreneurship and marketing.	6448 households trained in how to implement joint plans, sharing of responsibilities & benefits, domestic violence and VSLAs.	3700 households reached.	5786 reached on understanding gender issues and their impact.	20,000 target beneficiaries(80 00male and 8000female farmers/4000 youth) reached	Total numbers of target beneficiaries not coming out clearly from the end of project reports.
Performance Indicator 2.	Yield increase from 300 to 500 kg/acre	Yield increase from	50% of participating women reporting improved benefits from coffee enterprise	Increased numbers of women and men farmers with knowledge about gender issues and	Reduced Gender Based Violence by 50%	Reduced domestic violence by at least 50%	6400 MBADIFA members trained in gender responsive agronomic methods	No specific outputs mentioned in this respect	5,400 households equipped with skills to handle gender issues.	This number is part of the 6448 households but the actual number trained in gender issues cannot be easily desegregated.	3500 households with joint plans.	Training in Joint planning and decision making conducted for 1062 households..	Increased productivity of maize enterprise from 12 – 20 bags of maize per acre by the end of the project period	The productivity of maize increased from 12 bags (1400kgs) to 16 (1920kgs) bags. improvement of 33%
Performance Indicator 3.	Price Increase for soy beans	Price increase from 300 to 1000 UGSH per kg through negotiations	A gender policy for the association developed	A gender policy developed Gender being fully mainstreamed	A gender policy developed	A gender policy for the association developed Gender committees formed and trained	36 staff and board equipped with knowledge and skills in gender analysis and planning	MBADIF Leaders and staff have knowledge and skills in planning, implementing and monitoring gender sensitive activities	2700 households develop joint household plans.	Data not readily available.	3500 households trained in business development services and entrepreneurship.		Increased incomes from maize from the participating households by 46%	33% increase in income from the maize enterprise.
Performance Indicator 4.	30 VSLAs established	Achieved with saving of UGSH 180,000,000	40 RUDFA Staff and Board members trained in gender	quality VSLAs services and 75% of VSLA beneficiaries participating in savings and credit). 50% VSLA leaders are women	100 farmers trained in entrepreneurship development (50% women)	80% of households operate coffee as a family business. 281 (117 females and 164 males) started new businesses. 98 youth started new businesses.	Capacity of 248 farmers (93males, 12 females, 9 male youth, 18 female youth in entrepreneurship 87 women entrepreneurs started new businesses	100 farmers trained in entrepreneurship (50% women and 10% youth)	180 VSLAs mobilised and strengthened.	Superseded the target by 6 VSLAs. Of the 186, 73 VSLAs have completed the first cycle of saving.	Household coffee productivity increased from 10% to 20%.	Insufficient Information	Reduced domestic violence among participating households by the end of the 3 year project period	57% of the households reached reported joint planning and decision making by household members.
	Effective in negotiating good prices and in savings. Adoption of new techniques is mixed		Effective in improving gender relations and VSLA. Increased production and productivity in coffee remains a challenge		Impressive gender integration in coffee value chain and improvements in farming as a business		Impressive improvements in livelihood due to increased production and productivity in beans value chain.		Very successful in VSLA. Limited documentation of outputs		Impressive improvements in coffee production by members but week implementation of the household approach and gender relations		Impressive and realistic outputs.	

The evaluation finds that the projects generally show commitment to accountability and reporting. The comparison, moreover, shows that the projects generally achieved the performance objectives and indicators set. The evaluation has made a general assessment of the projects visited based on project documents and field visits, which is summarised in Annex 9.

5.1.2 Application of GAP

The questionnaire survey covering 19 of the implementing partners working with the HH approach confirm the positive results of the G4G projects. 272 respondents (of whom 66% were heads of the households and 34% spouses) responded that the assistance under G4G had made them to change farming methods. 71.2% responded that application of GAP had enabled them to increase productivity.

In the table below we illustrate how GAPs had been applied by the G4G target groups. Respondents were asked to indicate the GAPs which they were now using as a result of G4G, and indicated all types of GAPs which they had applied (multiple responses).

Table 7, Frequency of Application of GAP

Good Agricultural practices applied by G4G Households		
GAPS	G4G target group	
	YES	NO
Row planting/plant spacing	345 (98,3)	6 (1,7)
Nursery bed transplanting	212 (81,2)	48 (18,8)
Early planting	323 (94,4)	19 (5,6)
Early weeding	311 (94,0)	20 (6,0)
Mulching	268 (91,2)	26 (8,8)
Soil and water conservation	276 (91,4)	26 (8,6)
Irrigation	210 (82,0)	46 (18,0)
Improved varieties of seeds	288 (92,0)	25 (8,0)
Pruning	249 (89,6)	29 (10,4)
Crop rotation	250 (87,4)	36 (12,6)
Improved post-harvest handling	295 (94,6)	17 (5,4)
Fertilizer	271 (93,4)	19 (6,6)
(Percentages are in brackets)		

The table confirms the findings from the FGDs and interviews. The application of GAPs varies across regions and within the different groups. In Northern Uganda where, for example, YSA is working with women who are ex-combatants who have only recently been able to get access to land, these target groups are starting to apply GAPs slowly.

Farmers appreciate the GAPs, particularly the most basic advice of planting in rows, early planting and weeding, which many underline has led to increases in productivity. These GAPs were particularly important for farmers working with beans and maize in the North. Pruning was mainly applied by coffee farmers but also by farmers who had been inspired by farm talk to plant pine or eucalyptus trees.

The farms visited demonstrated that water harvesting was becoming important. Many households had built or installed simple water tanks using bricks or steel barrels. Farmers visited also explained that when they had access

to manure, it was used as fertilizer. The FGDs and the survey showed that it was effective to work with existing resources, because it enabled application of new practices and sustainability.

GAPs which had been applied to a lesser degree were those which would acquire additional resources, for example transplanting from a nursery bed. Farmers were aware of the importance of quality seeds, but could not always get hold of these seeds.

One group member expressed her satisfaction in a way which demonstrates the sentiments of the FGDs:

“We have not got much education and training, we are not people who can go to an adviser and ask for help. But in this project MADIFA made us understand that we can harvest more just by planting in rows and weed early, when it is still easy”.

The evaluation sought evidence on how the HH approach had affected the production of the farmers, as illustrated in the table below, the great majority of farmers found that GAPs and cooperation in the family had enabled them to increase production.

Table 8, GAP relation to Increase of Crops

Whether application of GAPs and household cooperation has enabled the household to increase the volume of the main crop produced?			
Group of respondents		No.	Percent
G4G Target Groups	Yes	328	85,9
	No	45	14,1
	Tot	373	100
Comparative Groups	Yes	32	97,0
	No	1	3,0
	Tot	33	100

The table shows that farmers found GAPs and the HH approach effective in enabling them increased production, It should be noted that the two comparative groups had received several years of training in the coffee and maize value chain respectively. The comparative group in Katuuka had received training in GAPs in the coffee value chain for a number of years, while the farmers in Isingiro had received training from a Government-funded programme and were selling maize to the World Food Programme.

The evaluation sought evidence on how much farmers had been able to increase production, and the responses are illustrated in the table below . The survey requested the farmers for the annual increase in production of the main crop in kg or bags for the years 2010 to 2014. The evaluation calculated the average increases by each year.

Table 9, Average Production Increases and Relation to Crop

Average production Increases of the main Crop as a result of GAP					
Group of Respondents	Year	No.	Minimum Increase in kg	Maximum Increase in kg	Average Increase in kgs.
G4G target group	2010	79	100	5,000	855
	2011	95	50	7,000	1,166
	2012	137	50	15,000	1,396
	2013	290	50	35,000	1,409
	2014	319	50	50,000	1,555
Comparative group	2010	3	200	3,000	1,167
	2011	4	200	5,000	1,463
	2012	12	300	15,000	3,142
	2013	24	250	20,000	2,258
	2014	23	200	25,000	3,456

The survey demonstrates that the GAP enabled substantial increases in production for G4G and the Comparative Group (which had also received training on GAP). The groups in Katuuka and Isingiro, however, started at higher levels of production than the G4G targeted groups, which demonstrated a potential to strengthen production from a low level. The increases for the G4G group were substantial both in terms of number of farms able to increase harvest and the average kg increases managed ⁴⁷.

In the FGDs, participants were asked how the project had affected their lives, and the great majority of participants confided that their project had contributed to improve their standard of living.

The FGDs demonstrated that the improvements in standard of living achieved were very basic for many families. Due to drought, 2013 was a bad year. However, many participants in the FGDs mentioned that the membership of a VLSA or cooperating in a group had ensured food security and avoiding starvation. Water harvesting, according to many heads of households, meant that the effect of climate changes such as storms and drought were less severe.

Although this was not an objective spelled out in the G4G project documentation, many farmers in the FGDs and the survey mentioned resilience and food security as major results of the participation in the G4G. These families were helped to take the first step out of poverty.

At the same time, farmers showed substantial potential to develop. One farm in Eastern Uganda used the practice of producing gas for the household from cow manure and many farmers said they would have liked to apply this technology.

In most of the FGDs, participants would mention the fact that they were able to buy basic necessities such as salt, cooking oil, paraffin for lighting and soap as a benefit of the project. In most FGDs, members also

⁴⁷2013 was a low production year for most farmers due to weather conditions.

underlined that the incomes from improved farming had enabled them to buy basic things to make life comfortable, kitchen utensils and mattresses were mentioned as goods people would buy from improved income or savings. In the FGDs, women also mentioned that they had been able to buy clothes and felt healthier and more beautiful.

It was explained further that working together helped families to overcome new challenges. For example, in Mukono, members of the District Farmers Association mentioned that in 2013, there was drought. However, the farmers were able to overcome the challenges due to the training. They were able to arrange for watering of their vegetables and continued to have some for their families and to sell at good prices.

5.1.3 Access to Land

Access to land was discussed at many FGDs. Land was seen as a main indicator of wealth irrespective of whether it was cultivated or not, and one District Officer claimed, *“Access to land has never and will never be a constraining factor in agriculture in Uganda, the land is there and if it is cultivated it can feed a family, if the family works hard the land may be able to feed a family.”*

In the FGD in Mayuge, five women claimed that they had been fooled into selling their land to a sugar company, tempted by a high cash price. These women now had difficulty in maintaining a livelihood and getting access to land. Fida underlined that the main cause of conflicts between family members was access and ownership of land.

Most participants in the FGDs and the survey indicated that they had very small farms of one to three acres, but in some groups a few farmers had substantially more land, with 10 acres being the maximum of land held by a participant in an FGD. The evaluation as part of the survey examined whether households had been able to increase the acreage of land they were cultivating as an important indicator. The responses are summarised in the table below.

Table 10, Project and Increase of Land Sizes

Whether the size of land cultivated increased in size related to the project			
Group of respondents		No.	Percent
G4G target group	Yes	106	28,7
	No	263	71,3
	Tot	369	100
Comparative Group	Yes	9	27,3
	No	24	72,7
	Tot	33	100

The responses show that G4G was effective in supporting the farmers to expand production, One-third of the farmers were able to acquire more land, despite their initial status as smallholders. The survey also asked the farmers to estimate how much increase they had been able to achieve on the size of the land during the project period. The responses are illustrated in the table below.

Table 11, Average Increases of Land Sizes

Average increase in the size of land						
Group of respondent	Year	N	Minimum (Acreage)	Maximum (Acreage)	Average (Acreage)	Std. Deviation
G4G target group	2010	55	0,25	12	1,7	1,8
	2011	60	0,4	12	1,8	1,9
	2012	75	0,5	12	1,9	1,8
	2013	89	0,5	12	2,1	2,0
	2014	99	0,5	15	2,5	2,3
Comparative group	2010	4	2	10	5	3,5
	2011	3	4	13	7	5,2
	2012	4	1,5	15	6,9	5,8
	2013	3	5	20	10,7	8,1
	2014	5	3	32	10,8	12,0

The responses show that all farmers were able to increase the size of their land. The G4G farmers started out with small plots and were able to make some increases. However, for many households this was an important step out of the low level of subsistence farming. The survey asked the respondents to explain why or what had

enabled them to increase the size of land. The 29 responses all underlined that the farming was now yielding income and the farmers wanted to expand production.

In some cases, farmers were renting the land on which they were living. An example of this was Irene Atugonza, a 19-year-old woman with two children whose husband had left her. Irene was living on income raised from growing maize on two acres of rented land. Irene used two salaried employees to help her and had benefitted from MADIFA support to her women’s group, Kyererezi Women’s Group.

The FGDs and the survey showed that many of the participants in the G4G project and also in the aBi projects of the comparative group had been able to cultivate more land. This was particularly clear from the groups growing coffee, which may imply that coffee had been more lucrative in the market. Overall, the increases in land indicate that G4G was able to improve the economy of the targeted farms.

5.1.4 Sales

The FGDs and the survey examined whether the G4G and application of HH approaches had enabled farmers to sell more. FGDs and the survey confirmed that sales had increased. In the table below, we summarise the responses from the survey. Forty-four (44.1) per cent of the G4G farming households stated that they had been able to sell more. This was less than the comparative group, but it was a very substantial improvement in the time span.

Table 12, Ability of Households to Sell More

Whether household has been selling more of its production due to G4G			
group of respondent		No.	Percent
G4G target group	Yes	139	44,1
	No	176	55,9
	Tot	315	100
Comparative group	Yes	9	29,0
	No	22	71,0
	Tot	31	100

The survey asked heads of households to give reasons why they had been able to sell more, giving them the options shown in Table below. Bulking of products was perceived to be the main reason for increases in sales. Higher quality of produce and greater volume were also important.

Table 13, Reasons for Household Increases of Sales

Reasons why household is able to sell more of the production				
Reason	G4G target group		Comparative group	
	YES	NO	YES	NO
Bulking of products	226 (89,7)	26 (10,3)	27 (81,8)	6 (18,8)
Better links to traders	69 (28,4)	174 (71,6)	9 (30,0)	21 (70,0)
High quality of products	112 (40,9)	162 (59,2)	5 (19,2)	21 (80,7)
Higher volume of production	94 (35,6)	170 (64,4)	4 (16,0)	21 (84,0)
(Percentages in brackets),				

Discussions in FGDs and interviews underlined that the G4G projects had been effective in supporting farmers to increase sales. In FGDs, the majority of both male and female farmers underlined that increases in production and better quality had resulted in increases in sales, although relations to traders still implied difficulties.

The respondents who did not sell more were also asked to give reasons. The most frequent answer – given by 21 (60%) of the 31 respondents was that the farm was producing for home consumption. In other words this segment of the target groups of the G4G had not yet gone beyond subsistence farming.

5.1.5 Increases in Prices

The aim of the HH approach was also to assist the farmers in getting better revenue through better prices. The evaluation therefore asked the survey respondents to give information on prices for their main produce and the responses are summarised in the table below.

Whether household has been able to sell the main crop at better prices			
Group of respondents		Number of respondents	Percent
G4G target group	Yes	148	43,1
	No	195	56,9
	Tot	343	100
Comparative group	Yes	9	29,0
	No	22	71,0
	Tot	31	100

A large percentage of the G4G targeted farmers had been able to obtain better prices for their main crop. This was one of the parameters where the G4G target group was performing better than the comparative group. The explanation, according to the survey and FGDs, was that the G4G farmers were improving from a relatively low level in relation to the comparative groups in Isingiro and Katuuka.

The survey asked the respondents to give reasons for the better prices. The responses saw higher quality of products as the most important reason, which indicated that the G4G had been effective in developing the capacity of the farmers to cooperate as a family and use better farming methods.

Table 14, Reason for Increase of Price of Main Crop

Reasons for increase in price of the main crop				
Reason	G4G target group		Comparative group	
	YES	NO	YES	NO
Bulking of products	83 (32,2)	175 (67,8)	5 (19,2)	21 (80,7)
Better links to traders	75 (30,0)	175 (70,0)	4 (16,)	21 (84,0)
High quality of products	104 (38,1)	169 (61,9)	5 (19,2)	21 (80,7)
Higher volume of production	88 (33,8)	172 (66,2)	1 (4,8)	20 (95,2)
(Percentages in brackets)				

In the FGDs, women and men explained that they had been able to increase sales because they had better food security and basic costs such as housing, school dues and clothing were covered. One female head of household in Lira explained:

“We have always been poor, the idea that the farm is also a business is new to us. It is a step forward. Now we have a surplus that we can sell and make money. The situation has improved a lot for us.”

5.1.6 Incomes

Participants in the FGDs – with few exceptions – were clear in the assessment that the G4G had enabled farmers to increase incomes. In the table below we illustrate the number of farmers who stated that their income had increased as a result of the project, showing that the more than one third of the G4G farmers stated to have income increases.

Table 15, Project effect on Household Incomes

Whether the project has affected income/revenue of the household			
Group of respondents		No.	Percent
G4G target group	Yes	115	36,1
	No	204	63,9
	Tot	319	100
Comparative group	Yes	10	30,3
	No	23	69,7
	Tot	33	100

The evaluation sought to determine the actual increase of the incomes of the households. However, farmers were often reluctant to give this information. Income generally is an area where farmers show discretion. In the survey, some heads of households were unwilling to give information about incomes, but the respondents who gave this information were enough to demonstrate that the G4G interventions had enabled the farmers to improve the household income. The responses are illustrated below.

Table 16, Estimate of Income Increases 2010-14

Best estimate of how income of the household has changed over the years					
group of respondent	Year	No.	Minimum (Income)	Maximum (Income)	Average (Income)
G4G target group	2010	23	20,000	5,000,000	699,765
	2011	28	30,000	5,000,000	826,964
	2012	40	50,000	6,000,000	949,875
	2013	52	120,000	6,000,000	1,255,789
	2014	69	150,000	8,000,000	1,498,652
Comparative group	2010	2	960,000	1,000,000	980,000
	2011	2	145,000	1,400,000	772,500
	2012	4	1,400,000	5,500,000	3,203,750
	2013	5	300,000	4,469,000	2,205,800
	2014	9	380,000	5,090,000	2,135,556

For the participants in G4G projects, the income at project start was at a lower level than for the Comparative Group, but the increases were relatively larger. Increases were spread over most of the projects, although Soy Bean project for Mayuge District Farmers Association and the Groundnut project for YSA in Gulu showed substantial increases for a good part of the respondents (100 % in Mayuge and 50% in Gulu).

5.1.7 Use of Incomes

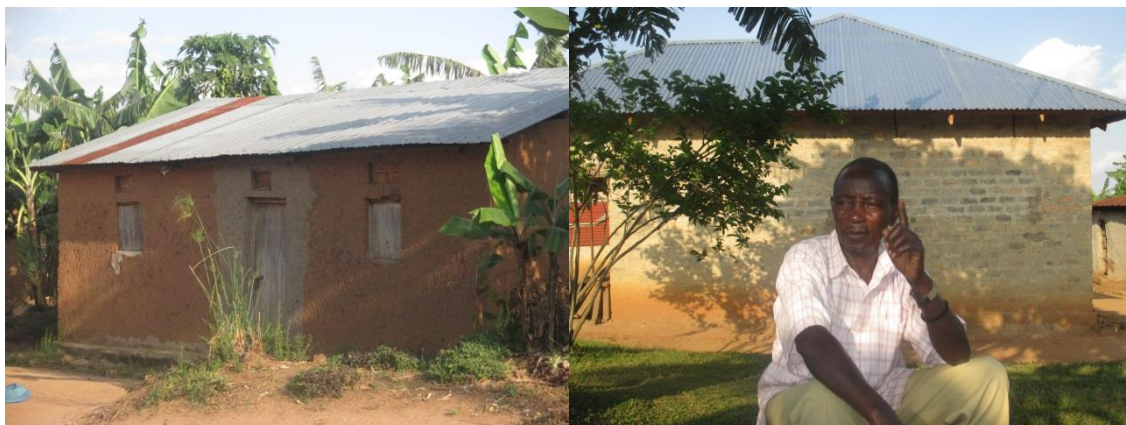
In the FGDs it was discussed how farmers had made use of increases in earnings. Most participants first talked about the convenience goods mentioned above. Secondly, target groups would mention investments in school fees for children.

School fees – in the survey and FGD appeared to be the highest priority when incomes increased. Often people in the FGDs explained that the economy of the family had improved was by underlining: *“We are now able to pay school fees and send our children to school.”* Sending children to school was mentioned more frequently by women than men – as an indicator of welfare, but men also emphasized this factor. One district official questioned whether the ability to send children to school was a relevant welfare indicator because Government’s Education for All made free education available for all citizens. However, FGDs indicated that sending children to school was important because it demonstrated that the family was wealthy enough to spare the labour of the children. Many parents also emphasised that they were able to send children to better schools. Many participants in FGDs underlined that educating children was an effort to enable them to develop out of poverty. As one woman in Bukedia put it: *“We are poor and illiterate, but now are investing our resources to educate our children, so that they can have a better future than what we were able to acquire”.*

Building a house with bricks and roofing with corrugated iron sheets appeared to be the goal of very many farmers, although many – especially in Northern Uganda -- underlined the advantages and durability of wood and mud houses with a thatched roof.

A good example of housing improvement was in Mitoma (formerly under BUDFA) where one man mentioned that he used to waste a lot of time drinking alcohol and when Bushenyi District Farmers Association (BUDFA) trained them about working together as a family, he started working with his wife to look after their coffee and

bananas and was able to earn enough money to build a new house. The picture below shows the old house and the new house which is still under construction.



A few heads of households had invested in motorcycles, which were used for transport more generally but also for taking goods to the market. Solar panels were another convenience which households liked to have. In the G4G projects in the North, one out of ten farmers had invested in solar panels; in the Eastern districts, about 50% of the farmers had purchased solar panels as a source of light. In the Central and Western districts, a few farmers were connecting to the national electricity grid – in close cooperation with the district authorities.

The group discussions showed that as the next step households would start considering making investments to expand their farming activities. As discussed, land was seen as a safe and valuable investment.

Women in particular pointed to poultry as a constructive and low-cost way of expanding the farming business, as poultry does not require additional land. Many women also mentioned goat rearing and piggery as the expansive measures of their farming. In Mbarara, as in many other places, women would use additional income to rear goats.

In some of the groups interviewed, farmers had been relatively successful for a number of years. This appeared to be the case for the Women's Sunflower group in Bukedea. Here, some women had been able to buy additional land but several members of the group had invested in oxen, which was relevant because the project had invested in ploughs. This again resulted in more effective cultivation and enabled group members to cultivate more land.

Despite the appreciation of the improvements in incomes and standard of living expressed by most participants in FGDs and survey, participants also mentioned negative aspects of the G4G projects and their effect.

The criticism raised most frequently in the FGDs was that the time for the project was too short. Both women and men underlined that cultural tradition in particular took a very long time to change and transforming gender habits in rural households took more than two years.

Although all participants in FGDs appreciated the training and sensitisation carried out by change agents, some raised the question why the project had not delivered tangible goods such as seeds or agricultural machinery. However, there was general understanding of the need to build capacity as a basis for improving productivity and incomes in agriculture.

In some FGDs, participants expressed concern about the sluggishness which they felt characterised the development of their households and situation of their lives. Lonely mothers especially often appeared to be in a

problematic situation – facing the difficulty of having to raise children and farming at the same time. Male farmers in the Gulu area complained that new farming practices were difficult to understand, and said they felt the North was often not given priority by the people in charge in Kampala.

Many farmers expressed strong desire for faster development. Several FGDs discussed the fact that tools were a very limiting factor in agricultural productivity. As one old farmer said, *You will never become wealthy if your only tool is the hoe.*”

The general picture from the majority of informants was that the G4G projects had led to men contributing more working hours to the farming households – thereby improving the economy of the family. Both FGDs and interviews and the survey questionnaire underlined that a more equal distribution of work was decisive for increasing the productivity at the farm and moving out of poverty. If one woman was the only labourer in the household, the family and dependents were likely to remain poor. The FGDs testified that although improvements had been achieved through the G4G, gender relations in many families remained unequal. One assertive female participant in an FGD with one group, Peoples Knowledge Women Initiative (PKWI) in Bukedea testified: *“After the field work the women have to take care of the children, clean the compound, collect firewood, fetch water and cook, but men, they have a right to rest”.*

Overall, the evaluation found that almost all G4G projects were very effective in delivering the outputs, which they promised. These outputs contributed to a general and substantial improvement of the welfare and economy of the targeted households. The G4G contributed to better wellbeing and satisfactory conditions of living because both women and men were more satisfied in a family with better gender relations and fruitful communication and cooperation. The evidence analysed shows that incomes increased both for the G4G and for the comparative group households. G4G was effective in the sense that it was able to improve the standard of living for people who started at a very low level – such as female ex-combatants in Gulu and single female heads of households in Mayuge.

5.2 Value Chains

This section seeks to answer the following Evaluation Questions:

EQ 15 (ToR EQ 11) To what extent and how have **GAP** been institutionalized in the different **Value Chains** and how has GAP been effective in contributing to improved productivity, production and revenue?

This section relates to question 12 on distribution of roles and responsibilities in the Household, this question is however primarily answered in Chapter 5.6

Most of the households visited and participating in the FGDs explained that they grow several crops. This is used as security measure so that if one crop fails the family may rely on the other crop.

The most common crops are maize, cassava and beans, which are grown by most of the female farmers. In addition, many grow sweet potatoes and matoke. Crops which are grown with a high frequency include groundnuts, soy beans, sorghum, sunflower, coffee and vegetables such as tomatoes, onion, cabbage, and fruits such as oranges and mangoes.

Food security also depends on papaya; many men and women in the North, East and Central districts said that papaya were an important part of their diet. They explained that many communities had “village papaya trees which were planted by clan members in the past and communities were now benefitting.

The division of roles and responsibilities for most households visited was originally very similar to the description provided in the Assessment Report on G4G from June 2012⁴⁸. Maize, beans and matoke used to be food crops and they would mainly be controlled by the women in the family. Coffee and soy beans would to a larger extent be managed and controlled by men.

Most FGDs underlined that men would normally do the clearing of land, as this work is too tough for women. Sowing, weeding and caring for the garden used to be the women's task. However, as a result of the G4G projects, this work shared by the men and women in the households.

However, the value chain process after the harvest starts ripening is a subject of much discussion and has been the core of many conflicts. In some cases men – without the knowledge of the family - have sold the harvest even before it ripens. In poor and conflict-ridden households, the family members would take the harvest to the market – but often not gaining substantial income because trading had to take place clandestinely. Some FGDs discussed whether this would be an act of stealing; and some argued that since women and children have been working in the field, they should also have access to part of the proceeds.

These problems have been addressed by the G4G and participants in the FGDs and survey underlined that a step to increase household production and productivity was that all family members were so far aware of the resources and how they may influence the value of the production of the household. Systematic planning, transparent and controlled production at the farm was a result which the G4G had brought about in the lives of the majority of the farmers.

Keeping control of stock was a step which had been an eye-opener for many participants in the programme. One female farmer in Bukedea explained how the household used to bake too much bread, throw it away and then starve shortly after. The women explained that planning the use of household resources was a small but decisive step. Other interviewees explained how they had gradually become aware of the need to keep record and monitor changes in production. Some farmers explained how they had become aware that proper labelling could be decisive in selling a product.

Transport is an important constraining factor for many households, as one District Agricultural Officer explained: “*The agricultural market in Uganda cannot and should not continue to be determined by what a woman can carry on her head.*” The solution to get products to the market is often that the project group or VSLA group join forces in negotiating with a trader about procurement of the harvest. Prices are generally better when a larger volume is sold. In two cases, the groups had rented a truck to take products to the market.

Quality of the product is a determining factor for sale, and farmers – partly due to the G4G -- are aware of measures to improve quality in addition to row planting, for example spraying plants with urine mixed with water to keep away diseases and insects.

Farmers in the coffee growing areas repeatedly mentioned the “tarpaulin” as a tool which the G4G had taught them to use systematically. Some groups had been using straw mats – but the technique for making the mats is disappearing as plastic has become cheaper. The coffee groups underlined the quality improvements because the coffee is cleaner with the use of tarpaulins.

Farmers using this technique mentioned that they tried to aim for ecological production. The project under PKWI in Bukedea had planned, implemented, constructed and managed – partly with funds from G4G – facilities to process sunflower and maize. The PKWI groups had aimed to get quality approval by the Uganda

⁴⁸ Catherine Shroff and Daniel Agavu, An Assessment of Potentially Sustainable Approaches to Women and Youth Economic Empowerment, In Gender for Growth Fund, Final Report, June 2012, p. 22-23.

National Authority for Agricultural Quality Standards. As part of this process, the flooring and wall coverage of the production facilities had been changed, but the groups failed to obtain the quality approval, and the adviser who was hired to help the group had apparently failed to do so.

Another factor determining quality were seeds; which was again the topic of discussion and conflict. Mukwano Company was involved in sales of seeds and subsequent procurement of products. But according to several FGDs, Mukwano was not seen as exercising fair conduct. Farmers who had been cooperating with Mukwano claimed that the company was generally delivering late, and not always able to deliver sufficient quality. Also, farmers claimed that Mukwano was very tough to negotiate with, for example on prices for soy beans. Despite this, the project managed by ACOD in Kole helped groups of farmers to obtain substantial increases in prices for soy beans. Several other DFAs were also taking up the practice of joint procurement of seeds to obtain better prices.

Many groups under G4G tried to strengthen sales by bulking of produce. Bulking of products, however, often seemed to cause problems. First of all, farmers were reluctant to leave the harvesting to others, as many have experienced theft and stealing, and allegedly there were cases where agricultural produce was stolen from shared storage facilities. The FGDs and the survey showed that successful bulking of products had been achieved by Masindi District Farmers Association (MADIFA). MADIFA established shared storage facilities used by member farmers, a practice which has also been taken up by other DFAs. MADIFA and the DFAs are trusted by the farmers, and in the interviews and FGDs, G4G group members expressed the view that MADIFA was “their organisation” and they felt ownership and trusted the management of MADIFA, and other DFAs, for example Mayuge.

The FGDs demonstrated that for many of the farmers participating in the G4G Value Chain was a new concept. In the past they used to see crops as mainly a source of food, but the programme meant they now better understood the steps of the value chain and how the quality management at the different steps of the value chain could generate income to the family.

Overall, the evaluation finds that the G4G has been effective in working with value chains. Focus was on the very basic production on the farm, but this was needed and important as a first step to start a farm to become a business. Families appreciated the support and production and productivity was increased through simple measures of planning and joint decision making. However, the connection to the next stages of the value chain was difficult. It was difficult for the farmers to take measures to improve quality of products without substantial access to credit also the marketing and sale of products remains a challenging step in the value where farmers find marketing and sales very difficult.

5.3 Gender Relations at Household and Community Level

This section focusses on responding to EQ 12 and 13

EQ 12 (ToR EQ 5) To what extent has **clearer responsibilities, joint decision making, families working and investing together** been adopted and been effective and led to better conditions for women, improved agricultural practices and increased income?

EQ 13 (ToR EQ 8) To which extent have the different G4G approaches been effective in contributing to **reduced domestic violence**?

In Uganda, men are traditionally regarded as the heads of households and the sole decision makers while women are relegated to a sub-ordinate position where they implement decisions made by men. In terms of ownership and control, men own family property including land; women have user rights and not ownership or control. This situation is still dominant and only changing slowly. Women's and girls' rights are promoted through the 1995 Constitution of Uganda and various laws and policies. However, women and girls continue to face disadvantages, especially with regard to ownership and control of land which is a critical resource in agriculture. As one respondent in Masindi pointed out: *"The culture in the rural communities is such that the man used to be the head of the household. Ultimately, he was the owner of everything and the final decision maker"* (Male Respondent, Masindi District). Although gender roles are socially and culturally determined, they can be changed over time. (aBi Trust 2011)⁴⁹.

Gender-related barriers had earlier been identified as a key contributor to the low agricultural production and productivity. Some of these barriers relate to gender roles and responsibilities in farming whereby women carry the heavier burden of production work in addition to their reproductive roles. Women are generally overburdened with much work in the household and producing food for the family and this leaves them with very little time to allocate to agricultural production beyond the basic need of putting some food on the table. On the other hand, women were also not motivated to spend precious time on cash crops (men's crops) from which they did not benefit much. The evaluators were informed that in the coffee value chain for instance, production before G4G was limited because women and children provided the labour but the head of the household sold the coffee and decided how to spend the money, sometimes without meeting the family needs. As a result, women and children were not motivated to take care of the coffee but concentrated on food crops for the family. A staff member of a DFA in a coffee-growing area confirmed this: *"Earlier, Uganda Coffee Development Authority (UCDA) had identified gender issues as a key barrier impacting negatively the coffee value chain. At every stage, gender issues manifested in different ways. They were largely silent but were slowly destroying the coffee sector. Therefore, improving fairer gender relations as promoted by G4G was a very relevant and timely intervention"*.

The G4G component aimed at addressing some of the barriers to agriculture through the household approach that emphasised farming as a family business encouraging adult members of the household – women and men and children -- to plan and work together and to share the benefits of their work.

⁴⁹ Agribusiness Initiative Trust: Action Research on Land Titling to Promote Women's Economic Empowerment: Desk Review Synthesis, 2011

Reports and field visits testify to a changed situation where spouses and their children are working together to improve production and productivity in the value chains. The questionnaire survey as illustrated in the table below confirm the importance of the focus on gender relations at household level. As can be noted, gender changes were more important for the G4G projects, than for the Comparative Group, despite the fact that these groups also worked with gender. The target group registered relatively higher percentages of responses, indicating the changes that had taken place at household level.

Table 17, Changes in Household Relations

Changes in the way the Family and Household is Living together as result of the G4G Project				
Possible Changes (Cross more Options)	G4G Project Groups		Comparative Group	
	Yes	No	Yes	No
We use dialogue to address issues in the family	325 (97,6)	8 (2,4)	26 (78,8)	7 (21,2)
We discuss in the family before we make decisions	322 (97,3)	9 (2,7)	29 (87,9)	4 (12,1)
There is less violence in the family	279 (92,7)	22 (7,3)	27 (81,8)	6 (18,2)
The family members are aware of the resources in the family	283 (94,6)	16 (5,4)	27 (81,8)	6 (18,2)
The relations in the family are more respectful and equal	297 (96,7)	10 (3,3)	27 (81,8)	6 (18,2)
We plan production together	319 (97,9)	7 (2,1)	28 (84,8)	5 (15,2)
All family members are involved in the household and the farm	274 (93,5)	19 (6,5)	27 (81,8)	6 (18,2)
Roles and responsibilities of all household members are clear	293 (95,1)	15 (4,9)	27 (81,8)	6 (18,2)
Revenue from production is shared in the family	294 (96,4)	11 (3,6)	26 (78,8)	7 (21,2)
All family members appreciate the importance of different tasks	272 (94,8)	15 (5,2)	29 (87,9)	4 (12,1)
All family members are aware of the commercial possibilities of the farm	255 (93,4)	18 (6,6)	27 (81,8)	6 (18,2)
Living together has changes in other ways	217 (89,3)	26 (10,7)	26 (78,8)	7 (21,2)
(Percentages are in parenthesis)				

The G4G target groups registered higher positive responses compared to the group without G4G interventions. This suggests that the G4G programme had impacted positively on the way household members relate to each other. Use of dialogue, less violence, planning together and more respectful and equal relations are some of the areas where G4G had substantial effect.

The table below illustrates the responses to the same question by men and women in the G4G groups. It is clear that both men and women testify that these changes are important and effective.

Table 18, Changes in the Living Together of Households

Changes in the way the Family and Households are Living together as result of the G4G		
Possible Changes (Cross more Options)	G4G Project Groups	
	Male	Female
We use dialogue to address issues in the family	135 (41,8%)	188 (58,2%)
We discuss in the family before we make decisions	135 (42,2%)	185 (57,8%)
There is less violence in the family	118 (42,6%)	159 (57,4%)
The family members are aware of the resources in the family	123 (43,6%)	159 (56,4%)
The relations in the family are more respectful and equal	124 (42,0%)	171 (58,0%)
We plan production together	137 (43,2%)	180 (56,8%)
All family members who are involved in the household and farm work	115 (42,3%)	157 (57,7%)
Roles and responsibilities of all household members are clear	125 (42,8%)	167 (57,2%)
Revenue from production is shared in the family	123 (42,0%)	170 (58,0%)
All family members appreciate the importance of the different tasks	113 (41,7%)	158 (58,3%)
All family members are aware of the commercial possibilities of the farm	106 (41,6%)	149 (58,4%)
Living together has changed in other ways.	86 (39,8%)	130 (60,2%)

Some quotations below highlight some of the changes: *“Women and children are now more interested in coffee because they get some benefits, unlike before when women worked on the coffee plantation and the men did the selling and most times did not tell the women about how much they were getting and how they were spending the money”*(Key Informant, Kasese District).

Focus group discussions and interviews underlined that the families now plan and work together. Before G4G, production was limited because most men were putting in very few hours in farming. Women focused on growing food crops for their families and were only able to sell the little produce that was left after they had fed the family. Participants explained that when women got a chance to access coffee ready for sale, they would sell it secretly and at lower prices because they did not want their husbands to know, as they feared the income would not benefit the family. Women mentioned that they used to put coffee in the schoolbags and instruct the children to pass by a specified buyer and deposit the coffee. They regretted involving their children in such clandestine ways. In Northern Uganda, a group growing sunflower mentioned that before G4G, women did not own or have access to the proceeds from the sale of sunflower as men did the marketing. One participant in a youth group growing sunflower explained: *“Yes, there is a change. Before women did not own the proceeds of their work”* (FGD Participant YSA Oribcing Youth Group)

All the FGDs demonstrated that both men and women found that household relations had improved both in terms of establishing more dignified and peaceful relations in the family and in terms of improving the economic situation of the family. A number of testimonies are examples of how the target groups indicate the changes brought about by G4G in the way households worked..

The project made me appreciate the difference between the genders, now we plan and implement together. Now we have money in the house“ (Participant, FGD with a youth group in Dokolo District)

“One of the key achievements of G4G is the improved relations at household level. By the end of the project, all members of households reached – women, men and children were involved in farming. Involvement of youth and women in planning at household level improved and production of coffee also improved.” (Male Staff, Kasese District Farmers Association).

“The families trained took the issue of gender relations seriously. Family relations improved through joint visioning and joint planning processes. The families envisioned how they would like to see their family grow, and how they can get to where they want to be as a family. For example in one training in one of the Sub-Counties (Bugangari) of 80 couples, among the 80 women who attended the training, only 4 women said they owned coffee trees/shambas. This was an opener to households that women and children were not participating in the coffee value chain. The training emphasized the need for everyone to participate (Staff member, Rukungiri Farmers Association)

Bringing men on board in work processes was a critical in change of gender relations at household level. FGDs and interviews revealed that men who attended training changed attitudes and behaviour and became supportive of their families. Changes in gender relations had previously been held back by men fearing that they would be disadvantaged by changes in gender relations. G4G addressed this issue by involving both men and women. In Mukono, one member brought out this point – very strongly when she said:

“With regard to gender, men did not want to hear about it. They thought that everything to do with gender was about women. We approached gender in a different way. We talked about development of a household. We used model couples to talk to some men. Having male facilitators was important in bringing on board men to listen and take up FAB. Earlier, we had an Association of women farmers. We could undergo a lot of training and sensitization but on going back home, our men would not listen to us. G4G brought us together with men and now families are working together” (Female member, Mukono District Farmers Association).

A similar sentiment is expressed by a staff of Rukungiri District Farmers Association: *“After the trainings, people started realizing the relationship and began changing their attitudes. These days, you find women carrying coffee to the factory to sell. Women and children are now more interested in coffee because they get some benefits, unlike before when women worked on the coffee plantation and the men did the selling and most times did not tell the women about how much they were getting and how they were spending the money”*.

One of the most significant changes that have resulted from the G4G is the changed roles and responsibilities for women, men and children at household level. Men were reported to be more involved in farm work, to be more transparent about income generated from the family produce and to be more open to ideas from other family members. Women reported that their husbands were more involved in labour work, their children were more participative. Women explained that they are also involved in selling the family produce. This affected all value chains which were formerly a man’s domain. Interviews and focus group discussions highlighted:

“The gender aspect was important, the group was sensitized, now the families are working together and helping each other. The husbands are working more in the house hold. In the past the women ran away from the family because they were beaten up, but now they do not do that. Now we plan how to do the production, how to sell and how to use the money. We do not quarrel anymore. One couple was separated but MADIFA helped them back together. The man testifies that he does not drink anymore.

Joint planning and benefit sharing between husband and wife was perceived as particularly important. The couples realized that working together had more benefits. *"We have learnt that we do not have to only work together in farming as a family business but also to help our wives with other household chores. When we had started G4G, I thought that when we come from the farm, my part is done and all I need is to rest while she does other household chores. It was later that I realized that I also have to participate in other household chores. HRNS taught us the importance of sharing of roles"*(FGD Participant Kigangazi coffee company- Kyawamala, Bukomansimbi)

Women's involvement in decision-making was highlighted as being one of the changes that had happened as a result of the G4G programme. Some women met were excited to report that they were involved in decision making in their households and men also appreciated that joint reflection with their wives on important decisions brought better livelihoods to the family.

There is substantial evidence that the improved gender relations in terms of joint planning and decision making, sharing of responsibilities and the benefits of their work contributed to improved livelihoods. Within the survey questionnaire, respondents were asked to give reasons for the changes they had experienced as a result of their involvement in G4G interventions. The table below provides summary qualitative statements which were given by heads of households to the survey interviewers in response to the question, "Explain what you see as the most important change in the livelihood of the household resulting from the project". The responses indicate the changes in livelihoods attributed to G4G.

Table 19, G4G and Changes in Livelihood

Responses	No.	Percent
Household conditions have improved	109	28,7
No more quarrels at home due to knowledge imparted during training	1	0,3
The project was helpful and am now empowered	1	0,3
There is cooperation among household members	6	1,6
There is more hygiene in the family	1	0,3
There is peace at home	3	0,8
We are now modernised because the project has taught us good and better GAPs	1	0,3
We can easily provide basic needs for our family like school fees, health and others	11	2,9
We do farming as a business	5	1,3
We have improved on our farming techniques due to the trainings on GAPS	17	4,5
We have improved on our food security	3	0,8
We have Improved our standard of living	6	1,6
We have increased our income	24	6,3
We have increased our production in the farm	8	2,1
We have learnt to save through the VSLA due to the project	16	4,2
We now eat more meals and a balanced diet	13	3,4
We now grow a variety of crops	3	0,8
We now have a balanced diet	1	0,3
We now live a happy life and are now healthier	6	1,6
We work together as a household	146	38,3
	381	100

Responses provide information on changes resulting from the project, e.g.: working together as a household (38.3%), suggesting that before G4G the households were not working together as much. The responses underline improved household conditions (28%) and increased incomes (6.3%). Other changes include improved household conditions (28%) and increased incomes (6.3%). In this regard, improved conditions appear to be linked to improved incomes in the household.

While table above indicates that working together was seen as an important change that had happened in most of the households represented in the survey, this came out more clearly from other parts of the survey. In the table below respondents were asked to give reason for increases in production and the answers specifically indicate that cooperation and working together was an important element in increasing volume of production, with 53.1% of the respondents giving this response.

Adopting the use of GAPs was also rated highly (25.5%) and related to this was also mention of improved quality and better yields which relates to improved productivity.

Table 20, Reasons for Increases in Production

Responses	No.	Percent
Availability of ready market for produce	2	0,6
Good weather conditions	2	0,6
I diversified my farming	1	0,3
Improved quality and better yields	27	8,5
Increased labour on the farm	5	1,6
Regular training and monitoring by the IPs and community leaders	3	0,9
Use of fertilizer	14	4,4
We adopted the use of GAPs that the project promoted and trained us on	81	25,5
We cooperate and work together	169	53,1
We got new and improved seeds	14	4,4
Total	318	100

As part of the survey, target groups were also asked about the most significant change associated with the project intervention. The responses are illustrated in the table below. 184 (50.8%) of the respondents explained that cooperation in the household and among farmers was the most significant change that could be attributed to the G4G project.

Table 21, Most Significant Change from G4G

Responses	Number of responses	Percent
Conditions of living in the household have greatly improved	20	5,5
FIDA helped me recover my land	1	0,3
I have been able to build my own house	3	0,8
Increased incomes from the cooperative due to the project	9	2,5
Our household income has tremendously improved	6	1,7
The project has brought harmony in the households and improved family relations	13	3,6
The project has led to poverty eradication	5	1,4
The skills and knowledge learnt has improved my income	4	1,1
The trainings and sensitisation by the project has empowered me	6	1,7
There is more Cooperation in the household and among farmers due to the trainings received	184	50,8
We are able to meet our household needs (fees, food, health) due to increased income	25	6,9
we are now able to plan in the household very well because of the project	1	0,3
We are now able to save in the VSLA that the project promoted	25	6,9
We are now doing farming as a business	8	2,2
We do planning and budgeting together as a household due to trainings received from the project	4	1,1
We have been able to buy more land	4	1,1
We have increased our production levels from the farm due to GAPs that the project promoted	14	3,9
We have learnt and practice better methods of farming that the project promoted	23	6,4
We now buy shares in our company due to cooperation	1	0,3
We now get better prices for our produce due to bulk selling	3	0,8
We now have a grinding machine as a farming group	1	0,3
We sell together as a groups and there is ready market for our coffee now	2	0,6

Overall, the evaluation finds that the G4G was effective in contributing to changing gender relations and to improve the cooperation and distribution of roles and responsibilities at household level. G4G was able to demonstrate that families can achieve more by working together. In parallel, this improves the quality of life because cooperation leads to improved production and productivity which in turn lead to improved incomes. Improved incomes lead to an array of changes in the household that contribute to improved quality of life.

5.3.1 Domestic Violence

As also illustrated in the tables from the survey in Tables 19 and 21 above, improved family relations were said to have resulted in reduced domestic violence. Respondents of the survey, in different ways, said that domestic violence had decreased as a result of the G4G interventions. There is mention of 'less quarrels', 'more peace' and less violence. In FGDs, both women and men testified that when they work together with their spouses, they have opportunity to communicate as they work. When they have family meetings to make decisions, they discuss and this reduces quarrels and fights. They mentioned that before G4G, they were not talking much with each other and there was no harmony. They explained that when they are able to talk, they resolve a lot of issues that would have caused tension in the family. The families also mentioned that when they have more money to

meet family needs, the causes of fights reduce, indicating that most of the quarrels and resulting domestic violence is caused by the frustrations of not being able to meet family needs. Most quarrels, they said, were related to poverty. Some of the testimonies are provided in the quotes below:

“We have testimonies from families about the reduction of domestic violence against women and children. When families plan and budget together, there are less quarrels because men become more accountable about the money received from coffee.”

“We learned how to work as a group, there is effective communication at household level. We see in the group and in the village reduced domestic violence”

“One of the achievements of the G4G is the practice of husbands including their wives names on acquired assets especially land. This is something provided for in the Land Act. but has not been realised until the G4G. This has resulted into increased love and reduced violence in homes”.

A life story of one of the FGD participants of one group in Bukomansimbi supported by Hanns R. Nueman Stiftung (Hans) is illustrative of how G4G has contributed to reduction in domestic violence.

“ Personally I shall always be grateful to the Gender Programme of Hanns. Before the programme started, I was the most miserable person. My husband used to beat me almost on a daily basis. During the day whenever my husband would not be at home, the home would be truly home. Whenever evening came, I would turn the coffee plantation into my home because it was the nearest place I could run to. On several occasions, I went to my parents to discuss the issue of mistreatment hoping that I would be welcome with open hands but my father only used to counsel me and encourage me to go back and endure the suffering for the sake of my children. Domestic violence at home was so bad that one night I run out of the house to the LC1 Chairperson’s home, half naked with only a petticoat. The LC Chairperson’s wife got embarrassed and gave me a dress to cover my nakedness.

When Doreen started the training, my husband and I were among the couples attending the trainings. My husband was greatly touched by the sensitization and made a decision to reduce alcohol consumption. From then he also started going to church and listening to the sermons. Because his heart had already been softened by Doreen’s teaching, he found it easy to give his life to Jesus. This made him stop drinking completely and became a totally changed person. Currently we are among the couples working as community change agents and our home is full of love, peace and joy.” (Female FGD participant, Mbirizi FGD Group, Masaka).

Despite the positive effect of G4G problems with domestic violence still remain, both women and men mentioned that domestic violence was still common within their communities especially among the households not reached by partners of G4G. Cultural norms and practices remain a barrier to improved gender relations. In some areas some men who would have changed behaviour and started working with their spouses were ridiculed by their friends and some of them reduced on their commitment to work. Some of the respondents would like to see improved gender relations but culture was still a hindering factor

Overall, the evaluation finds it beyond doubt that G4G through institutionalising the use of dialogue to settle issues in the family and through the improved working conditions contributed to reduction of domestic violence. At the same time, domestic violence remains a problem in many households which have not been affected by gender sensitisation. Domestic violence appears to be deeply rooted in cultural traditions which take time and effort to change, but G4G was effective in minimising domestic violence where projects were implemented.

5.4 VSLA & SACCOs

In this section we seek to respond to EQ 17,

EQ 17 (ToR EQ 11) To what extent and how have SACCOs and **VSLA** been institutionalized, accessible to women and effective in contributing to improved production, productivity and profit?

The Gender for Growth Programme worked with Saving and Credit Cooperatives (SACCOs) through Uganda Cooperative Alliance (UCA). The project was designed based on analysis that showed that the share of women who are were members and took loans from SACCOs was very low. The aim of the UCA project was to address this situation.

As another measure to improve access to credit for women in agriculture, the G4G adopted the approach of voluntary saving and borrowing amongst community members. This approach worked through Village Savings and Loaning Associations (VSLAs). It was intended to mitigate the challenge of limited agricultural financing in rural areas, cushion farmers against selling their commodities at unfavourable prices to meet immediate household needs and also build a saving culture that would help to build capital for financing other income generating activities. VSLA also served to build resilience of the households so that illness or minor accidents would not overturn the economy of the farming household. From this perspective, the VSLA can serve as a key component in improving the household economy and supporting community members to work together. The evaluation found that about 95% of the groups visited had VSLA as a core activity and a point which was linking the group together. Thus VSLAs have been a main driver for G4G. VSLA also has the advantage that farmers are not asked to provide collateral for small loans. Many farmers have little collateral to spare. At the same time the community control means that if a farmer fails to pay back a loan the community members may take hold of his or her valuable possessions as repayment of the loan – this could, for instance, be a goat or a pig.

Across the 23 G4G projects examined, the approach to VSLAs provided is relatively similar. VSLA interacts in a tradition where there is limited social capital and people have limited trust in each other. The VSLA is a measure to cut across the mistrust and build confidence and social capital from below. This is much in line with the theory of Elinor Orstrom who underlines the power of combatting poverty through pooling resources from below.⁵⁰ One participant underlined the typical role of the VSLA:

‘The Box’ has brought us together. We work together and we have become a social group that supports each other. It has also brought us nearer to God. We pray together and support each other.’ (Respondent from Rukungiri).

The larger part of the VSLAs appears to be established by the farmers themselves, but under G4G Implementing Partners also assisted the village-based groups of women and men, to set up the legal structure for having a VSLA, helping them prepare statutes and rules, to develop a system for meetings and accounting. Most VSLAs have rules for how much can be saved and how much can be borrowed. In one VSLA in Lira the minimum weekly saving is UGSH 2,000. Some VSLAs only lend to members of the VSLA, while others lend to outsiders at higher interest. Ceilings also serve to ensure that wealthy farmers cannot dominate the VSLA.

When G4G started, some partners were already working with VSLAs. The survey shows that 159 respondents out of the total of 382, joined the VSLA as part of the G4G project. G4G built on the existing organizations and expanded the concept. An example of an existing VSLA is Rukungiri which was supported by CARE Uganda

⁵⁰ Clark C. Gibson, Krister Anderson, Elinor Orstrom and Sujai Shivakumar, *The Samaritan’s dilemma, The political Economy of Development Aid*, Oxford, 2005.

and the Swedish Services Centre. In Rakai, the VSLA methodology had a very high adoption rate. Kasaali Coffee Farmers Association (KCFA) had 23 VSLAs, but an additional 102 VSLAs were formed as part of G4G.

For many households especially in Northern Uganda, the VSLA was the first opportunity they experienced the importance of money and credit. The members of the ex-combatants women's groups supported by YSA explained how the VSLA had brought the economy of money into their lives and enabled them get overview of the resources required to improve livelihoods.

With all IPs, VSLAs served to strengthen the confidence of women in the community, because men could see that women were able to save money and invest. Thus the VSLAs strengthened the respect of women in the communities and there were many stories in the FGDs on how men gradually joined the VSLAs. Most VSLA have a rule that the majority of members have to be women, to prevent men from taking over. Treasurers, Chairperson and Secretary are often women and several VSLAs have a system of several keys – held by different people trusted by the members of the VSLA.



VSLA Meeting in Ex-combatants group in Gulu

Savings in the VSLA were both used for consumables to improve the quality of living, but the money was also used for investments such as buying new land, animals, transport or new equipment as described in section 5.3. Solar panels was an object, which many invested in, and housing - as mentioned - was a main target of investment. Women in Bwizibwera in Mbarara were saving to ensure that each member has a water tank for collecting rain water at her house. Many participants underline that VSLAs had enabled them to determine the time of sale of the harvest, improving quality and prices for products, as expressed by one VSLA group member: *“VSLAs have enabled us to sell our produce when the prices are favourable because even when you get a problem or have a need you have where to borrow rather than sell your produce at low prices - just to redeem yourself from the problem. We can borrow while we wait for our coffee to get ripe so that we can harvest and pay back. There is no need to rush and harvest unripe coffee.”* (Respondent from Rakai).

In the survey the evaluation sought information on the performance of the VSLAs. Respondents were asked whether the G4G had enabled them to increase savings. The Comparative Groups were asked whether their projects had helped them in the same way.

Table 22, Increases in Savings

Whether the respondent increased regular savings as a result of G4G or other project support			
group of respondent		No.	Percent
G4G target group	Yes	193	51,6
	No	181	48,4
	Tot	374	100
Comparative Groups	Yes	13	39,4
	No	20	60,6
	Tot	33	100

The table shows that G4G was effective in supporting the group members in using VSLAs to increase savings, as the majority of respondents confirmed that they had been able to increase savings. The VSLAs appear to have played a less important role for the comparative groups.

The farmers visited by the survey were also asked about the amounts they had been able to save, again some were reluctant to give this information, but 349 people gave the information as illustrated in the table below.

Table 23, Average Monthly Savings

Average monthly savings currently as a result of G4G or other Project				
Group of Respondents	N	Minimum (savings)	Maximum (savings)	Average (savings)
G4G target group	346	1,200	80,000	14,701
Comparative group	32	3,000	40,000	7,344

As can be noted, the minimum as well as the average savings are relatively low, showing that a cash-based economy is developing slowly. The people saving are spread over all the groups visited. Hans Neuman projects appear to have members saving relatively large amounts, but savings are also increased for members of ACOD, YSA groups and groups under the DFAs.

The survey asked G4G target groups whether the VSLAs had enabled them to save more. The answers are summarized in the table below.

Table 24, Household ability to Save

How the VSLA have enabled your household to save more		
	No.	Percent
Family members are aware of the income and expenditure	3	2
I earn more, so i need to save more	2	1
Increased security for our money	8	5
It is mandatory for members to save	19	12
Motivation from the VSLA members	21	13
Production as a group	4	2
The interest rates are friendly	16	10
The VSLA promotes and encouraged me to save	65	39
VSLA trains members on saving culture	2	1
We have increased production and are able to save more	2	1
We were trained on the purpose and benefits of saving	23	14
Total	165	100

While it is clear that farming as a business and increases in income have enabled the members of the VSLAs to save more, the responses also emphasise how the VSLA structure and the other members are impelling the farmers to save more.

The survey also asked respondents about borrowing from the VSLA. The responses showed that in the G4G groups, 321 VSLA members had borrowed from the VSLA, equal to 88 % of the 364 responses. 12 % equal to 43 respondents said they did not want to or had not yet borrowed from the VSLA.

The evaluation sought to get information about the sizes of the loans taken by the VSLA members and the findings are summarised in the table below. Members were requested to explain about three loans, but many had only taken one or two. It is clear that the loans taken by the G4G target groups are lower than the borrowings by the Comparative groups is Katuuka and Isingiro. The Comparative groups made lesser use of the VSLAs, as they were using a higher level financing institution.

Table 25, Average Amounts borrowed in the VSLA

Average Amount of money borrowed from VSLA					
Group of respondent		No.	Minimum Amount Borrowed	Maximum Amount Borrowed	Average Amount Borrowed
G4G target group	Loan 1	165	5,000	5,000,000	268,055
	Loan 2	97	5,000	1,000,000	209,897
	Loan 3	74	15,000	3,000,000	277,635
Comparative Group	Loan 1	8	20,000	3,000,000	787,500
	Loan 2	4	40,000	500,000	215,000
	Loan 3	2	50,000	300,000	175,000

The evaluation asked the survey respondents what the money had been used for. Out of 202 responses the majority (65%) answered that they had used the loan for farming activities such as procurement of seeds or a cow. 58 answered that the money had been used for school fees. Other uses of the money were medical or hospital bills, one family had repaired a bicycle while one household head explained that the money had been used for Christmas. In other words, the funding in the savings boxes mainly served to strengthen agricultural production but was also an important tool in improving the welfare of the family.

Below, we provide a typical example on how members of VSLAs were able to improve their livelihoods.

Ms. **Joice Akumu** of Akajjobunaku VSLA under Kayunga District Farmers Association was supported by the VSLA.

"I have been operating a business of juice making for a very long time. However, I seemed not to make good profit from the sales, yet all the juice would be bought. I stay within a trading centre with my son and his wife, my daughter and grandchildren. Whenever, my grandchildren asked for money to buy pan cakes or ice-cream or any other things as are usually found in trading centres, I would give thinking that after-all, UGX500 won't make any difference in my life. When I was trained in VSLA, I stopped spending money anyhow and saved all that I could get including what I used to give my grandchildren for things that they could do without. After one year, when we shared money in my group, I used some for buying bricks and a few iron sheets, since I already had some land. The second year of sharing, I got some cement and started building a house. It is not yet complete but I'm very happy and grateful to the Chairperson who encouraged me to join a VSLA and to work together as a family. This has redeemed me from the leaking grass thatched house where I was living."

The VSLAs do not have sufficient capital or savings to allow members to borrow to finance investments that would greatly improve productivity in agriculture. In several FGDs, farmers expressed interest in expansion to increase production, whereby they wanted oxen, plows or tractors to open big pieces of land. However, the acquisition of this type of equipment was not possible given the levels of the current VSLA savings portfolios. *"The amounts saved in VSLAs are so small that it is difficult to accumulate capital enough to make the investments that would take agriculture forward (Dokolo District leadership)."*

In the survey the members of the G4G groups were asked whether they had accessed other forms of credit, and the responses are shown below.

Table 26, Other Sources of Credit

Second most important sources of credit accessed			
Group of respondent		No.	Percent
G4G target group	Borrowing from family, relatives or friends	4	2,3
	SACCO	10	5,6
	Bank	8	4,5
	Micro finance	151	85,3
	Others	4	2,3
	Total	177	100
Comparative group	Borrowing from family, relatives or friends	0	0
	SACCO	0	0
	Bank	3	12,5
	Micro finance	21	87,5
	Others	0	0
	Total	24	100

The answers show that members of the VSLAs are beginning to make use of other types of loans, with micro finance as the most important option selected. Coffee farmers and respondents under the projects managed by UCA working with Microfinance are the primary groups taking loans from microfinance and other sources.

5.4.1 Saving and Credit Cooperatives (SACCOs)

In order to meet the need for greater access for financing, G4G allocated funds for Uganda Cooperative Alliance (UCA) to establish 25 Saving and Credit Cooperatives (SACCOs). This project responded to a need identified by a study by G4G which showed that SACCOs generally have very few female members. The idea behind the SACCOs is to establish a credit institution which addresses the need in between the large but expensive funding provided by the banks and the smaller funding accessible in the VSLAs. UCA uses a corporative idea in the management, so that SACCOs in principles are owned by the farmers themselves. The strategy of UCA is to work with change agents who live in the communities and promote the idea within the community. UCA explains that one of the challenges is the cost of setting up infrastructure around Uganda, offices and logistics are costly, and UCA does not want to start out with a costly administration.

The UCA project was experimental addressing women had not been targeted directly before with financing projects, and the concept of women accessing loans as part of the process of promoting greater access and influence in agriculture. The performance of the project was mixed and the number of women involved in the SACCOs was not as high as the target initially set. According to the completion report, 17 SACCOs had been established, and against the target of 60% of the SACCOs linking up with VSLAs, only 45% had done so ⁵¹. The

⁵¹UCA, *Completion report, Gender Mainstreaming and Women's Empowerment in 25 Saccos*, 15/1/2014

evaluation finds that the targets may have been overambitious, as, normally, an application rate of 45% is regarded as successful.

The FGDs showed that there are a lot of negative perceptions about SACCOs. Farmers see the SACCOs as externally driven and many female farmers believed that the procedures for joining a SACCO are bureaucratic, SACCO managers are arrogant and demand a lot of paper work. FGD participants were familiar with stories about SACCOs which had failed due to mismanagement or fraud. Stories were told about people who have failed to repay the loans, and had either lost their property or been imprisoned. Some participants in the FGDs believe that SACCOs - especially those formed following a call by government are riddled with political interference. FGD participants underline that to motivate them to join SACCOs, they need to have success stories about this form of credit. Farmers, especially women, need to hear testimony that the progress made by farms and businesses was due to the loans from SACCOs.

Some participants in groups criticize the concepts behind the SACCOs. FGD participants explained that when one group member fails to pay, the entire group faces the consequences. Therefore, the members are hesitant to borrow from a SACCO as a group. Statements were heard in several FGDs like the one from Rakai: *“It is not fair for a SACCO to apprehend all the members of the group in case only a few default. It would be better the SACCO involves us to get the people who have defaulted - so that they face the penalties individually rather than penalizing even those who would have faithfully re-paid their part of the loan and are in possession of the receipts.”*

The evaluation examined three SACCOs initiated by UCA in greater depth, i.e. Mateete Microfinance, Sembabule District Farmers Association (SEDFA) SACCO called SEFASACCO and Shuuku SACCO.

The SACCOs require that members become shareholders. However, FGD participants criticized that dividends are small due to the low loan recovery by most SACCOs. In Mateete Microfinance, for example, the loan recovery is at 84%. The insignificant dividend is a hindering factor for groups to join SACCOs.

MateeteMicro financing pays an interest of 6% every six months on group savings, in contrast most VSLAs in the same area pay an interest of 5% per month on their loans. This implies that the farmers will get a much higher interest from savings made in the VSLA than in the Mateete Microfinance. Mateete Microfinance was able to link to 18 VSLAs, but they only have a portfolio of less than UGSH 300,000.

Out of the 18 VSLAs linked to Mateete Microfinance, only one, Mayira Bakyala Kwekolela (MBK VSLA), with a membership of 25 female farmers have been accessing loans. Since 2013, MBK VSLA has accessed four loans ranging from UGSH 8,000,000 to 15,500,000. The loans were used for growing maize and beans and the repeated borrowing suggests that the process was effective. Below the table provides a summary of the gender balance in Mateete Microfinance from 2012 when the G4G project started.

Table 27, Gender Balance Mateete Microfinance.

Gender balance	October 2012 Base Year	December 2013 Project Completion
Female members	1,810	5,034
Male Members	4,097	2,195
Total membership	5,907	7,229
Portfolio	1,376,541,467	1,560,235,017
Number of loans taken by women		467
Number of loans taken by men		1,188
Average loan size taken by women		1,500,000
Average loan size taken by men		1,700,000

When the project started, Mateete Microfinance had twice as many male as female members. However, at the end of the project, the balance had turned and Mateete had twice as many female members. The number of female members had increased by 178% and the number of male members was almost halved. The summary shows that the majority of loans are taken by men, and loans taken by men are also larger; this demonstrates that borrowing money is a new activity for women, who are still risk alert. Capacity development and training is required for women to engage more freely in the capital market.

Shuuku SACCO was also formed by UCA under the G4G Programme. In the District the programme formed 26 new VSLAs and 14 agreed to be members of Shuuku SACCO. Below we summarize the gender balance for Shuuku SACCO.

Table 28, Gender Balance for Shuuku SACCO

Gender Balance	October 2012 Base Year	December 2013 Project completion
Female members	905	972
Male Members	3,144	3,277
Total membership	4049	4249
Portfolio	1,281,066,903	1,617,155,252
Number of loans given out to women		386
Number of loans given out to men		1,057
Average loan size got by women		1,659,400
Average loan size got by men		2,057,372

The Shuuku SACCO performance illustrates that female membership has increased, but not to the same level as for Mateete Microfinance. Women were less likely to take loans than men and the loans taken by women were slightly smaller than those taken by men.

Under SEFASACCO, it was reported that out of the 145 VSLAs - with an average membership of 10 per group, 69 were linked to SEFASACCO and had a saving portfolio of UGSH 20 million, which implies that each member has saved UGSH 28,985. The completion report by UCA, however states that the savings portfolio of 145 VSLAs in February 2014 was UGSH 325,017,652, with an average saving per member of UGSH 224,150, which is around 8 higher than SEFASACCO. At the same time, some VSLAs testified that they felt it was safer to keep savings in the SACCO, then in the VSLA savings box.

The evaluation discussed with aBi Financial Services Development why there was not a closer cooperation between the support to VSLAs under G4G and Financial Services Development in aBi. Financial Services Development explained that the Division has a strong focus of secure investments and sustainability. The risk associated with SACCOs relate to the fact that some borrowers are not able to pay back; the strategy of aBi aims for Financial Services Development should not work with this degree of financial risk. Financial Services Development generally works with higher-level financial institutions with larger funding and lesser administrative cost. In comparison, VSLAs are very small and cannot uphold substantial administrative cost. Nevertheless the evaluation finds that it may have been useful for the G4G projects to interact with Financial Services Development to receive guidance on financial management practices which could be shared with the implementing partners. Issues which the VSLAs were struggling with such as guarantees, interest, contracting and risk management might have been areas where Financial Development Services could render relevant advice.

Overall, the evaluation finds that the VSLAs have been a key part of the G4G enabling the women – and men targeted to make savings, understand the concept of credit and start to invest in farming as a business and aiming at higher premiums for their respective value chains. The VSLAs were also a key social institution which enabled pooling of resources and initiated the process of creating social capital and mutual trust which is a preconditions for an effective economy. The G4G might have worked more systematically with VSLAs across the country - although some knowledge sharing took place - it is surprising that each project had to develop concepts for VSLAs and develop the organisations individually.

Though VSLAs are a strong organisation, their weakness is that they do not provide enough capital to enable the investments required in equipment such as improved seeds, fertilizer, insecticides, ox-ploughs, tractors, grinders and other agricultural equipment required to support the productivity increases needed to bring the large part of the agricultural population in Uganda out of poverty.

UCA and G4G worked together on an ambitious objective of getting women into the more substantial parts of the finance market while, at the same time, setting up the institutional infrastructure. This was an ambitious project and the bar may have been set too high. The project may have underestimated the constraints of mistrusts – which is aggravated by a recent history of conflict. Also, the project needed to address strong resistance and risk aversion amongst women – partly based on a notorious and frequent fraud by moneylenders. The evaluation finds that the SACCO project was very relevant but it might have been more effective if the target areas had been narrower and the strategy based on more in depth analysis of the tools and resources required to overcome the constraints. The evaluation also finds that the SACCO and VSLA components of the G4G may have benefitted from closer cooperation and guidance from the aBi Financial Development Services.

5.5 Commercialisation and Entrepreneurship

This chapter seeks to respond to the following EQs:

EQ 4 (ToR EQ 4) To what extent has the G4G and its different approaches contributed to the outcome of **creating new jobs**?

EQ 6 (ToR EQ 3 & 14) To what extent has G4G contributed to the outcome of promoting **female entrepreneurship**?

EQ 14 (ToR EQ 3) To what extent has the G4G been effective in capacitating **female farmers** to perform better in the market, generate revenue, expand production and become more entrepreneurial?

EQ 16 (ToR EQ 2) To what extent has **Bulk Marketing** and other forms of cooperation enabled more effective marketing and better revenues?

Under the objective of promoting entrepreneurship and farming as a business (FAB), the G4G focussed on two major areas of support.

The first one became integrated with the HH approach and developed the capacity of farming households to improve production and productivity and work with farming as business. When farmers started to get income from their farms, some set up small business, selling agricultural products and rendering services on a small scale basis such as sewing or hair dressing

The second focus area was only handled by two projects carried out by UWEAL and UCA. The UCA project was discussed in the chapter on VSLAs and SACCOs. As mentioned, this component was relatively small and received only 2.8 per cent of the G4G funding allocated. This part will therefore assess the work of UWEAL.

The Project by UWEAL was called Marketing Basics for Women Entrepreneurs (UMBWE) and was initiated with the main objective of improving the productivity and competitiveness of two hundred (200) women-owned enterprises in the agribusiness and handicraft sectors. The project aimed at addressing needs for better understanding of business management, competition and marketing, which had been identified as a weakness of the female entrepreneurs. The aim was to support consolidation and growth of the enterprises owned and managed by women to give women business owners a stronger place in the market.

While implementing the UMBWE project, UWEAL worked towards the following project outcomes:

- A minimum of 50% of project beneficiaries report increased sales within 24 months;
- At minimum 50% of project beneficiaries report increased household incomes within 24 months;
- The number of participants attending trade shows increased by 20% following program completion;
- 100 casual jobs created;
- Increased self-esteem results in increased involvement of beneficiaries in leadership in a variety of forums;
- Project beneficiaries report a reduction in gender-based violence in their households.

The main activities under the project were four-day trainings in Strategy, Marketing and Customer Management; support to participation in Trade Fairs and facilitation of networking among women entrepreneurs. A component on mentoring and coaching of female business managers was not implemented.

However only 137 women – out of 200 invited - managed to participate and complete the full training. One of the reasons for the low attendance was that spouses were concerned about their wives spending time away from home⁵². Although UWEAL realized this in 2012, the organization did not change strategy. Uganda Land Alliance (ULA) which worked with gender rights faced a similar problem and tried to work with both female and male community legal advisers. However, UWEAL appear to have wanted to continue with a strategy of affirmative action, which may have the advantage that women have a forum for development where they may not feel oppressed by men.

Beneficiaries pointed out that the UWEAL project had been very beneficial and had enabled them to increase their sales. Sales increases were mainly attributed to increases in customer base and increases in the volume of products bought by the present customers. The findings are summarized in the tables below:

Table 29, Increase in Enterprise Customer Base

Estimate increase in Customer base		
	No.	Percent
1-20%	2	25
>20-50%	3	37,5
>50-100%	3	37,5
Total	8	100

Only 8 answers were received to this question, the respondents, however, show a substantial increase in the customer basis. The target for UWEAL had been 50% of the beneficiaries reporting increases in customer base, yet in accordance with the Completion Report the project managed to achieve and increase in customer base for 72.7% of the participants in the training.

The respondents who stated they had not increased the customer base were affected by threats beyond their control. A female respondent in Mpigi District was running computer training and secretarial services before G4G. However, the business women experienced a wide range of problems related to electricity supply which also destroyed some of her equipment.

In the survey 11 business women were asked whether they had been able to increase their earnings, and 9 confirmed that incomes had increased. Figures on incomes are shown below.

⁵²UWEAL, Marketing Basics for Women Entrepreneurs Completion Report, 2014

Table 30, Changes in Business Incomes 2010-14

How business income has changed over the years				
Year	No.	Minimum Income UGSH	Maximum Income UGSH	Average income UGSH
2010	1	8,400,000	8,400,000	8,400,000
2011	4	150,000	6,000,000	2,262,500
2012	6	400,000	3,600,000	1,616,667
2013	7	400,000	3,800,000	1,328,571
2015	5	300,000	4,000,000	1,720,000

Figures are only estimates, and the enterprise managers have not kept systematic records in the past. The incomes gained show that the range of enterprises are very small. One reason for the lack of increment in incomes relates to one business manager in poultry farming. The poultry and farmer had a substantial income from exporting eggs and poultry to South Sudan, but with the civil war the market was no longer accessible.

The respondents were asked about number of jobs created. Seven out of 11 enterprises responded that they had employed between one and three employees. However, the impact study on the UMBWE project states that 92 jobs were created in the participating businesses in 2014 compared to 239 jobs in 2013⁵³.

Concerning trade fairs, four out of the 11 respondents stated that they had attended trade fairs since the UMBWE training. A couple of respondents mentioned travel cost as a reason for not participating in trade fairs.

Regarding the objective of increased self-esteem which was aimed to result in the business women taking public or political offices and generally making their voices heard, the project was not very successful. The women interviewed claimed that they still felt shy and unable to express themselves and be articulate in large forums. However, the impact study by UWEAL claimed that between 43% and 50 % women who participated in the UMBWE activities had a higher self-esteem and ability to perform and articulate themselves publicly⁵⁴.

UWEAL had also envisaged a reduction in gender-based violence in households of their beneficiaries but the project document did not have concrete activities to deal with this.

Entrepreneurship and Farming as a Business (FAB)

Once the production had increased they began to understand business principles – selling and making money.

As part of the HH and FAB households received training in more entrepreneurial approaches to buying and selling, and in relation to VSLA, households recognised the importance of saving and getting the possibility of investing in technology which could increase the production and generate more income. Making a income of course depended on prices and marketing and, as discussed under is section 5.2, on Value Chain, access to the market to obtain better prices was a challenge.

⁵³ UWEAL, UMBWE Impact Survey Data Analysis Report, No date

⁵⁴ Ibid, page 26

Investments generally took two directions. Some farmers invested in their core farming business, buying land or investing in better seeds or equipment. Generally, these farmers were relatively successful in improving incomes by expanding in areas that was close to their core expertise, but some were more experimental. Group members under Mayuge DFA were very successful in expanding into fish farming.

Some businesses differed more from traditional agricultural work. Many women ventured into micro-businesses such as sale of pancakes, *chapatti* and *mandazi*, sewing clothes and operating stall for fruits and vegetables - which can be operated alongside farm management and housework. These small enterprises often generated limited income but this could be decisive for the family.

Some enterprises were successful and expanded. A women's group in Gulu started a car wash which was very successful. The car wash ended up in court because some husbands tried to claim ownership of the carwash, but with the help of Fida the women were able to retain ownership. Mushroom growing, craft making and bakeries are other samples of businesses which were very successful.

Interviews with projects working with SACCOs emphasize that many of the farmers and participants in the G4G projects still fear taking loans because they fear not being able to pay back and have seen many examples of businesses failing. SACCO leaders see this attitude as a constraint which may hinder otherwise good business ideas from being realized.

Job Creation

Despite the low attendance in the training organized by UWEAL, the project was very successful in supporting enterprises. The enterprises under the project were able to increase the number of salaried jobs by 5% between 2011 and 2012 and 2% between 2012 and 2013.⁵⁵

The projects working with HH and FAB were also able to increase employment. 78 out of 318 responses or 25% stated that they had been able to employ more people as a results of participation in the G4G project. In the survey as well as the FGDs, many farmers underlined that many more people were working on their farms, not because they employed more salaried workers, but because the group was working together and helping each other in times of high work load.

Overall, the evaluation finds that it may have been useful for G4G to have had more strategic clarity on how entrepreneurship was to be addressed as part of G4G. UWEAL appears to have had some success but this component appears not to have been well integrated with the other parts of the programme.

Many farmer groups appear to have run into problems concerning marketing their products. In some projects, farmers were helped because the DFAs owned storage facilities and helped farmers with marketing and negotiations with traders. But the G4G does not appear to have had a sufficiently proactive approach to marketing. For example, G4G might have supported IPs with advise from its Value Chain specialists.

The design of the G4G should, maybe, also have been clearer on the strategy to strengthen entrepreneurship. There is limited agreement amongst researchers in management and business on what environment and conditions which will foster and develop entrepreneurship. Although the evaluation came across examples of people who seemed to have been able to develop business from scratch, these were rare, and the entrepreneurial people had often been helped by the group and community. Findings of the evaluation suggest that a degree of economic security is likely to be required before individuals venture into entrepreneurship.

⁵⁵UWEAL Project Completion Report 2014

5.6 Gender Rights

This chapter seeks to respond to the following EQs:

EQ 18 (ToR EQ 6 & 7) To what extent has the G4G been effective in strengthening **women's right** and in improving women's economic, and social rights at individual and social level?

EQ 19 (ToR EQ 9, 12 &13) To what extent has the G4G been effective in improving **policies and practices of duty bearers** to promote equal and fair gender rights?

5.6.1 Policy and legal framework supporting women's land rights

Uganda has four systems of land tenure, namely the customary, the freehold, mailo and leasehold. The customary system of land ownership predominates and largely vests land in men. The policy and legal framework comprise of three key documents. The 1995 Constitution of the Republic of Uganda, the Land Act 1998 as amended in 2010 and National Land Policy of 2013. The Constitution prohibits discrimination of any sort and re-affirms the fundamental human rights of equality of persons. Under the Constitution, men and women above the age of eighteen years are accorded equal rights in marriage, during marriage and at its dissolution (Article 237). These rights include the right to acquire, hold and dispose of land. Under Article 237 (3) men and women are entitled to own land in accordance with the four systems of land tenure. The challenge is that issues of land are closely intertwined with culture and there are also gaps in the law. However, the biggest constraint to women's land rights is the limited knowledge of both women and men about the existing policies and laws and how they can be used to protect women's rights to land.

5.6.2 Legal and Economic Justice

FIDA was identified in the design phase of the G4G to provide Economic and legal Justice Services for Women in northern Uganda through extension of outreach of legal services and rights advocacy for women. Northern Uganda was identified because of challenges of the population returning to their communities after years of internal displacement, higher levels of poverty, high rates of HIV infection, land rights issues, sexual and gender-based violence, and a need to develop independence from relief. Through its legal aid clinic in Gulu, FIDA was expected to provide a range of legal services including: legal advice, referral to the justice system, mediation, court representation in disputes on land, domestic violence, sexual violence, maintenance, inheritance, and rights of the vulnerable. A particular focus was on legal procedures and requirements in business development⁵⁶.

ULA came on board to support women to gain increased control and ownership of land, support change power relations between women and men on land at household and community level towards gender equality in relation to land and property⁵⁷.

FIDA's interventions included carrying out community legal and gender dialogues in the districts of northern Uganda – Agago, Amuru, Lamwo, Kitgum, Gulu, Nwoya and Pader. FIDA trained and supported community legal volunteers (CLVs) also referred to as paralegals to undertake awareness outreaches. FIDA also received cases on land mediation and property division in the communities.

⁵⁶ AgriBusiness Initiative, *U-Growth Programme Uganda, Component Description*. August 2009

⁵⁷ Gender Justice, Land and Agribusiness: Translating Law into Practice Through Gender Foot printing. Facilitators Guide 2013

Through community dialogues, FIDA reports to have reached a total of 9,321 people (3,677 males and 5,647 females). The community members were sensitized on issues affecting economic, social and cultural rights. 84 Community Legal Volunteers were trained and supported in relation to case management, mediation, referral and report writing. During the implementation period (2011 – 2013), FIDA Uganda registered a total number of 1,215 clients at its clinic. Cases related to gender-based violence, property rights, disinheritance of widows, child maintenance, land and property disputes. Table 31 shows how FIDA Uganda categorised cases.

Table 31, FIDA Gulu, Case Types

No	Status (as of December 2013)	Number
1	Referred	333
2	Mediated and concluded	260
3	Litigated and concluded	50
4	Pending in court	28
5	Undergoing mediation	45
6	Pending client's return who have no contact	97
7	Pending action from clients	116
8	Pending from 2011	244
TOTAL		1,215

Source: FIDA Uganda completion report for the period January 2011 - December 2013

FIDA pointed out that initially, they had difficulty understanding and working with the concept of the household approach and farming as a business and later understood it and supported farmers. They reported of making outreaches to Farmers Associations and supported them to involve more farmers to integrate legal issues in farming and supported VSLA, SACCOs in recovery of moneys not paid or stolen and to protect the rights of members. Although it was not a key focus of FIDA, SACCOs were also supported to obtain relevant legal status for their financial activities.

FIDA interventions are reported to have increased legal awareness in communities resulting in more cases reported. Confidence in FIDA as a legal aid service provider is demonstrated by the requests received from local council leaders for dialogue and support. There was increased reporting of cases by women and men which demonstrated awareness of the importance of access to legal aid. Communities were better able to handle sexual and gender-based cases through the support of the Community Legal Volunteers (CLVs). Through training of farmers, radio programmes and outreach services, it is believed that there was a clearer understanding of the rights of women to access land resulting in a change in attitude among cultural leaders and community members on issues of inheritance by girls. Interviews and FGDs with CLVs, clients and community members indicate that increasing numbers of people seeking legal aid support mainly related to domestic violence and land rights.



Discussion on Gender Rights at community meeting near Gulu

Uganda Land Alliance (ULA) worked in the districts of Mukono, Ntungamo, Hoima, Pader and Mbale. They also continued to work in Luwero District where the baseline study was done not selected for G4G focus. The baseline stimulated keen interest by the community in women's land rights in the district and ULA continued to support their efforts to address the barriers identified during the baseline study, making Luwero an additional district of focus for ULA.⁵⁸ ULA started with selecting 50 women in each district and trained them about women's land rights. 50 male Champions were brought on board to work with the women advocates. The women 'Advocates' and men Champions were volunteers and worked with community members⁵⁹. The main activity that the 'advocates' and champions undertook was to sensitise communities about the existing laws and policies relating to land. They had to first understand these laws themselves and apply them at an individual level to act as role models. Women change agents were referred to as 'advocates' because of their role in advocating for the recognition of women's land rights and men change agents were referred to as 'champions' because of their role as men championing the promotion of women's rights, especially to land and the expectation of them to become role models in their own lives. Being called 'champions of women's rights' inspired and motivated the male change agents to work even harder to demonstrate that change is possible, as illustrated by their explanations of what they had been able to achieve.

In Mukono, the evaluation team only met women advocates and in Ntungamo the team met with both female and male community change agents, the team noted that the volunteers were highly motivated and working to support and protect women's land rights. They testified that before working with ULA as women land rights promoters, they had not realised the magnitude of the challenges relating to women's land rights. As one woman advocate pointed out:

⁵⁸Continuing to work in Luwero District was explained by the Administrator of ULA. ULA was able to stretch resources provided to continue working in Luwero.

⁵⁹Advocates' refer to women volunteers advocating for increased awareness and action on women's land rights

“We were in total darkness about land issues. When we were trained by ULA, our eyes were opened. We realised that co-ownership of land is important for women. We did not know of this provision in the Land Act. We had always thought that land belonged to men and nothing could ever change regarding matters of land”. (Woman Advocate, Goma Women’s Group, Mukono).

The ‘Women Advocates’ and Male Champions identify problems that women go through and are available to support the women in solving these problems. In Ntungamo, the Male Champions mentioned that they receive at least a case a day in their respective sub-counties. They pointed out that many people in the communities are not aware of the provisions of the Land Act and continue to undermine women’s rights to land and property. They mentioned that when they started their work, there was a lot of resistance from men and some women also feared that discussions on women’s land rights would destabilize marriages. They see attitude change among women and men in communities but a lot is still needed to sensitize communities about Legislation and policies that support women and children on issues of land and property. They pointed out that many people do not know that women and men have rights to share property, especially land.

The ‘Advocates’ and ‘Champions’ are proactive in pushing for co-ownership of land by women and men. They take advantage of any events and gatherings to sensitise people about land rights. They use church services, funerals, radio talk shows and any other events to communicate.

In Ntungamo, most of the Champions selected are in influential positions. Some are Sub-County Chiefs, one a Town Clerk and some are Local Council Councillors. They mentioned that they use their positions to influence change. Some had initiated by-laws that seek to ensure protection of women rights by making it mandatory to include women in land titles as co-owners; for girls and boys to inherit property and to protect the property of widows by providing that widows take over the property in case of a husband’s death. The current law (the Succession Act) requires widows to seek letters of administration to take over the properties of their dead husbands and sometimes other relatives get the letters of administration and disinherit the widows. They reported that they had sensitised local councillors, especially the chairpersons to be fair to women in their judgements. Families had been sensitised to realise that property belongs to a man and his wife and that in case of death of a husband, the wife should get letters of administration.

In one of the sub-counties – Rubaare Sub-County -- such a by-law has already been passed by the Local Council and would soon be implemented (2015). The by-law provides for women to be co-owners of family property to be included in all agreements on acquisition of land and other properties, protection of widows ownership rights on death of spouse, for boys and girls to inherit land and other family properties on equal basis with boys, all as children⁶⁰.

The advocates and champions mentioned that whenever there are land sales, they try to draft the agreements to ensure that women are included as co-owners and that women give their consent, when a sale of property to be made. One of the champions said: *“When there is a sale of land in our communities, we are selected to write agreements. We include women as co-owners and because they know of our work, the men do not object”.* In Mukono, a group of women advocates had learned about land rights: *“We learned and realized that lack of ownership of land by women was a barrier for women. Women did not have collateral to access bank loans and only borrowed from micro-finance institutions where they got little money at very high interest rates. When one does not have land of her own, one cannot plant perennial crops like coffee. If you do, men take the coffee when ready and sell it. ULA educated us about legal marriages and we discovered that many women were not legally married. This meant that when not legally married, it is difficult to acquire property.”*

Discussions with the advocates and champions highlighted cases of positive changes.

⁶⁰Discussions with Ntungamo Change Agents (Advocates and Champions) revealed interesting cases that could be followed up and documented as case studies or stories of change as break-through examples in women’s land rights. ULA reported similar changes in other districts reached – Mbale, Hoima, Pader and Luwero.

- One **Male Champion** reported that he talked to his uncle to include her only daughter in his will. When the uncle made the will, he made the daughter the heir.
- Another case was reported where a **step-mother** had been sent away by step-children when her husband died. The children were sensitized and realized that they had done something wrong to send away their step-mother who had been married to their father after the death of their own mother. The children brought back their step- mother and they are living in harmony.
- **Female:** My husband was sensitized by the Male Champions and one day, he decided that all the agreements of purchases of land that we have must be redone to include me in the agreements as a co-owner. Now this has been done. My husband and I co-own everything that we have.
- **Male Champion:** Since I was sensitized, I have made sure that the two agreements of property that we have bought include my wife as a co-owner. Now I am also learning from my colleagues that even the agreements made before can be changed. I will change them to include my wife.

Overall, the work of the community legal volunteers, advocates and champions clearly indicates that the work of FIDA and ULA has a positive effect as they continue to help women to access justice in relation to social and economic challenges. All the ‘Advocates’ and ‘Champions’ (5 female and 5 Male) met in Ntungamo district mentioned that each of them handled at least one case of land-related matters in the sub-counties where they worked. The support being given to women to own land is a good development and needs to spread wide to support many more women.

Challenges related to women’s land rights as highlighted by FIDA, ULA and the change agents, relate to cultural beliefs, norms and practices that are so deeply rooted. They do not only affect women’s ownership and control of land, but also relate to other forms of discrimination against women and girls. While ULA and FIDA have reached out to a few districts, the rest of the country remains without such support. The need for continued sensitisation and training of community leaders and members is evident. On the other hand, many people are still unaware of the laws and policies that protect their rights and this leads to abuse and exploitation. Advocacy linking the local level initiative to policy level is still limited and women at community level need to be empowered to influence laws and policies and to claim their rights.

5.7 Youth

This Section seeks to address EQ 22:

EQ 22 To what extent has G4G been effective in increasing the **involvement of youth in farming**, which approaches have been effective and relevant and what lessons can be learned?

Youth in Uganda are defined as people aged 12-30 years ⁶¹. This makes the youth a very large and heterogeneous group, with varying needs depending on whether the young people are living with their parents and going to school or whether they have reached an age where they might marry. When the son wants to marry then parents would be expected to give him a piece of land from which he and his family can make a living. Due to the low acreage of farmers targeted by the project, this causes problems because families have many children and dividing the land may mean that the children would be able to make a living from the land.

In the questionnaire survey, the percentage of respondents under the category of youth and are married was 17% and approximately the same percentage of youth took part in the focus groups. The young farmers were very

⁶¹Uganda National Youth Policy 2001

active and contributed many relevant views and told stories about their farm, thus the overall findings of the evaluation covers youth to a very large extent.

Youth face many problems in Uganda. Jobs are rare and youth unemployment high. Many groups told about young children who had run away from the family to marry or to find jobs, but had difficulty finding employment, some have low paying – sometimes informal jobs - in trading centres with small enterprises generating low income. Many engage as farm workers whose employment is frequently seasonal and in lowly paid jobs.

Many FGDs however demonstrate a household patterns who seek to make room for the youth who cannot find jobs elsewhere for example a number of cases showed that the children were managing the land of the parents together, they stated that the old father or mother was the head of the household, but apparently brothers and sometimes also sisters were sharing the workload on the farm.

In some cases, groups also encompassed young ambitious farmers. Two young farmers in a group near Lira explained about the dreams of expanding the farm, buying more land, getting a tractor and making money. One of the young farmers was asked about, whether he thought the community might learn from the European cooperative tradition. The 23-year-old farmer – who was not married – but farming with his sister and mother who was a widow responded:

“I look at the Europeans, I do not think they are doing so well and agriculture in Europe is subsidised, they keep Africa out of the market. I think the Chinese have many successes, we would like to learn more from them”:

This is presented because it represents a good example of many of the youths who participated in the FGDs. These young people do not want to run away and have office jobs; on the contrary they take pride in being farmers and would like to contribute to see their family farm prosper.

Overall, youth are an important group but their ambitions, wishes and fears are often similar to those who are a bit older. Nevertheless, lack of access to land and jobs means that a strategic approach needs to be taken. In that sense, it may be relevant for aBi to work with a strategy for youth in line with a gender policy.

5.8 Capacity Development Approaches

This section assesses EQs 8 and 9 examining the approaches and the effectiveness of the capacity development approaches taken by G4G.

EQ 8 (ToR EQ 11) What was the relevance, effectiveness and cost efficiency of the **aBi support to the IPs** and other relevant stakeholders?

EQ 9 (ToR EQ 11) What was the relevance, effectiveness and cost efficiency of the **approaches of the different Implementing Partners?**

Despite the fact that capacity development was given very little focus in the programme document capacity development was a key approach used in the relation between aBi and the partners and by the partners to change gender relations and to enable farmers to work with FAB in the households.

The working method between G4G and the partners was aligned with the project cycle. If G4G found a given project relevant the discussion with the partner started when G4G received the concept note. Likewise project proposals were subject to discussions and some partners like ULA were asked to carry out action research to improve the evidence basis for the project. Generally, however, G4G prioritised action and very few projects

started out with a baseline. Discussion of performance took place based on progress reports and partners state that this was a useful process.

Partners underline the relevance of training carried out by G4G. Several pointed out that they would not have been able to implement and work with the household approach if they had not been trained by G4G. Partners also appreciated the seminars where they came together to share knowledge and ideas, they underline that the seminars were a platform for improving performance and renew approaches. Partners saw the M&E by aBi as useful although, as mentioned, some projects felt that the evaluation teams in charge should have spent more time to study and research their project to obtain an in-depth understanding.

The different IPs used different approaches, but partners working with the HH method and GAP almost all used a kind of **cascading approach**. This means that one Project Officer or Change Agent who had been trainer on gender-sensitive approaches and GAP works with a group of farmers and develop their capacity to apply the relevant knowledge and skills.

Some groups of farmers were formed by the project and others existed before G4G. Most groups included members from different communities who had in common that they wanted to change. In many groups, several grown-ups in families would be members. Most groups would include both male and female members, but a few groups encountered during the field visit were for women only.

The Farmer Groups were an essential driving force in the G4G. The groups formed a social network for the members, a place where members could talk about their problems and get help. The groups also discussed gender issues and functioned as a forum which would help reinforce gender equality in the families. At the same time, most of the groups also cooperated on the VSLA, so the groups both worked with the gender and economic issues in an integrated manner. Group members also joined forces to help with work on the farm. Group members appeared to know a lot about each other and issues on mistresses, alcohol and early marriages were discussed openly.

Domestic violence was a topic also discussed and when the consultant inquired how members could know what had happened to another member, one women replied, *“We are the ones she will run to when he has beaten her up, once again.”* The remark illustrates the intimacy which would often exist between the group members.

The motivation to join the group differs. Some women formed groups because they were in a desperate situation and teamed up with others in a similar situation. This seemed to be the case with groups of ex-combatants in Gulu. Other members joined because they could see that the group members were benefitting. New members have to be approved by the group – indicating the social character of the group.

The Project Officers and Change Agents often have a very important role in the groups. Many times the members refer to the Officer or Change Agent by name and explain how he or she helped them and supported the group.

In the FGDs, it was clear that Change Agents and sometimes often the Chairperson have a key role, and can be decisive as an activist or “fire soul” inspiring and serving as a driver for the group. Normally, the Change Agents will be people who are well reputed and respected community members. Chairpersons and Change Agents who participated in the FGDs generally seemed to be relatively highly educated. Many spoke good English and some explained about the positions or jobs which they held before.

In Bukedea under the PKWI, a former Reverend of the Church and LC5 Chair had played a key role as Chairperson for the farmer groups. The PKWI was generally very successful and many farmers have been able to improve their incomes due to the project. The project had also established shared processing facilities. The

Reverend was seriously ill and no successor had been found. Despite this, the groups under PKWI appear to have been very effective and managed to organise FGDs and Survey interviews at very short notice. The examples illustrate that although the fire souls are decisive for the groups, the group structures can survive when a basic social network between the members have been established.

Overall, the Survey and FGDs underline that technical training in GAPs and FAB have been effective and relevant and appreciated. Participants also underlined the importance of training on planning and budgeting and resource management. Exposure to agricultural practices by more advanced farming communities is also appreciated by the FGDs and the Survey. Both the Survey and the FGDs underlined the importance of radio programmes for the promotion of G4G, some groups had been formed because members had heard about the G4G initiative on the radio. Moreover, radio programmes had served to give relevant information on gender and farming approaches.

In FGDs, participants emphasised that sensitisation and role plays have been important for them to understand about gender roles. The evaluators tried to establish whether a training or sensitisation fatigue could be sensed. But all FGDs confirmed that participants were grateful for training and sensitisation. Most FGD participants said they had not had enough training and wanted more.

In the discussion of the advantages of G4G in the FGD, many emphasised that they felt that the gender and HH training had been managed by themselves and had responded to the most urgent needs for better family life and increased incomes.

5.9 The Institutional Framework

This section seeks to set the capacity development approaches into the perspective of the institutional framework and answer to EQs 20 and 21.

EQ 20 To what extent has cooperation with **local authorities and local official representatives** been important for the effectiveness of the different G4G approaches and what can be learned from this?

EQ 21 (ToR EQ 12) A **national coffee policy** is said to be an important outcome of the project, how was G4G effective in achieving this and what lessons may be learned from this on influencing policies ?

The G4G mainly worked at the level of the farming community, but the institutional infrastructure may also influence the possibilities for farming as a business, and it was also the intention of G4G to advocate for gender equality and the interests at the level of local and National Government.

The evaluation interviewed many representatives of district governments and in some FGDs, LC1 officials and the traditional clan leader participated. The evaluation found that the respect for G4G and aBi was very high. The District officials complained that the local government offices were short of resources and they see G4G and the partner organisations as providing the services, which they could not provide.

The work of NGOs and development organisations is appreciated as filling in where NAADS has difficulty in being effective. NAADS are currently under restructuring but the districts explained that NAADS, extension services and aBi were working closely together.

In the districts visited, the DFAs play an important role. The district officials are aware that many of their citizens are organised in the DFAs and they respect the farmers' organisations as an important element of the local institutional infrastructure. There is an impression that the DFAs play an important role in advocating for farmers' interests at local level and in that respect are a very important partner for aBi

DFAs also have the capacity to address some of the issues which present a challenge to many farmers, i.e. access to seeds, storage facilities and links to the market. In several districts, for example Masindi, the DFA has set up collectively-owned companies selling seeds and offering storage capacity. Several DFAs had negotiated with processing companies to get better prices for farmers.

In the interview, NUCAFE explained that G4G had enabled them to influence the enactment of a National Coffee Policy, which will benefit coffee farmers including those with low-scale production. But this appears to be the only areas in which policy advocacy had been effective.

Local governments were very positive about the work to improve gender rights, and FIDA explained how it was working with the local justice system to support gender-sensitive legal practices and build the capacity of the legislature at local level to understand gender rights and give fair and equal treatment to citizens of both genders.

Overall, the G4G has been successful in establishing good relations to government at local level, but a more strategic approach on how to advocate for gender equality in the agriculture sector may be relevant.

6. Impact and Achievement of Objectives

This Chapter seeks to respond to Evaluation Questions below. Lessons learned and recommendations are addressed in Chapter 8 and 9.

- EQ 1 (ToR EQ 1 & 11) To what extent and how has the G4G had impact in terms of contributing to **Increase the Income** of the targeted farmers and rural households?
- EQ 3 (ToR EQ 2) To what extent and how has the G4G programme incl. the VSLA and Farming as a Family Business (FAB) contributed to the outcome of **increased production, productivity and profit** at household and community level?
- EQ 4 (ToR EQ 4) To what extent has the G4G and its different approaches contributed to the outcome of **creating new jobs**?
- EQ 5 (ToR EQ 13 & 14) Which approaches contributed to the outcome of **fairer Gender relations** at the household and community level, how is this manifest and how can lessons learned be up-scaled?
- EQ 6 (ToR EQ 3 & 14) To what extent has G4G contributed to the outcome of promoting **female entrepreneurship**?
- EQ 7 (ToR 6) To what extent has G4G contributed to the outcome of improved **economic and legal justice** for women, in terms of land rights, ownership, earnings and representation?

The evaluation finds that it is beyond doubt that G4G had impact and contributed to increasing the incomes of farmers and rural households. An impact which was not emphasised in the programme design but which was very important for the households was food security – higher production and productivity led to resilience and the families were less likely to starve.

Overall, the main impact was at the household and community level, a constraint may be uptaken at the level of society and at institutional level. However, in line with the economic theories of Orstrom and Kanbur, working from the grassroots level may be the more effective way to create embitterment of the lives of poor people.

Impact has to be seen in the country context - the evaluation suggests that it is more difficult to work in the poorest and most remote areas. Also, the regions which have been affected by war move more slowly economically. In other words, many of the areas which G4G worked in were amongst the more difficult. At the same time, however, it seems that the slightly wealthier “pull up” the poorest households, so in that sense agricultural programmes need to continue to have a broad scope. Working with the segment of middle income farmers is important because it creates space for increasing the uptake and potential growth of the poorest farms.

Concerning the main outcome areas, the findings are:

Fairer gender relations at household level

This objective was achieved for the great majority of households involved in the programme. Target groups underlined that fairer gender relations both contributed to a higher quality of life through a better environment in the family. However, it is underlined that fairer household relations also contributed to more effective distribution of roles and responsibilities which again was a major basis for improvement of production, productivity and incomes. Better condition for women contributed to better relations between the members of the rural household.

It is clear that the G4G groups in the survey have better household relations than the comparative group. Among the 200,000 households reached by G4G it is clear that the large majority have experienced substantial improvements in standard of living. However, G4G, to a large extent, worked in the poorest and the evaluation finds that the support to get out of poverty is more demanding when the household is at the very lowest level of standard of living as, for example, around Gulu in Northern Uganda. G4G supported the first step, but there was a limit to how much standards of living could be improved when the starting point was very low.

Both the households and rights approach contributed to reduction of domestic violence. Despite the reduction in domestic violence, many cases are still reported and also the subject of the work of FIDA and other partners. Domestic violence remains a problem which it will take years to solve.

Improved production and productivity at household level

This objective was achieved for the large majority of the households involved. This was attributable both to farming technologies and farmers learning to work with more effective farming methods, but also to increase in land as the farmers were able to buy land. Simple methods which did not require a lot of resources appear to have had success.

Outcomes tend to be higher in the areas where the partner was able to help farmers with seeds and storage before sale addressing core problem areas for the farmers.

VSLAs and SACCOs

The VSLA was a successful driver in the G4G. The savings box helped to keep the farmer groups together – building on and strengthening their social capital. VSLA was often the first exposure of the poor farmers to a money-based economy, and understanding the concept of accumulating capital and, in this sense, was an important step in reaching FAB. VSLA served both business and health purposes and social security.

The SACCOs present a mixed picture. Some SACCOs were successful in getting more women's VSLAs as members, but some had meagre results. This is partly due to the bad reputation of SACCOs in many areas, where stories of financial failures are many.

It is surprising that cross-fertilisation does not appear to have taken place with the aBi Financial Development Services. The department may have rendered relevant advice on organisation and contractual issues.

New jobs created

The G4G contributed to creation of new jobs – however the major job creation took the form of the families and farmers working more effectively together. This is, firstly, because more family members – including youth – now work in the households, secondly because farmers form work teams and work together.

The G4G may also have created jobs indirectly as a high number of men stated that they had been “re-socialised” as a result of G4G. The men explained they had changed their old habits of only working part-time at the farm and spending the rest of the time on alcohol and female friends. These men were so far working harder at the farm and all said they were very satisfied with this change of life.

There were also stories of women who had practiced farming and business without the knowledge of the husband, but where these activities as part of G4G had become part of the family farm.

Stronger female entrepreneurs in the market

This objective was achieved in the sense that UWEAL made more than 150 female entrepreneurs stronger in the market. However, this was a fairly minor part of the programme. Despite the positive impact study of the UMBWE, the evaluation found a mixed picture in terms of outcome. Few of the women entrepreneurs consulted had improved their business or income substantially, despite the fact that they saw the UMBWE training as relevant.

As an outcome of the FAB approach is that the objective entrepreneurship was achieved in the sense that many more farmers now recognise that farming is a business and a venture from which money can be made through investments and hard work. However many poor farmers lack the resources to substantially expand their farming. Overall the evaluation finds that the concept of entrepreneurship should have been defined more clearly up front, this may have supported a stronger approach to entrepreneurship.

Economic and legal justice for women

Impact concerning economic justice for women is reasonable, given that many women achieved better economic control of the lives and families; however, concerning legal justice, impact may be more negligible as the interventions in this area were limited. Nevertheless, FIDA and ULA made important achievements and were able to contribute to change the attitude in the areas where they worked towards more equal gender relations. For FIDA, the impact appears to be concentrated in the Northern Region where the project was implemented.

It was a weakness that the legal component was not linked to the farming and commercially oriented project components. For example, FIDA lawyers may have advised IPs on issues of contracting and sales.

Youth and children

Straight talk had some success with development and support to school gardens. Teachers and children appreciated the farms both as a source of learning but also as a food resource. The dilemma was that schools are weak in resources and it is difficult for the school to manage and sustain the school farm along with all the other commitments.

The programme had success in targeting youth in the sense that some projects successfully target youth as farmers and rural workers.

The project has the important indirect benefit that, with better relations in the families, youth were welcomed and many youth reported to have come back to work at the farm in the extended family after idle time looking jobs in the trading centres and urban areas.

Unintended Impact

The evaluation did not find major unintended impact. The only issue in this regard was that some farmers complained that they were disappointed about the short cooperation under G4G; they found that the cooperation with the partner and aBi should continue. In this sense, G4G had the impact of raising people's expectations.

7. Cost Efficiency

This sections responds to the following EQs:

EQ 2 (ToR EQ 1) What is the **number of beneficiaries** reached, how and by what approaches ?

EQ 24 How cost efficient was the G4G overall and how does the **cost efficiency** of approaches and partners compare across the programme?

It is beyond the scope of the evaluation to carry out a detailed audit; therefore, we focus on the overall pattern of allocation and use of funds. The total budget for G4G was Euro 5,367,500. The funding was allocated to the main components as illustrated in the figure below⁶². The use of Euros reflect the project documentation.

Table 32, Allocation of Funds for G4G Components

Budget for G4G Fund	Euro	Percent
Theme 1 fairer gender realtions in selected value chains		
NUCAFE Coffee Value Chain	700,000	
Other grants 2nd Value Chain	540,000	
Total Theme 1	1,240,000	23,1%
Theme 2 Competitive Grants for for women farmers and entrepreneurs		
Competitive Grants	1,670,000	
Total Theme 2	1,670,000	31,1%
Theme 3 Economic & Legal Justice for Woment		
FIDA Uganda	425,000	
Other Grants	400,000	
Total Theme 3	825,000	15,4%
Quality Enhancement, Documentation, Learning, Communication & Dissemination	500,000	
Total Quality Enhancement etc.	500,000	9,3%
Inception Management & G4G Mangement	60,000	
Short Term for Inception (November 2009-May 2010)	472,500	
Total Inception Management and G4G Fund Manager	532,500	10%
Short term International TA Pool	600,000	
Total Short term International TA	600,000	11,2%
GRAND TOTAL	4,128,740	100%

As can be noted Euro 3,735,000 or 69.6% of the funding was allocated directly to implementation by partners. While Euro 1,632,000 or 30.4 % was allocated to management, communication and international TA. The percentage allocated to G4G management is low and at a level comparable to international NGOs and civil society organisations, it is much lower than the overheads required by most knowledge-based organisations such as large international consulting companies, which in Europe – depending on the competitive situation - would rarely ask for less than an 70% management fee related to direct work. The evaluation understands that the G4G

⁶² Danish MFA, Sida, EC Belgian Development Cooperation (BDC), Agribusiness Initiative UgrowthProgramme, Uganda Programme Description, August 2009, p. 54

and aBi in the early phase was managed under an international consultancy contract. Contracting management and organisational development to a consulting company would normally add to administrative cost, due to the need for an overhead for the company, but also due to the cost associated with the establishment of an organisation like aBi, which could take over responsibility for aBi programmes. This process appears to have taken place at a very reasonable cost.

21% of the G4G funding is allocated to quality enhancement, documentation and learning as well as international consultancies. It is not clear precisely how this funding has been allocated, but the evaluation finds that G4G is well documented. The files in aBi demonstrate that G4G conducted relevant scrutiny of project proposals before funding was allocated. Moreover, aBi keenly requested regular reports and organised evaluations of G4G projects, all of which appear to be of a reasonable quality.

The courses and capacity development events organised by aBi also receive praise from the partners for relevance and management. The discussions with partners in the field show that implementing organisations around Uganda have a close relation to aBi and G4G and most know the staff by first name. The findings of the evaluation is that G4G has been able to develop a confident relationship with the partners based on very limited management resources.

A few criticisms were raised by the partners and target groups on the G4G programme management. In a few cases, partners claimed that aBi had been slow in transfer of funds - leading to postponement of activities, which in agriculture were very dependent on correct timing. However, the research of the evaluation suggested that delays in transfer of funds form G4G normally has related to weaknesses in reporting by the partner in question. It should be noted that several partners in the field expressed the view of one Programme Manager in Gulu: *“We are not used to using Log Frame and having to report on everything we do; G4G taught us about all this and Project Cycle Management, it was very useful for us”*.

Another complaint raised was that evaluations of projects were done too fast. Visiting teams would often only have one day with the partners, and the organisations sometimes felt that G4G staff and evaluation teams did not have sufficient resources to get to know the projects properly. The reason may be that G4G had a relatively tight budget and sometimes the resources required for the demanding process of knowledge sharing and capacity development were simply not enough.

Regarding dissemination of information about G4G, it appeared that partners and target groups are relatively well aware of aBi and the G4G programme, so in that sense marketing and dissemination of information appears to have been effective.

When the allocation of funds planned is compared to actual disbursement, as illustrated below, it is clear that support for Women’s Legal and Economic Justice received approximately the level of support planned for .

Table 33, Share of G4G Funding by G4G Focus Area

G4G Focus	Grant Shares Disbursed
Economic and Legal Justice for Women	16,6%
HH approach, FAB & Gender Relations	78,5%
The Entrepreneurial Approach	2,1%
School Garden Approach	2,8%

The part of funding allocated directly to female entrepreneurs may be assessed to be smaller than what had originally been foreseen: However, the explanation is that in setting up the typology the evaluation only included in the entrepreneurial approach, projects which targeted enterprises more directly. In the definition of the evaluation, we have only seen UWEAL and UCA as working directly with female entrepreneurs; whereas female farmers as entrepreneurs are included with the larger group which also includes the Household Approach and Farming as a Business. When G4G took the perspective of assisting the poorest women in agriculture, the target group would logically tend to focus on females working in farms and households rather than as entrepreneurs.

In Annex 8, we compare the funding allocated to each Partner organisation with the number of households reached in order to obtain an approximate cost of each partner to support a household. The tale is based on the Annual Report from 2013⁶³, the list of beneficiaries in the Terms of Reference and project summaries. For five organisation the evaluation has not yet been able to obtain the precise number of beneficiaries – this may be due to a situation where aBi has had to cancel the contract due to low performance and number of beneficiaries is therefore not clear. We have however in line with the Annual Report maintained the funding allocated also for organisations where number of beneficiaries is not known. The comparison needs to be taken with a grain of salt, because the approaches of the partners are very different, just like the modes of counting numbers of beneficiaries differ. For example, UWEAL counts the number of direct participants who participated in conferences, seminars, training events and coaching. Likewise, Fida and ULA count the number of people who have more directly benefitted from assistance in terms of legal advice.

However, many of the Implementing Partners, in particular District Farmers Associations focussing on the Households, GAPs, Farming as a Business and gender relations in the farming family took a relatively similar approach, which should make it possible to compare cost of support in comparison to results delivered to beneficiaries reached. Again, the comparison across organisations is made difficult by the fact that - for example, DFAs also counted number of beneficiaries in a different way. One example is Kasali DFA, which only counted trainers who were directly trained by the project, whereas most other DFAs counted indirect beneficiaries. Most DFA counted as beneficiaries who were reached by change agents or key farmer trainers, who had first been trained by the DFA – what the evaluation defines as more indirect beneficiaries.

Looking at Annex 8, it is clear that there are relatively large differences in the cost per household benefitting from the G4G assistance when you compare the DFAs using similar methods of assistance and counting of beneficiaries. The DFAs with the lowest cost per beneficiary household are Rukungiri and Kyenjojo, which are both around UGSH 36,000 per benefitting household. The four DFAs with the highest expense per beneficiary are using around UGSH 100,000 per beneficiary, namely Bushenyi, Mukono, Mbarara and Moyo DFAs. Mayuge DFA which was visited by the evaluation has been spending an average of UGSH 57,940 per household. Our overall analysis is that Mayuge DFA is very effective in reaching the set objectives. The work of Mayuge DFA is appreciated both by the target groups and the District.

When examining the average cost per household across the 36 Implementing Partners where both numbers for benefitting households and grants are available, the average cost is UGSH 52,964 (See Annex 8, Table 1, all IPs). If we compare only DFAs – and exclude the IPs with relatively high cost per beneficiary household (e.g. UWEAL) and exclude also those with very low cost per beneficiary (e.g. Straight Talk, which has a very high number of beneficiaries and low cost, because apparently the household of every school child indirectly benefitting is counted) the average cost per household and examine only DFAs the average cost per household is UGSH 62,964. It is difficult to compare the other types support, if we compare only NGOs and retain UWEAL,

⁶³ Agribusiness Initiative Trust, *Annual Report 2013*, aBi 2013, pp. 106 – 111.

the average cost per NGO is UGSH 153,526, if we exclude UWEAL the average cost per implementing agency is 114,480. Although the cost are higher than for the DFAs the average cost of implementation is still reasonable.

Overall, the evaluation finds that given the effectiveness of G4G in supporting families and household in developing out of poverty and increasing incomes, the programme appears to be cost efficient.

8. Sustainability

This chapter seeks to respond to EQ 25

EQ 25 How **sustainable** was the G4G overall and to which extent are the different approaches sustainable?

There is evidence of sustainability of G4G programme elements more than one year after the end of close of the project. The new farming methods are rooted in the families and the changes in farming practices that have been taken up will remain in practice.

The evaluation found that new approaches, skills and knowledge gained as well as changes in attitude and behaviour continue to be exhibited among the implementing partners, their agents and farming communities. However, the interventions are marked by some challenges and constraints, which may be addressed to further support long-term sustainability.

The G4G approach remains in use. Through G4G programme, aBi Trust invested in developing human capacity of the change partners, change agents and the farmers; equipped them with knowledge and skills to work more effectively by applying the GAP methods and having a more effective division of roles and responsibilities in the household.

The evaluation noted that the partners continue to use the knowledge and skills gained through G4G to support farmers in working towards improved production and productivity. Coordinators and field officers of G4G implementing partners are now conversant with gender concepts and appreciate the importance of fairer gender relations in supporting value chains. Many partners have a Gender Officer who continues to work for them – although in one case she is now only working part-time. The farming households have appreciated the key concepts of G4G, particularly working together on farming as a household and a family business and continue to work according to those principles. The new methods appear to be maintained by families as methods to propel themselves out poverty.

Fairer gender relations have resulted in changed behaviour where family members have better communication and respect for each other, leading to reduced domestic violence. There is evidence that this decline in domestic violence is sustained and that this family pattern is copied by others.

Active presence of Change Agents in the Community: In most of the areas visited, Change Agents were still active. The Change Agents continue to work with farmers as groups and individual households. The paralegals trained by FIDA and the advocates trained by ULA are active and committed to helping women realise their rights to social justice and land. Farmers continue to seek help and support from the change agents. The change agents who were met by the evaluation reiterated their commitment to supporting communities. The Change Agents are respected in the communities and especially women contact them for support and guidance. Change

Agents often organised meetings for the evaluation. The following quotes are typical for the commitment of the Change Agents:

“The G4G project ended but we are still continuing with our work unhindered. We do not want our work to rely on funding. Even when there is no funding, we have committed ourselves to working for women’s rights and we shall continue.”

“We are committed to realising a change in women’s lives. We want to see women enjoy their lives with dignity. We want to see that discrimination of women is brought to an end”.

“We encourage men to allow their spouses to co-own land. We tell the women that their names must be on land agreements as co-owners and not just as witnesses”.(Male Champions, FGD with Male Champions in Ntungamo District).

“We have sensitised women. They are working on their small businesses and getting money and paying school fees for their children, especially for girls. They are also buying their own land. When men buy land, women insist on being co-owners and men have started accepting this change. In the past, even when women bought land, they would put it in the names of their husbands and sign as witnesses. These days, no more signing as witnesses. We sign as co-owners. We have sensitised other women to do the same”

(Women advocates, Goma Women’s Development Association, Mukono).

Recognition of Change Agents: The change agents are recognised by the local leaders, the local communities and the DFAs. This motivates them to continue working for the communities. Many change agents continued to work despite the fact that the remuneration stopped. In some areas, the evaluation team found that the groups pay the Change Agents for visits. With ACOD, some Change Agents were receiving UGSH 2,000 from each group member upon a visit. There were also examples that some Change Agents “cheated and demanded more” but ACOD had stopped this practice. Nevertheless this is a clear indication of the sustainability of the Change Agents as an institution.

Even without any support, most of the change agents remain active and highly motivated. One change agent in Mitoma District told the evaluation team that for her, working with the community is a life commitment that she has chosen.

Like the Change Agents, there is evidence that all **working groups** established under G4G continue to work together and practice new approaches to cooperation, farming and gender relations. As one participant in Bukedea put it: *“The group is part of our lives now it is our friends and relatives in the group, we support each other in farming and business and we continue to be the security network for each other”.*

The challenge that remains is that the project coverage was limited. In some areas, partners were able to reach just a proportion of the farmers. It is important that partners continue and extend services to other communities that have not been reached. This requires building on the foundation laid by G4G programme and to continue to propound the elements that have made the programme successful in the short period that it was implemented.

The choice of Partners: Many of the implementing partners for the G4G programme component were already part of the value chain development component of aBi Trust. The non-value chain partners like FIDA and ULA were already working with similar interventions. For the value chain partners, G4G was a catalytic element in making the VCD more meaningful at household level. G4G also provided the impetus for women’s entrepreneurship. The economic and women’s access to justice component as implemented by FIDA and ULA has the potential for protecting and promoting women’s access, control and ownership of resources thereby increasing the contribution of women to increased incomes and wealth at household and national level. This would further contribute to strengthening the role of the agricultural sector in the Ugandan economy, which is much needed.

9. Lessons Learned

This section respond to the following EQs:

EQ 26 (ToR EQ 13 & 14) What can be **learned** on **access to legal and economic justice** which will feed into HRBA activities in the future

EQ 27 (ToR EQ 13) What can be **learned from G4G on Gender Mainstreaming and future design of Gender projects** in Uganda and internationally?

EQ 28 (ToR EQ 14) What can be **learned from market oriented production focusing on gender for design of future programmes?**

EQ 29 What were the main **strengths, Drivers and good practices** of the Programme?

EQ 30 What were the main **weaknesses, spoilers or constraints** of the G4G Programme?

Combining Gender, Farming and Business

The main lesson learned from G4G is that combining gender with farming approaches is a viable and much appreciated approach. Farmers appreciated this form of support, which helped the poorest households to move out of poverty. Major research has found that job satisfaction and a good working environment are a precondition for effectiveness. G4G proved that this also works for small subsistence farms in Uganda.

Many IPs achieved good results by focussing on both women and men.

Bottom-up works

Another lesson learned is that the bottom-up approach works. Many programmes have a tendency of emphasising central administration; but the strategy of G4G was – to a very large extent – development from the bottom. The IPs selected through calls for proposals took the approach that the farmers themselves have to lead the process. This motivates, creates ownership, responsibility and sustainability. The farmers' own groups were decisive in planning the way forward.

The Cascading Approach

The cascading approach which involved change agents at programme, project and grassroots level in combination with a community and group cooperation and pooling of resources was effective and was able to alleviate poverty both at the level of the community and in society more generally.

Realistic resource management

G4G was also successful and sustainable because it worked with limited resources. The practices applied can be managed with the small resources which the farmers possess. The dilemma is that to take a real step forward the farmers simply need larger investments. They must have better access to credit – which aBi is already working with.

The missing link between the VSLAs and the Banks – the role of the SACCOs

The SACCOs were less successful despite the fact that they (with other micro-finance institutions) seem to be the “missing link” between the VSLAs and the banks. For the future, the UCA should proactively improve marketing of the SACCOs. VSLAs were successful building on the trust and social links in the communities and for many being decisive in making the small investment out of poverty. aBi should continue to promote VSLA as the first step in access to a money economy. However, the problem is that the VSLAs have little capital at hand. aBi should consider a study of how to work with and enlarge the VSLAs. The social infrastructure is there and it should be possible to use it more effectively and increase access to capital through VSLAs. aBi may team up with UCA – who has extensive experience and a strong network – in this area.

Farmers Associations – important partners

FDAs were effective partners because they are the farmers’ own organisations and have strong links to local government. It is important that the FDAs continue to be a membership and interest organisation also for the small farmers. aBi should emphasise gender as a key aspect to improve productivity of small farms.

NGOs

NGOs like YSA and ACOD have the advantage of being close to the target groups - especially the youth. The NGOs show capacity in mobilising communities, taking new approaches and getting the youth on board. It was useful that NGOs set up structures for storage and sale of farming produce.

Competition between IPs

Call for proposals was a constructive way to impel effectiveness and innovation. NUCAFE, which was a partner contracted mainly based on its performance record and network was effective in developing a coffee policy supporting small farmers. However, NUCAFE was less effective at the operational level. Thus the proposal and dialogue during project preparation appears to be decisive for success.

Need to connect civil and economic legal rights

The ULA and FIDA were strong partners in promoting women’s rights. Although this was a small component the work was important to demonstrate enforcement of women’s economic and social rights. The cooperation between FIDA and the local justice institution was constructive to advocate for women’s rights.

However, there was a limited link between the work women’s civil rights and the legal aspects of women’s overall economic empowerment. Legal support of helping women and farmers generally with legal aspects of sales, contracting and pricing should have been integrated. Addressing the link between civil, economic and political rights in practice is a key issue which warrants research and support.

Youth

The HH approach makes farming more inclusive for young people. When a farm has clear and open communication and overview of resources, the household understands better that a young man or woman can be a decisive work resource for the family. The value of the work of the youth becomes transparent and it is easier for him or her to demand remuneration. In the same way, the children - who grow up in families with an effective working approach in the household – learn that to eat and prosper you need to work, and they bring this attitude into their life when they group up.

Entrepreneurship

Success with entrepreneurship has been achieved in the sense that farmers started to see their farm as a business and expanded into new products such as new crops, fish ponds or poultry. The evaluation shows that households have to be beyond the level of subsistence to be entrepreneurial. Many business women appreciated the training by UWEAL, but participation was lower than planned and the female entrepreneurs had limited success with expansion of their businesses. The entrepreneurship approach is impeded by a lack of clear definition of entrepreneurship and what it requires. Links between formal and informal enterprises merit further research – as part of entrepreneurship.

Marketing and sales

Marketing and sales are a key constraint for small farmers. aBi may join forces with FIDA or other organisations with legal or sales expertise, to support the capacity of IPs in marketing and trade, covering: contracting, pricing and requirement specification's for procurement and sale.

The policy level

G4G did not focus on policy advocacy and change. NUCAFE was successful in promotion of a national coffee policy supporting small farmers. Focus was on implementing progressive policies in practice. The changes from below may influence policies in the long run. As one Agricultural Adviser phrased it:

“When a politician sees that something is working for a lot of the citizens he or she will pay attention”.

However, small farmers have limited resources for policy advocacy; and, to the extent that professional integrity allows, aBi is encouraged to advocate politically in Kampala for the effective gender-based agricultural practices which were successful in G4G. Districts and NGOs can be strong partners in this work, and aBi may start the process by creating a network of organisations in smallholder farming, which can also be used for knowledge sharing.

Monitoring and Evaluation (M&E)

The M&E in G4G taught the IPs about the project cycle, provided technical learning, held implementers accountable and contributed to effectiveness. However, IPs complained that the control part of M&E was too strong and requested more focus on dialogue, knowledge sharing and learning. aBi should make use of the Real Time Evaluation approach which centres on learning during implementation. aBi may also be inspired by the Collective Impact approach, which focusses on the need for stakeholders to cooperate to achieve changes in policies and practice.⁶⁴

The main performance indicator for G4G was number of households reached. While this was important and secured emphasis on outreach, key performance indicators (KPIs) which can serve to direct approach, was lacking and made it difficult to compare performance across projects. It is important that aBi emphasises KPIs research and clear definition of KPIs in the future. This may, for example, be kg increases by value chain, number of youths engaged or welfare indicators for households.

⁶⁴ FSG is an example on an important research, consultancy and NGO working with collective social change as a result of systematic, collective and coordinated efforts, see <http://www.fsg.org/publications/collective-impact>

Time Horizon

The time span for implementation of the G4G was relatively short. aBi should operate with longer horizons of implementation to achieve impact. G4G had a strong momentum; aBi should try to maintain this momentum by supporting and working closely with IPs showing good performance with gender based approaches.

The wide scope of G4G and what may be learned from it

The **flexible approach** was a strong feature of G4G: it delegated to the IPs the prerogatives to design interventions. The disadvantage may be that the scope of the programme became too wide and G4G ventured into projects, which was beyond the core mandate of aBi – e.g. the school projects. Despite the freedom, the approach to the HH was relatively similar across IP projects: customizing fairer gender relations, farmer groups, VSLAs and Change Agents and using a cascading approach across projects. It would be relevant for aBi work to improve the gender HH approach as a core service, i.e. providing updated guidance on resource management in the households, principles for VSLAs, capacity development of change agents and principles of knowledge sharing.

The G4G worked with **Lean Management** -- implying a small management and sub-contracting services to specialists. Lean management was possible due to mutual confidence between G4G, aBi staff and IP project staff; partners such as Enterprise Uganda brought in relevant expertise. However, the lean management makes aBi vulnerable as the institutional memory may be lost if staff choose to leave aBi. Thus aBi may consider bringing in more people to strengthen the capacity on gender-based approaches.

Given the need for capacity in finance management and value chains, there seems to have been limited **knowledge sharing** across aBi. It may have been relevant to organise focus groups across aBi to share knowledge, e.g. on contractual requirements in trade, specifications on organisation of VSLA or capacitating farmers in the coffee value chain.

10. Conclusions and Recommendations

The evaluation concludes that G4G was relevant and effective and had impact in supporting poor farmers to improve their standard of living, family and gender relations and also income.

The **choice of partners** who were already working closely with the farming communities and knowledgeable about the needs and challenges of the farmers was important and relevant.

The G4G successfully used a **grassroots approach** of mobilising resources and cooperation in the community. This contributes to building social cohesion, social capital and trust which is decisive for economic growth.

Change Agents who were modestly supported by the programme were a key element in the success. The Change Agents are part of the community and continue to work voluntarily after the closure of the programme funding. This is an indicator of the sustainability of the programme; however, a more systematic approach should have been taken across the G4G.

A key focus of the G4G component was addressing the **unequal gender relations at farming household level**, which is a serious constraint to improving the overall productivity of small households in Uganda. The focus on improved gender relations for increased production and productivity proved successful and motivating to both women and men and led to improved production, earnings and a higher standard of living. Together, family members become aware of the benefits of working together to improve their lives. Through improved relations at family level the HH approach was capable of ensuring greater involvement of youth in the family farm.

Many partners receiving G4G support also worked with aBi on value chain; at the same time, there were many similarities between G4G and the value approach. Approaches were implemented in a context of many other influencing factors such as weather, general economic and political development and geographical differences. This makes it difficult to **attribute improvements to the G4G and Value Chain respectively**. However, the G4G evaluation provides evidence that improved gender relations at household level leads to improved technical and economic performance of the farm.

Overall, the evaluation finds that the G4G has been effective in working with **the first step in the value chain i.e. the basic production unit** of the farm. This is a decisive step to increase the production resources of the agricultural sector in Uganda. Production of crops improved and productivity was increased through simple measures of planning, joint decision making and applying GAPs.

However, the connection to the next stages of the value chain was difficult. Farmers experienced limitations in the possibility of expanding, as the next steps of the value chains cause problems. The small farmers have difficulty linking to the processing industry and traders generating better incomes from farming.

The VSLAs were effective in institutionalising a culture of saving and bringing credit to the poor rural communities and also served as a basic social security system. However, a mechanism is needed to link VSLAs to the credit market and give small farmers access to larger credits which can boost productivity.

Entrepreneurship was addressed by G4G but more effort should be allocated to understanding the concept of entrepreneurship and how it can be integrated with the Household approach and FAB.

Improved communication through joint visioning, planning and sharing responsibilities enabled respectful relations and reduced the likelihood of **domestic violence**, a vice that continues to undermine women's dignity and rights.

Rights based approaches were important to strengthen the role of women and men in farming and business. But the legal aspects of contracting between farmers and other actors in the value chain should have been given more attention.

The G4G was implemented over a four-year period, but only started effectively in the second year. This was short for the programme to have a lasting impact; nevertheless, important results were harvested. Although G4G worked all over Uganda, many districts were not covered. However, many areas were left out which would benefit from a scale up of G4G to address the problems of persistent poverty. G4G should be broadened to strengthen the capacities of farmers and the IPs to strengthen the large segment of small farmers in Uganda – a vital part of the national economy. In all levels of the value chains, gender mainstreaming remains critical.

10.1 Recommendations

Based on findings, lessons learned and conclusions, the evaluation makes the following recommendations:

The **gender-based HH** approach was effective in making working conditions better and more effective - leading to improvements in production quality, productivity and incomes, enabling higher standards of living and investment in expansion of farms. Therefore, it is recommended that aBi:

- should continue to give key priority to working with fairer gender relations as a key driver to improve quality and effectiveness in the Value Chains and Financial Services Development;
- continues to work with the HH approach, first upgrading the HH guidebook on the household approach and as part of this developing a systematic approach to capacity development and working with farmer groups and Change Agents;
- analyses in more depth the VSLA approach to identify strengths and weaknesses and considers measures to make it possible for VSLAs to access larger amounts of credit and provide larger loans.

To support the **small farmers** in improving their **position in the market**, the evaluation recommends that aBi:

- gives priority to supporting farmers in marketing. This should be by supporting infrastructure for transportation and storage;
- develops project supporting farmers in negotiations and contracting. aBi should work with FIDA and other partner with experience in commercial law. The project should develop simple guidelines on negotiations, contracting, quality and requirement specifications for procurement and pricing.
- support setting up a legal assistance function – again possibly with FIDA and similar organisations - rendering assistance to IPs and farmer groups on commercial legal issues.
- consider developing support for quality certification of companies providing raw materials such as seeds for small farmers, to enable better quality standards and avoid counterfeits.

To address the constraint of limited **access to financing**, it is recommended that aBi:

- seeks to systematize and institutionalise the VSLA approach by preparing simple guidelines on VSLAs, drawing from the expertise of the Financial Services Development. Guidelines should include outline. statutes, organization, requirements for saving and borrowing;
- continues to work with UCA and other relevant organisations in micro credits to create linkages between the VSLA and the larger credit institution to provide more substantial financing.

To render more effective support to **entrepreneurship** in smallholder farming it is proposed that aBi:

- with relevant partners seeks to clarify the concept on entrepreneurship with the aim of enabling more strategic and relevant support. The work should define clearly the concept of entrepreneurship in agriculture covering entrepreneurship on the farm – related to FAB - as well as the requirements to separate small businesses at a higher step of the value chain. The requirements to make small farmers more entrepreneurial and avoid risks when venturing into new crops or products should be considered, moreover managerial capacity requirements to set up a small enterprise should be researched and guidance on entrepreneurship in small farming should be developed.
- Considers a systematic approach to work with dynamic and successful farmers and entrepreneurs to see how they may be used as “model farmers” for inspiration - coffee processing and packing is an area where relevant farms may serve as models and trainers.

To contribute to a continued strengthening **the rights and legal position of women in agriculture** in Uganda aBi should:

- Consider developing a project to work with relevant stakeholders to clarify **approaches** to address **civil, economic and commercial rights** of women and vulnerable groups in a concerted manner. The work should aim to define more clearly the different types of rights and how they are violated; moreover, the work should define more clearly the relation between civil, economic and political rights to develop strategies for how the different aspects of rights can be addressed systematically:

To **keep the momentum** and effective implementation of **G4G**, aBi should:

- work closely on gender mainstreaming with the DFAs as important institutional partners ensuring that fairer gender relations at household level are integrated in the value chain and that district authorities remain key partners for gender mainstreaming;
- work closely with NGOs in particular to ensure that the bottom-up approach remains in focus and to ensure that priority is given to involvement of youth in improved farming and FAB;
- set up a network of stakeholders working with grassroots-oriented farming with a purpose of learning and knowledge sharing and joint advocacy;
- upgrade the guidance on the household approach to clearer instructions on how to work with farmers’ groups, Change Agents and a cascading approach for training and change;
- work with consolidation and the appreciative approach to ensure that staff are credited for achievements and that well-functioning practices become rooted before aBi moves on to new methods driven by external advocates.

To use **Monitoring and Evaluation** more strategically, aBi should:

- institutionalise as a practice that the M&E department is involved in programme design, to ensure that adequate baselines are developed, aBi departments cooperate with partners to define Key Performance Indicators, Theory of Change (ToC) and results chains - supporting a shared understanding of approaches and success criteria;

In order to address the **climate challenges** for example in form of drought and storms which are affecting many small famers, aBi should:

- focus on continuing programme on 'green growth'.
- develop strategies for 'climate smart' agriculture to continue to orient farmers to green growth.
- put more emphasis on water for agricultural production and rain water collection. Support should be given to farmers to introduce simple water collection and irrigation systems suitable for small-scale farming.

Many of the approaches of G4G are **innovative and successful** in areas where many agencies strive achieve results. Therefore aBi should be very active in promoting results and methods. In addition to the above, the evaluation recommends research in the following areas:

- What are the key motivating factors and mechanisms which make pooling of resources and group work in Ugandan communities a success and how can this be applied more widely?
- How can aBi work with agricultural research centres to better encompass problems such as insect attacks and diseases?