FORT
FARMERS' ORGANISATIONS FOR RURAL TRANSFORMATION

Annual report

November 2024-December 2025



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[1] *The cover picture shows members of Kanungu Coffee farmers Cooperative Society in Kigezi region displaying their EFFORT visioning diagrams during a learning session.*

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Acronyms

AGM	Annual General Meeting
A-GRIP	Agricultural Governance Results Improvement Project
BRIGHT	Building Resilience and Inclusive Growth of Highland farming systems for rural Transformation (BRIGHT) project
CAO	Chief Administrative Officer
CCO	Customary Certificate of Ownership
DGIS	Directorate-General for International Cooperation, Government of the Netherlands
DLG	District Local Government
EFFORT	Empowered Farmers in Farmer Organisations for Resilience and Transformation
EKN	Embassy of the Kingdom of the Netherlands
FG	Farmer Group
FO	Farmers' Organisation
FOSO	Farmer Organisation Service Officers
FORT	Farmers' Organisations for Rural Transformation
G20	Group of 20 farmers
GAP	Good Agronomic Practices
HH	Household
IAR	Integrated Action Research
INCLUDE	Inclusive Livestock Development for Smallholder Farmers project
INSPIRE	Integrated and Sustainable Production for Inclusive Resilient Economies project in Uganda
KII	Key Informant Interview
Mln	Million
MEAL	Monitoring, Evaluation, Accountability and Learning
MoU	Memorandum of Understanding
NSCCS	National Savings and Credit Cooperative Society Limited
PCP	Pearl Capital Partner
PEA	Political Economy Analysis
PIP	Participatory Integrated Planning
PI	PIP Innovator
PMEAL	Planning, Monitoring, Evaluation, Accountability and Learning
SACCO	Savings and Credit Cooperative Organization
SEROI	Social, Economic and Environmental Rate of Return on Investment
SHF	Smallholder Farmer
ToC	Theory of Change
UCA	Uganda Cooperative Alliance
UCCFS	Uganda Central Cooperative Financial Services Limited
UFAAS	Uganda Forum for Agricultural Advisory Services
UGX	Uganda Shilling
VSLA	Village Savings and Loan Association
WSER	Wageningen Social & Economic Research
WUR	Wageningen University & Research

Executive Summary

This is the first annual report of the FORT project, covering the period of 1st November 2024 to 31st December 2025.

FORT is a 5-years project, implemented by a consortium of Agriterra, Wageningen University & Research - Wageningen Social & Economic Research (WSER), and Uganda Cooperative Alliance (UCA) and funded by EKN. The FORT project seeks to reach approximately 200,000 farmer households through strengthening 120 formal and 180 informal Farmers' Organisations (FOs). The overarching goal is to transform rural farming communities across five key regions of Uganda-Tooro, Kigezi, Busoga, Lango, and Elgon-by enhancing the capacity, governance, and service provision of SACCOs, cooperatives and farmer groups, and member-based national organizations such as UCCFS and UFAAS.

This report provides an overview of the key activities, results and lessons of the FORT project in its first year of implementation including the inception phase. The report is divided into two parts;

- Inception phase (1st Nov 2024 till 30th of April 2025): as the inception phase report was submitted to EKN and subsequently approved, we only present key highlights of this part in this annual report.
- Implementation phase (1st May to 31st December 2025): we cover this period in more detail as per the annual plan submitted to EKN on 30th of June 2025. The key activities undertaken and the results achieved for this part follow the logic of the submitted plan.

Inception phase
The FORT inception phase successfully laid the groundwork for FORT's implementation which is based on the foundation of participatory, and context-specific approaches to rural transformation. The emphasis on empowering farmers, strengthening local institutions, and fostering innovation through phased implementation and robust MEAL systems.

During the inception phase, the FORT project recruited and capacitated key staff, facilitated regional workshops with stakeholders in the five regions, undertook comprehensive Integrated Action Research (IAR), development of the EFFORT approach module 1, and carried out scoping and assessments of FOs. Staff recruitment was executed swiftly, ensuring onboarding and capacity development. Regional IAR workshops in each targeted zone facilitated stakeholder mapping, rapport building, and formal agreements with district authorities via Memoranda of Understanding (MoUs). The IAR emerged as a pivotal activity, providing in-depth socio-political and economic insights relevant to each region. Conducted by FORT staff to foster ownership and local understanding, the IAR laid the groundwork for tailored strategies and interventions.

In the inception phase, FORT undertook the stock taking exercise of the PIP approach adopted by EKN sister projects: CommonGround, BRIGHT, INCLUDE and INSPIRE. From this stock taking, lessons on localization, community engagement, and working through local champions were incorporated into the development of the EFFORT participatory approach.

Strategic planning with national bodies such as UFAAS and UCCFS clarified collaboration pathways, while MoUs with districts established formal entry points for project activities.

A detailed Farmer Organizations' landscape assessment revealed that Uganda's FO sector, while historically foundational, remains hampered by capacity weaknesses, limited financial management, and lack of digital adoption. Most cooperatives are small, with an average membership of about 432, mainly engaged in aggregation and sales of member's produce, with critical gaps in inclusion, strategic planning, and financial accountability. SACCOs showed potential for financial inclusion but face similar digital and institutional maturity challenges. Farmer groups, often informal, require formalization, production support and market linkages enhancement.

The strategic insights gained from these assessments underpin FORT's six pillars i.e. farmer agency, institutional foundations, FO external agency, production services, financial services and value addition and marketing services.

The project adopts the EFFORT approach, as the foundation for FORT's implementation approach: a participatory methodology designed to empower farmers, especially marginalized groups, by strengthening internal farmer agency, developing inclusive and member-responsive FO services,

acting as collective enterprises, and enhancing FOs abilities to negotiate and bargain with sector players and policymakers and providing services based on the needs of members. Key principles include leaving no one behind, diversifying revenue streams, improving infrastructure and market access, and fostering multi-stakeholder partnerships.

Implementation phase:
Based on the learnings and outcomes of the inception phase, specially from IAR, FORT adopted a phase-wise approach for district engagement. Subsequently, in the first stage, a total of 17 districts covering all the five project regions including Kigezi, Tooro, Busoga, Elgon and Lango; were selected.

FORT conducted a baseline survey in Q4 of 2025, to establish benchmarks at household and FO levels, utilizing mixed methods and control groups for robust monitoring and impact evaluation.

During the implementation period in 2025, FORT carried out scoping of 125 Cooperatives and SACCOs, assessment of 47 and profiled 140 farmer groups. Subsequently, a total of 172 FOs (i.e. 22 cooperatives, 21 SACCOs and 129 farmer groups) were selected for engagement. Of these 22 FOs were selected to become pioneers of the EFFORT approach as "Lighthouse FOs" that can be supported to replicate the approach to other FOs with backstopping and guidance from the FORT team.

FORT organised the training sessions on EFFORT to both the project staff and lighthouse members. A total of 813 FO member households were trained in EFFORT methodology. A majority of these EFFORT trained households will be further replicating the EFFORT approach with other households in 2026.

Based on the identified needs of the FOs and their members during the FO assessment process and subsequent milestone development trajectories, FORT trained both lighthouses and other selected FOs in areas such as production, basic account keeping and post-harvest handling. A total of 1,665 households benefitted from these activities.

FORT engaged with Pearl Capital Partner (PCP) in bridging the financial needs of the FOs and adjusting their financial products. In addition to this, FORT has also engaged with other financial intuitions such as Housing Finance Bank, Micro Finance Support Centre (MFSC) Ltd and Centenary Bank Uganda for affordable financing for the members of FOs.

FORT extensively collaborated with the other EKN funded projects i.e. Common Ground, BRIGHT, INSPIRE, AGRIP and INCLUDE to learn from each others experiences, coordinate activities and avoid duplication of efforts.

An integrated Planning, Monitoring, Evaluation, Accountability, and Learning (PMEAL) framework of the project was developed. This is purposed to track the progress, inform adaptive management, and facilitate knowledge sharing with other EKN projects and stakeholders, adopting a results-oriented approach aligned with international transparency standards such as IATI.

They key lessons from the year 1 implementation are: services have to be tailored for the smaller FOs that FORT works with, better alignment with household level PIP carried out by sister projects to draw from their learning and avoid duplications and need to have more staff capacity for implementation of EFFORT both at the household and FO level. FORT is working on these lessons in 2026.

During the reporting period, FORT has spent a total of Eur 1,354,634 against the originally allocated budget of Eur 2,547,538 for the reporting period. The budget needed further discussions with EKN and that has been later revised to 1,362,457.67. The underspent amount has been reallocated to the activities budget for upcoming years (2027-2029).

Year 1 has been a foundational year for FORT, with the development of EFFORT, the onboarding of all the targeted FOs and the start of the implementation of key interventions. Based on the achievements made during the first year, in 2026 FORT aims to rapidly scale up its implementation activities on the ground towards the ambitious targets set for the year.

1. Introduction

This report outlines the achievements of year one of the FORT project covering the period of 1 Nov 2024 to 31 December 2025.

The key goals for the FORT project in year 1 were,

a) Completion of inception phase, submission of the reports and approvals.
b) Initiating the implementation phase and achieving the year's annual targets.

FORT served the period 1 Nov 2024 to 30 April 2025 as inception phase, which had clearly articulated deliverables and requirement of submitting these deliverables along with the inception report, these deliverables have been submitted and subsequently approved by EKN[2].

The implementation phase started from 1st May 2025. The inception phase report was submitted to EKN and subsequently approved. In this report, we are providing only key highlights of the inception phase. However, this progress report provides more details, regarding the implementation period, starting from 1st May 2025 to 31st December 2025. The report starts with a brief summary of the progress made so far, followed by the progress made in each strategic pillar of FORT. In addition, the report will reflect on the MEL approach, lessons learned, changes, the overall project organisation and management and the budget utilisation.

2. Selection of FOs

This section gives insight in how FORT selected the FOs including farmer groups, cooperatives and SACCOs for engagement. This also highlights the changes to be made in the overall targets.

The FORT project had submitted the action plan for the period of 1st May to 31st December 2025, and approval received from EKN along with the inception phase reports. Immediately after this, FORT embarked on the process of onboarding the FOs. The following steps have been adopted.

- **Scoping of FOs and profiling of farmer groups:** To select the cooperatives and SACCOs for engagement, FORT undertook a preliminary scoping exercise. For informal farmer groups, FORT developed a customised tool known as 'Farmer Group Profiling'. FORT profiled 140 Farmer groups and scoped 90 cooperatives and 35 SACCOs making it a total of 265 FOs. The outcome of the scoping process results into a GO/NO GO decision for assessment and engagement.

  The majority of scoped FOs were small with the average membership of cooperatives being 302 members and for SACCOs, 1,848 members.

  The scoping exercise has informed the FORT about the potential "Lighthouse" FOs in each region.

- **Assessment of FOs:** The cooperatives and SACCOs that get the *go ahead* from the process of scoping then go through a more rigorous assessment process. A total of 23 cooperatives and 24 SACCOs making a total of 47 FOs have been assessed. In the case of farmer groups, profiling is followed by the GO/NO GO decision and subsequent engagement.

- **Selection of FOs:** As a result of the above exercise, FORT eventually contracted with a total of 172 FOs including 22 cooperatives, 21 SACCOs and 129 FGs in the first lot. The regionwide breakdown of the selected FOs is given in the table below:

Table 1 Total number of FOs selected for engagement by FORT in 2025

Regions	Cooperatives	SACCOs	Farmer Groups (FG)	Total
Kigezi	6	5	28	39
Tooro	2	10	24	36

[2]*Approvals of inception phase report and other deliverables were received from EKN on 04 August 2025.*

Lango	3	1	25	29
Busoga	4	0	28	32
Elgon	7	5	24	36
Total	**22**	**21**	**129**	**172**

The list of contracted Cooperatives and SACCOs is given in the annex 4 of this document.
The project had targeted a modest 450 farmer households as beneficiaries during the reporting period. FORT reached a total of 1,665 SHFs (793 females and 401 youth), thus exceeding the targets. A breakdown of this number per region and the category of FOs they belong to is given below:

Table 2 Total number of SHFs reached by FORT in 2025

Region	Membership			Grand Total
	Cooperative	Farmer group	SACCO	
Busoga	121	55		176
Elgon	150	107	345	602
Kigezi	93	77	41	211
Lango	99	30	32	161
Tooro	55	325	104	484
National organisations	16		15	31
Grand Total	**534**	**594**	**537**	**1,665**

The FORT also carried out an important task of developing the EFFORT approach and testing its tools with the lighthouse FOs and their members. In 2025, project was able to successfully develop and test the EFFORT module 1 (farmer agency) with a selected number of households from the vulnerable groups (women, youth and remote farmers) based on the analysis of the inception phase (e.g. power analysis and 6 capital tools).

The development process of EFFORT module 2 (farmer responsive FOs) and 3 (negotiation and advocacy) was initiated in 2025, however, they will be institutionalised within the selected FOs during Q1 and Q2 of 2026. Staff capacity development in these two modules will be carried out prior to their launching.

3. Indicators, achieved results

This section gives insight on the realized outputs results for the reporting period against the target.

Following the approval of the inception report, and other inception phase deliverables including the Baseline plan, in Q3-Q4 of 2025, the FORT baseline assessment was conducted to generate foundational data to update the Results Framework and establish benchmark values and indicator targets. The baseline assessment was conducted with a sample of 393 SHFs from 58 FOs across the 5 regions in 17 districts (12 treatment & 5 control districts), based on quasi-experimental design. Desk review complemented the primary data collection. The key findings from the baseline assessment have been provided in the MEAL section of this report.

The Project further fine-tuned its MEAL framework, indicators and targets based on the findings of the baseline assessment.

The key indicators originally set for 2025 (prior to the baseline) and the achievements against the targets are highlighted in the table 3 below:

Table 3 FORT key indicators and achievement

Result Indicator	Target as per annual plan 2025	Results as of December 2025	Explanation of results
Pillar one			
# SHF households facilitated to develop EFFORT journeys at individual and household level	450 SHFs households	813 SHFs households	These are the first-generation households trained in the EFFORT approach from the selected Lighthouses. 437 (54%) of these were female while 376 (46%) were male.
# of lighthouses (LH) FOs identified and engaged in the EFFORT approach.	22 LH FOs	22 LH FOs	A total of 22 Lighthouse FOs were selected across the five regions. 9 of these were Cooperatives, 7 SACCOs & 6 Farmer groups. The list of the lighthouse FOs is given in the annex 3.
# of lighthouse FOs supporting other FOs to undertake and implement their EFFORT journeys.	22 LH FOs	0	In 2025 FORT is mainly working to capacitate the Lighthouse FOs to understand and adapt the EFFORT tools. The cascading of the approach to the other FOs through lighthouse is planned for year 2 (2026).
# SHFs actively implementing their farm household EFFORT journeys	450 SHF	To be assessed	Many of the trained farm households (numbering 813 farmers mentioned above) have started implementing their farm household EFFORT journeys. However, the EFFORT training having started in the Q4, it was deemed too early to undertake assessment. This will be assessed and reported in year 2.
Pillar two			
# cooperatives and SACCOs with inclusive & needs based new / revised strategic plan (excluding national organisations)	6 LHs Coops & SACCOs	0	Strategic plans of the FOs are merged with the EFFORT module 2. They will be developed after Module 2 of EFFORT is implemented with the FOs in 2026.
# national organisations with a new/revised strategic plan.	2 organisations	0	The process of strategic plan development for both UCCFS & UFAAS was started and will be completed in Q1 of 2026.
# of SACCOs & Cooperatives trained on Governance.	25 Coops and SACCOs	28	A total of 147 FO leaders from 20 Cooperatives, 6 SACCOs and 2 National organisations, received training on Cooperative & SACCO governance.
# of SACCOs & Cooperatives trained on financial management.	15 SACCOs and Coops	8	29 board members and finance officers from 8 SACCOs were provided with the financial management training.
Pillar three			
# FOs with lobby & advocacy roadmaps developed	30 FOs	0	The FOs are currently undergoing Lobby and advocacy trainings using the FACT methodology. Following the trainings, they will be supported to develop these road maps in 2026.
Pillar four			
# of extension workers deployed within FO networks.	12 extension officers recruited	5	5 FOs were supported to recruit extension workers (FOSOs) to enhance quality service provision to the SHFs. 3 staff were recruited by cooperatives while 2 staff were recruited by SACCOs.

The pillars four, five and six of the ToC i.e. production services, access to finance services and value addition and marketing services cascade from the EFFORT module 1 activities undertaken with the FO member households. During 2025, the project exclusively focused on developing the EFFORT module 1 and implementing this at the household level with the vulnerable members. FORT could only do a limited number of service delivery activities with the selected FOs during the year. These activities were undertaken based on the findings of the profiling, scoping and assessment exercises with the FOs. These activities are described in section 4.3 of this report (i.e. results of the ToC pillar). In 2026, FORT is working to implement the other EFFORT modules with the selected FOs. This will ensure that existing or new services rendered by the FOs will be more responsive based on needs and priorities from HH plans developed under EFFORT (module 1). The services will be assessed and reported against these indicator in the annual report 2026.

The FORT project annually contributes to the EKN FNS indicators. In 2025, FORT mainly contributed to one indicator *'number of SSFPs directly reached with activities aimed at temporary/partial improvement of* their *agricultural performance'*. Table below provides an overview of the EKN FNS indicator targets and achievements for the year 2025.

Table 4 FNS indicators contribution by FORT

NL Result Framework	Result area	Result indicator	Target July – December 2025 Target Value	Achieved	Explanation of the results
Food Nutrition Security	More resilient small holder farmer livelihoods.	Outcome B.1.4. Number of SSFPs (disaggregated for male/female) whose livelihood became more resilient to shocks.	Target for year 2	N/A	N/A
	SHFs have increased production, productivity and profitability.	Outcome B.1.2. Number of SSFPs (disaggregated for male/female) who progressively decrease the yield gap	Target for year 2	N/A	N/A
	FOs are more inclusive and service-oriented, with increased bargaining power and the resilience to constantly adapt to a changing environment.	Outcome B.1.3. Number of female SSFPs who progressively became more empowered	Target for year 2	N/A	N/A
	Increased participation and voice of smallholder farmers in FOs.	Reach B.2.2. Number of SSFPs directly reached with activities aimed at temporary/partial improvement of their agricultural performance	450	1,665	793 female and 872 male. Of the 1,665 reached, 401 (24%) were youth. These SHFs were reached through activities including EFFORT household visioning sessions, record keeping and financial management training, and production planning. Of the farmers reached, 534 belong to cooperatives, 549 SACCOs & 537 farmer groups.

FORT's year 1 results including the quantitative results and financial summary will be published in IATI by the end of March 2026.

4. Overview Progress in 2025

4.1. Inception phase

During the inception phase, covering period of 1st November 2024 to 30th April 2025, FORT project accomplished the following key results.

- **Staff recruitment and training:** Following the grant award by EKN on 1st November 2024, one of the first steps for FORT was to have staff in place and to onboard them. FORT embarked early on this process. All the Agriterra FORT staff were recruited by February 2025, followed by UCA team which recruited its five regional officers in March 2025. The UCA advocacy manager came on board from the 1st week of May 2025. WSER (WUR) had drawn its inhouse staff for FORT project who have been involved in the project from the beginning of the inception phase. Both the Agriterra and the UCA team members have gone through the onboarding process and training on IAR prior to their deployment into the regions.

- **Regional workshops:** In the months of February and March 2025, FORT organised five regional workshops, one in each region: Kigezi, Tooro, Busoga, Lango and Elgon. The regional workshop participants consisted of regional and district-level government officials (both administrative and political wings) and representatives of relevant stakeholders (e.g. SACCOs, cooperatives, academia, research organisations, private sector). The objectives of the workshops were to introduce the project in the region, to establish rapport between the project team and the key stakeholders, discuss areas of collaboration, and agree on the next steps. During these regional workshops, FORT discussed and shared draft MoU's with district CAO offices. These regional workshops were part of the IAR approach, that emphasized the importance of early engagement of regional and district government staff and stakeholders.

- **Integrated Action Research (IAR):** The IAR was the centrepiece of the inception phase and has been developed by WUR and was implemented by FORT staff after IAR training by WUR. The IAR methodology included the political economy analysis of the five regions, with the objective to contextualise the design of the project in the respective regions. The IAR included multiple tools that were specifically designed to accommodate participatory reflection, discussion and data collection from a varied rural audience and included tools to map the district context, historical timelines, identify key value chains, analyse the capital hexagon of farmer household resilience, engagement with private sector, and identify specific farmer needs for production, financial, and value addition and marketing service. FORT team members, rather than external consultants, carried out the IAR. Implementing the IAR with FORT staff aimed to create ownership, deepen understanding of the local contexts, build networks and relationships, and establish trust with stakeholders. The steps of IAR included following:

  - **Training:** Following team recruitment, the WUR-WSER team visited Fort Portal in February 2025 and conducted a two-week-long comprehensive Integrated Action Research (IAR) training for the staff.
  - **Piloting:** The training combined the knowledge of the IAR tools and their application on the ground, by piloting the tools in three districts of the Tooro region Bunyangabo, Kyegegwa, Kabarole.
  - **Data collection:** The team was then deployed across the five project regions, and the IAR data collection process was conducted in the 1st batch of 11 districts. Each regional team then compiled the findings and shared these with WUR-WSER colleagues.
  - **Data analysis:** Data analysis was done by the WUR-WSER team with support from the FORT team on the ground specifically on the scoping and assessments by Agriterra
  - **Sensemaking:** The IAR process was followed by validation and sensemaking workshops among the project partners. In the sensemaking discussions, the findings were further analysed in applying the *what? - so what? - now what*? reflective model
  - **Final reporting:** The final report of the entire process was developed and shared with EKN on 20th of June 2025.

- **EFFORT- PIP stock take:** In April 2025, the FORT team visited EKN projects CommonGround, BRIGHT, INCLUDE and INSPIRE where the team harvested PIP know-how, compiled good

practices and gathered lessons learned. This exercise was vital in developing the FORT's EFFORT approach. Some of the lessons from the PIP application are related to the need to start from positive aspirations rather than from problems, work -outside-in starting from the more disadvantaged members of FOs, shifting responsibilities and ownership from project staff to FOs, challenging existing power relations and starting with sub-groups in FOs rather than with the wider community. These lessons helped the team in refining and roll-out of the EFFORT modules.

- **Planning with national organisations:** In April 2025, the FORT team undertook a planning exercise with the two national-level partners, Uganda Forum for Agricultural Advisory Services (UFAAS) and Uganda Central Cooperative Financial Service (UCCFS). Both organisations have been assessed by the FORT team. They also pledged their support to the project. Key issues for collaboration have been identified and were incorporated into the action plan.

- **MoU with the districts:** For collaboration with District Local Governments (DLGs), a prerequisite step is signing a MoU with the district government (CAO office). So far, FORT has signed MoU with 25 districts out of its originally proposed 27 (see table 5).

Table 5 FORT MoUs with districts

Region	Districts
Tooro	Bunyangabo, Kyegegwa, Kamwenge, Kyenjojo, Kabarole, Bundibugyo
Kigezi	Kanungu, Rukiga, Rubanda, Rukungiri, Kisoro, Kabale,
Busoga	Buyende, Luuka, Jinja, Kamuli, Kaliro
Elgon	Bukwo, Sironko, Kapchorwa, Manafwa
Lango	Amolatar, Dokolo, Alebtong, Lira

FORT submitted the inception phase report to EKN on 30th of June 2025. The inception report contains a list of annex documents as indicated in table 6 below.

Table 6 Documents included in the inception phase report

Doc. refereence	Description of deliverable	Key content covered in the report
A	Revised staff plan and organogram	This report provides the FORT organogram and the positions selected. Also, included are the recruited staff names and roles including their contact addresses.
B	Integrated Action Research report (IAR)	The research highlights several EKN-requested studies, which required attention for the diversity of farmers, agroecological conditions, power relations, value chain development, multi-stakeholder dynamics, political economy, climate change impacts, and the existing landscape of both formal and informal farmers' organizations. The IAR process and the report has informed key FORT strategic orientations for its implementation on the ground.
C	Social, Environmental and Economic rate of return analysis (SEROI)	This document mainly outlines how FORT assesses unintended effects of FORT for smallholder farmers through change stories.
D	FO Landscape study	To inform project design, a comprehensive FO Landscape Study was conducted across 11 districts using a mixed-methods approach, including KIIs, document reviews, and data from the scoping and profiling of 62 farmer groups, 57 cooperatives, and 29 SACCOs. The study assessed the diversity, strengths, gaps, and opportunities among FOs, focusing on their organisational structures, service delivery, governance systems, and linkages to value chains and financial systems. The FO landscape study zoomed in on three categories of Farmers'

		Organisations i.e. cooperatives, SACCOs and farmer groups.
E	Elaboration of EFFORT approach	EFFORT is the main approach adopted by FORT. The document provides the outline of the EFFORT approach: a participatory methodology designed to empower farmers, especially marginalized groups, by strengthening internal farmer agency, developing inclusive and member-responsive FOs as collective enterprises, and enhancing FOs abilities to negotiate and bargain with sector players and policymakers.
F	Revised ToC and results framework	The document describes FORT's MEAL system which is used to track progress, inform adaptive management, and facilitate knowledge sharing with other EKN projects and stakeholders, adopting a results-oriented approach aligned with international transparency standards such as IATI.
G	FORT Attribution strategy	This document describes how FORT attributes project's outcomes. It includes the methodologies to be used (e.g. mixed method).
H	Planning of the baseline study	The document provides a clear outline of methodologies of the FORT baseline study which was undertaken in Q4 of 2025 and the tools (e.g. before after surveys).
I	Revised risk matrix	The document provides the revised version of the risks, their ratings and the mitigation measures to be adopted by the project. The original versions of the risks were submitted to EKN during the proposal stage.
J	Revised grant strategy	The revised grant strategy document offers the key strategies and guidelines for the project in instituting its grant instruments. The key principles being co-financing, market-distortion minimization, asset support, and capacity-building, with a clear focus on sustainability and local ownership.
K	Lessons learned from inception phase	This document highlights the key strategic lessons learned by the team during the inception phase.
L	Narrative annual plan	The implementation plan following the inception phase for the period of 1st May to 31st December 2025 was provided in this document.
M	Revised detailed budget	The document consists of the revised proposed budget of FORT implementation.

After receiving comments from EKN on the reports and due revisions, FORT secured approval of these reports by the end of the year. The revised detailed budget had additional observations from EKN mainly on the ratio of the salary budget to the overall Budget and the ratio of activity implementation cost viz a viz total budget[3] requiring additional discussions.

4.2. Implementation phase

This part covers the period of 1st May to 31st December 2025 and mainly relates to the approved annual plan for 2025 along with the Inception Phase reports.

[3] *Approval of the revised budget has been secured as of 05 March 2026.*

4.2.1. EFFORT rollout

Development of the approach and modules



Figure 1 PIP learning discussion with Rwano Aghihaine Group, Bunyangabu district under BRIGHT

EFFORT consists of three modules. Module 1 mainly focuses on the farmer agency (individual, household and group levels). Module 2 adds the organisational level : how to transform the FO into a farmer responsive organisation in its management, services and governance practices and policies. The module 3 adds the multi-stakeholder level to strengthen the abilities and mechanisms of FOs to negotiate with market actors and advocate for issues fuelled by and on behalf of its members, boosting sustainable growth as collective enterprises. During the inception phase, WUR-WSER conducted an experience inventory of participatory approaches and together with Agriterra and UCA a PIP stocktake was done. Based on these, the EFFORT concept note (overall design) was developed. In July 2025 an EFFORT kick off workshop was done to train the team in the basics. Module 1 was finalised, and after FO assessments had been conducted, the Module 1 training was done end of September 2025. Training for one module commences after the other has been fully concluded, while implementation of all modules continues concurrently. Immediately after the training, Module 1 was rolled out in all regions with technical support from WUR-WSER.

Since then, further refinements have been made in Module 1 based on experience to ensure clear, step-by-step execution. The more detailed logic of Module 2 and 3 was further developed towards the end of 2025, including linkages with existing Agriterra training modules. Like Module 1, all modules are structured into three stages: planning the journey, walking the journey, and reviewing and expanding the journey. Each stage comprises three steps[4].

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Joint Capacity development



Figure 2 FORT team learning from members of Kaghorwe 2 Thulolere Haghuma Group, Kasese during EFFORT training exercise

A team of 15 project staff, comprising Agriterra staff (9) and Uganda Cooperative Alliance staff (6), have been introduced to the overall design of EFFORT. Capacity development on Module 1 and on EFFORT rollout mechanisms were carried out as intensive field-based workshops hosted by a cooperative. This enabled practical application of the tools and direct feedback from members and leaders of the cooperative. In addition to face-to-face workshops and support, WUR facilitated regular online meetings and coaching for the EFFORT core team. Local consultants from the network of WUR staff supported the FORT colleagues to roll out module 1 with the identified potential Lighthouse Farmer Organisations (LH FOs).

[4] *At the time of writing this report, the Module 2 materials are ready for implementation and training is conducted.*

EFFORT introduction to the project regions

The project conducted regional launch events during which the EFFORT approach was formally presented to district leadership, Farmer Organisations (FOs), and other participating stakeholders. These engagements provided an opportunity to create awareness about the project objectives, clarify implementation approaches, and foster stakeholder ownership at regional level.

During the launches, key areas requiring support from district technical staff were identified, with clear indication of when and where their engagement would be required to strengthen implementation and coordination of project activities. These include but are not limited to follow ups and FO engagement module 2 and 3. Subsequently, the project proceeded to introduce FORT and the EFFORT approach to the selected lighthouse Farmer Organisations. These lighthouse organisations were identified, onboarded, and formally engaged through signed collaboration agreements. In total, 22 collaboration agreements were signed with the lighthouse Farmer Organisations, comprising 7 Farmer Groups, 7 SACCOs, and 8 Cooperatives.

This process established a formal framework for partnership and laid the foundation for coordinated implementation of project interventions across the targeted organisations. The FO leadership was further engaged to support in the identification of subgroups / disadvantaged members who would then be pioneering EFFORT.

EFFORT Roll out with the farmers

The rollout of the EFFORT approach was implemented in phases, with the adaptation workshops initially focusing on individual and household resilience journeys. The first workshop was conducted in the Eastern region, specifically in Buwenge Farmers Cooperative, one of the identified lighthouse FO, where the approach was formally introduced.

The workshop engaged 31 participants drawn from 5 sub-groups, providing an opportunity to build understanding of the resilience journey framework and strengthening participants' capacity to apply the approach within their households and organisational contexts.



Figure 3 Female farmers in Buwenge Farmers in Jinja Rural Cooperatives during module 1 workshop discussion on the likes and dislikes of being in the cooperative.

Following this, more adaptation workshops were carried out in the 5 regions. These included Kyowamwino FG – Busoga, MYEK Cooperative – Lango, Kibiito Subcounty SACCO- Tooro, Sebei Women action for coffee development- Elgon, Kanungu Coffee farmers and Kashaki Forward Farmers -Kigezi.

EFFORT Lighthouse FO trainings

The EFFORT Module 1 workshop was introduced across 15 lighthouse Farmer Organisations, with each region identifying one cooperative, one SACCO, and one Farmer Group for participation and learning.

The participants were guided through the Module 1 tools, including the FO likes and dislikes by its members (diamond tool), the vision road journey, the happy family tree, the social empowerment map, and the household resilience journey. These tools were applied to strengthen participants' understanding of household resilience, social analysis, and long-term planning within their organisational and community contexts.



Figure 4: Members of one of the groups of Namisuni SACCO in Bulambuli district in Elgon region present their group vision journey during the follow up after the Module workshop.

EFFORT follow up

The approach provides a structured framework for follow-up, implemented according to clearly defined stages and steps. Follow-up activities were conducted by the consultants and the project team to ensure consistent progress along the identified resilience pathways.

The consultants and project team engaged SHFs at group level to further discuss the resilience journeys and to ensure that individual households were developing and applying their household resilience journeys effectively.

In addition, collective action workshops were conducted to deepen analysis and planning, support prioritisation, and facilitate aggregation of priorities at group level. These sessions enabled farmers to identify common actions and strengthen collective responses to shared challenges.

Progress review meetings were held with households and the FOs, during which both the actors presented their progress in their groups including the key issues and the challenges experienced. The issues were catagorised in three levels i.e. economic (e.g. lower incomes from their produce), social (e.g. household disunity, income not shared equitably) and environmental (e.g. low resilience to climate events such as floods and draughts). Two tables in the annex 1 show key issues region wise hindering farmers from attaining their visions and solutions prioritised at HH level.

The monitoring of the EFFORT approach demonstrates early but meaningful behavioural and institutional changes across the FORT regions, with variations in depth and maturity. In Kigezi, changes are largely centred on improved household-level planning, strengthened SACCO–member relationships, and emerging institutional improvements such as recruitment of key staff and increased member engagement. In Elgon, the approach has catalysed strong social transformation, particularly in empowering women and youth, enhancing confidence, and stimulating community interest. Busoga shows the most visible economic shifts, including shift from over reliance on a single cash crop commodity such as sugarcane to multiple crops (e.g. horticulture and grains) increased collective aggregation, adoption of improved practices such as organic manure use, and greater participation in trainings, and gradual progress in gender inclusion through joint decision-making. In Lango, notable progress is observed in financial behaviour (increased savings) and household cohesion, with reduced conflicts and improved joint planning. In Tooro, early-stage changes include strengthened household planning, increased group membership, and improved cooperation among farmers. Overall, these early observations suggest that EFFORT is already driving household-level transformation and initial FO strengthening, although further emphasis is required on structured cascading, and institutional strengthening to sustain and scale these gains across all regions.

4.2.2. Progress made in the selected districts

Table below provides a snapshot view of the selected districts including their current status as of December 2025.

Table 7 Brief status of the progress in FORT districts

Region and District	MOU signed with district	IAR District	# of Lighthouses			Key crops
			Coops	SACCOs	FGs	
Kigezi region						
Kabale	Yes	Yes	1		1	Potato, beans, coffee & maize
Rubanda	Yes	Yes			1	
Rukungiri	Yes	Yes		1		
Kanungu		No	1			
Tooro Region						
Kabarole	Yes	Yes		1		Maize, banana, beans & groundnuts
Kyegegwa	Yes	No				
Kyenjojo	Yes	Yes	1		1	
Bunyangabu	Yes	Yes		1		
Busoga Region						
Jinja rural	Yes	Yes	2			Maize, beans, coffee & sugarcane
Lukka	Yes	Yes			1	
Kamuli	Yes	Yes	1		1	
Lango						
Lira Rural	Yes	Yes	2		1	Maize, rice, coffee & sorghum
Amolatar	Yes	Yes		1		
Elgon						
Mbale	Yet to be signed	Yes			1	Banana, beans, maize & coffee
Manafwa	Yes	Yes	1			
Bulambuli	Yet to be signed	Yes		1		
Kapchorwa	Yes	No		1		
			9	**6**	**7**	

Change in districts: Based on the EKN feedback on 20 February 2026, FORT submitted a proposal to EKN revising the EFFORT implementation strategies and its operationalization, with the aim to fast-track the implementation of EFFORT with Lighthouse cooperatives. FORT will focus on the three primary regions (Kigezi, Tooro and Busoga) and will not expand to Lango and Elgon Districts. However, FORT's role being to support other EKN sister projects including INSPIRE and GROWTH in adopting EFFORT, it will utilize the available capacity towards building capacity of the EFFORT implementation team in those projects. Following the approval by EKN (received on 04 March 2026) of this strategy, the overall target of the project (i.e. 27 districts and 200,000 households) will subsequently be revised and incorporated in the 2027 annual plan.

4.3. Progress of each pillar

4.3.1. Pillar one: Farmer Agency

Outcome 1.1 Increased unity and self-reliance of household members

The project introduced the EFFORT Methodology during the regional launches of the project to the district leadership and the other stakeholders. Using the criteria developed, the FO lighthouse FOs were identified. A total of 813 SHFs were reached in 22 Lighthouse FOs. These farmers were guided on how to develop their household journeys. The farmers were able to understand the purpose of planning as a household and encouraged to replicate this to their peers.

The tools used in this module were the likes and dislikes about their FO (diamond tool), the vision journey, the happy family tree, social empowerment map and the household resilient journey.
Farmers have been able to improve their saving culture.

A farmer from Kanungu Coffee Farmers Cooperative society (KACOFACO) attended an adaptation workshop in November 2025 on EFFORT, he appreciated the approach and developed a vision for his household. His resilience journey centred around behavioural change in his household and improving his income through coffee production. After the training, he focused on his vision, started by reducing all unplanned expenses and currently he has more time for his family and the farm, He was able to buy 100 coffee seedlings to add to his shamba[5] from his savings. EFFORT team has much more testimonies of farmers that demonstrate the first signs of change for farmers resulting from these plans.

Outcome 1.2: Increased participation and voice of smallholder farmers in FOs.

In 2025, FORT trained 813 farmer households in EFFORT module 1 training. The module targets the remote farmers and promotes inclusiveness of the SHFs in the FOs. The trainings were an eye opener for farmers to appreciate the services that the FOs could support them with. Developing their journeys paved the way to identify the opportunities around them, their current situations giving them a foundation of where to start from. The likes and dislikes diamond tool helped to identify some the changes to be embraced.
The EFFORT approach also helps them to identify the challenges that may come along their way and these were documented, giving them an opportunity to provide or discuss possible solutions.



Figure 5 EFFORT Farmer training in Tooro, women working on the diamond tool

4.3.2. Pillar two: Institutional Foundations

Outcome 2.1: Strengthened and more inclusive governance and management of Farmer Organisations.

In Q2 and Q3, FORT scoped a total of 125 Cooperatives and SACCOs and assessed 47 of them. The informal farmer groups (FGs) were profiled which is a simplified version of assessment. A total of 140 FGs were profiled. The FOs that were given *"a go"* were then up taken for support. The FOs were then supported to develop their trajectories with the goal, milestones and activities of focus in the project period.

The assessments revealed gaps in the governance and financial management of the FOs. To address these, governance and leadership trainings were conducted and action plans developed with 20 cooperatives, 6 SACCOs and 2 National Organisations across the five program regions. A total of 147 FO leaders and SHFs participated in these governance and leadership trainings. FORT also conducted trainings on financial management in 8 FOs in which 29 FO leaders and finance officers were trained.

[5] *Shamba is a Swahili term for a cultivated field, garden or plantation commonly used in East Africa.*

While the project intended to reach 15 FOs to support in the development of strategic plans under EFFORT module 2, only module one was done and thus these plans are shifted to 2026.

A total of 129 farmer groups were taken on and 52 of these have been supported in developing action plans, were trained in visioning and milestone-based planning, governance, basic record keeping and management to build their capacities for effective management of their production, harvest and post-harvest activities, and to enable them appreciate farming as a business. The remaining 77 farmer groups will be onboarded for these activities/trainings in 2026.

FORT emphasized on the importance of organizing timely Annual General Meetings (AGM) in the FOs with active participation of their members. Many of the FOs selected by FORT had delayed their AGM in the past sometime for years. FOs were carrying out activities without engaging members in Annual general meetings. With the advisory support of the project, cooperatives such as Buzaaya in Jinja and Busoga region were able to carry out their AGM, they had last carried out their AGM in 2022. More AGMs are planned in the 1st quarter of 2026. The project conducted a categorisation of the cooperatives and SACCOs onboarded in 2025, and the analysis indicates that most of the cooperatives are small in size, with an annual turnover of less than USD 10,000. All the Farmer Organisations are registered in the multi-Client Tracker, which is a PM tool, to monitor performance progress and assess how each cooperative graduates from one category and level to another. This process will be undertaken annually to track the progress of all cooperatives, including those that will be onboarded in the subsequent years.

Outcome 2.2: FOs expand reach and inclusivity for women, youth, and remote farmer

FORT aims to improve the position of the SHFs in the FOs through different project interventions promoting inclusiveness of the youth, women and remote farmers. During the action research conducted in the inception phase, in male-dominated crops (dairy, coffee) participation of women in sales is low, while in potato and maize production, women are in charge and participation of men is limited. FORT therefore emphasizes that income be shared by both men and women but also ensure that families are undertaking both the types of crops. The projects has carried out trainings for FO members, both men, women and youth to encourage their engagement in the agriculture activities. The table below shows the region wise data of the trainees.

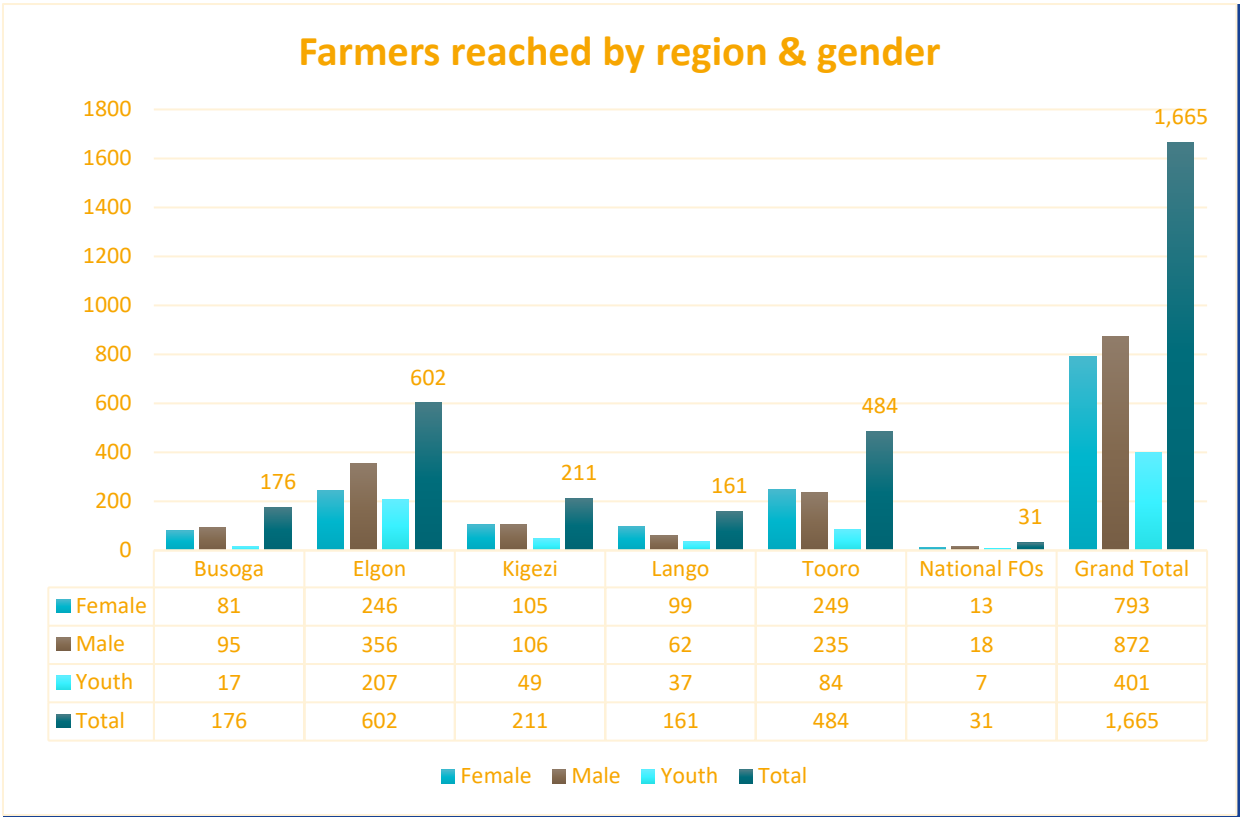


Figure 6 Number of farmers reached by FORT by gender and regions in 2025

Outcome 2.3: Strengthened governance and management of national organisations. FORT has selected two national organisations for partnership UCCFS and UFAAS. In 2025, FORT carried out the institutional assessments of these partners, identified key gaps within both the Board and secretariate team and subsequently facilitated targeted governance training to address these areas. The training particularly focused on enhancing the capacity of board members and management teams to effectively execute their leadership and activities execution roles.



Figure 6 Board and management staff of UFAAS in group discussion on their governance structure

Both organisations had a newly appointed board members in 2025 after their AGMs. Thus, the governance training was particularly helpful to them, enabling better understanding of their responsibilities and in effectively contributing to institutional performance. In the case of UCCFS, the assessment also highlighted limited female representation on the Board. Following the training, the organisation improved inclusiveness by bringing additional women onto the Board, alongside the inclusion of a youth representative, thereby strengthening diversity and representation within its governance structure.

4.3.3. Pillar three: FO External Agency

Outcome 3.2: FOs have strengthened need-based lobby and advocacy for public sector policies, investments and services for SHF.
During the year, the project team has participated in several engagements with various stakeholders

including FGs to discuss advocacy issues that affect FOs and their members-SHFs at both FG, sub county, district and national levels. Below we present some of the activities undertaken.

- The FORT project team was trained in the FACT[6] Methodology; the two-day training was facilitated by a FACT Methodology certified master trainer; CPA Ivan Asiimwe to equip and enhance the project team's skills in structured lobby and advocacy that will enable further advocacy engagements/trainings for FO's leaders, SHFs and other stakeholders. The skills acquired will enable the project team to support the FOs in amplifying the voices of the SHF's for better services. The training was also attended by other members of UCA management and staff as part of domesticating/institutionalisation of the FACT methodology, and building institutional capacity in lobby and advocacy. Going forward in 2026, FO leaders and members will be empowered/facilitated to approach the issues using this methodology so that the issues are brought to the attention of duty bearers/decision makers at various levels; subcounty, districts, regional and national.



Figure 7 FACT methodology training for UCA team

- During engagements with FGs; in 2025, FORT has identified several issues to mainstream lobby and advocacy at FOs level in the different regions. Particular issues include: existence of counterfeit inputs in the communities; poor post-harvest handling methods i.e. coffee is dried on bare ground & picked unripe-yet the market needs quality coffee; impassable feeder roads in rural areas that hinder market accessibility, and inadequate transformer capacity to support value addition initiatives some of the FGs (e.g. Kyakasuura Development FG in Kyenjojo district) among others. FORT will continue working on these issues in 2026.

- The micro finance lobby and advocacy committee meeting was held on 5 June 2025 and considered; i) the harmonisation of the legal regulatory framework, digitalisation and tax holiday for SACCOs to ensure an enabling business environment for the SACCOs' subsector given its role in facilitating financial access by SHFs., ii) the Agriculture Credit Facility (ACF)- for increased awareness and accessibility of the facility by SHFs, iii) Government payroll access codes for SACCOs that lend to public service employees, and iv) establishment of the National Cooperative bank that will ease access to credit tailored to the agriculture/cooperatives sector needs.

- The National Savings and Credit Cooperative Society Limited (NSCCS), the precursor to the National Cooperative Bank was launched on 17th September 2025 by H.E. the President of the Republic of Uganda represented by the Minister of Trade, Industry and Cooperatives during the National Cooperative Conference held in Kampala. The NSCCS shall be owned by cooperatives, and will provide financial products/credit tailored to the needs of members of cooperatives. The project contributed to the process of actualisation of the NSCCS by facilitating some of the stakeholder engagements, and a member of the project team chaired the committee that developed the tailored by-laws for the society to enable its registration.

4.3.4. Pillar four: Production Services

Outcome 4.1: SHF's have improved access to genuine quality seeds agro inputs and equipment.

[6] *The Farmers' Advocacy Consultation Tool (FACT) is a structured methodology designed to help farmers' organizations bridge the gap between their members' needs and policy implementation.*

The project undertook needs identification together with the FOs and their members for the production services to be provided by Farmer Organisations (FOs). During this process, many members highlighted limited access to improved seed, fertilisers, and other agricultural inputs as a major constraint affecting production performance. In response to the identified service gaps and farmer priorities, the project facilitated engagement with private sector companies to strengthen linkages between these companies and FO leadership, with the aim of improving access to production inputs and related services.



Figure 8 The Farmers of Gemakumwino FG in Kamuli, Busoga region received CalciGrow and Fanisi fertilisers for maize from Darley Investments on Loan.

Fertilizers are given to the farmers on loan, where Farmers pay 50 percent on delivery and remaining 50 percent at the end of the season. Due to the limited capacity of informal farmer groups to directly engage private sector companies because of their small business volumes, the project further linked these groups to cooperatives to enable collective access to services. In Elgon Region, five farmer groups—Buwatsala Yetana Group, Bunamutso Tubana Farmer Group, Wabitsu Corner FG, Nanzofu Sisimuka, Namawanaga FG, and Busantsa—were linked to Bukusu Yetana Area Cooperative Enterprise to facilitate access to seeds through the cooperative structure. 20 bags of NPK fertiliser amounting UGX 3.5 million, biopesticide UGX 600,000 were and quality seeds of cabbage, onion and eggplant amounting UGX 300,000 were availed to the farmers. This arrangement has improved the availability of inputs to group members, making it easier for farmers to access required inputs, including through deferred payment arrangements where immediate cash is not available.

As we move to the implementation of module 2 implementation that feeds from the module 1 outputs from the households, FORT will intensify its engagement to make the improved seeds and Agro inputs available to farmers in 2026.

Outcome 4.2: SHF have improved access to extension services and peer learning for improved diversified, sustainable, and climate-smart agriculture practices.

Extension remains one of the key focus areas of the project, aimed at strengthening and encouraging FOs to embed extension services within their routine operations. In this regard, a total of five Farmer Organisation Service Officers (FOSOs) were deployed across five cooperatives to provide extension services to SHFs, enabling them to effectively implement their production milestone trajectories.



Figure 9 A follow up engagement with a farmer Murokoro farmers SACCO, on pest management in Kigezi

Through this support, the FOSOs have enhanced farmers' skills in Good Agronomic Practices (GAPs) and promoted the adoption of improved production methods. They have also encouraged the FOs to prioritise farmer training, with particular attention to youth and women, who often play a central role in managing farm plantations at the household level. This approach is gradually strengthening the capacity of the FOs to provide consistent technical support to their members and improve overall farm productivity.

Outcome 4.3: SHFs have improved farm management, entrepreneurship and income diversification.

Following the baseline study, the FORT project established that farmers usually learn from fellow farmers in their neighbourhoods or the group. As a result, the project adopted a strategy of promoting the formation of G20 groups to facilitate farmer-to-farmer learning, follow-up, and progress monitoring since G20 groups are fairly homogenous in nature. A total of 21 G20 groups were formed in 8 FOs across the regions as a practical mechanism to keep farmers trained under the EFFORT approach closely connected and mutually supportive. These groups provide a platform for continuous knowledge sharing, peer learning, and collective problem-solving, thereby fostering self-reliance and strengthening group cohesion among members. The G20 groups have also played a significant role in promoting enterprise diversification among SHFs within their FOs. For example, in Kigezi, group members identified livestock enterprises as an additional income-generating opportunity to complement their existing agricultural activities. The enterprises being promoted include chicken production, rabbit keeping, and goat rearing, all aimed at improving household incomes and enhancing resilience among group members.

4.3.5. Pillar five: Financial Services

Outcome 5.1:SHF households have improved access to financial services through FOs.

In 2025, the FORT project has started supporting the recruitment of Credit Officers who serve as key link persons between FOs and SHFs.

Two Credit Officers have been deployed in Tooro and Kigezi with the aim to strengthen financial inclusion and improve access to appropriate financial services for farmers. Their role includes guiding farmers and FOs on loan access procedures, promoting a savings culture, supporting financial literacy, and linking farmers to suitable credit opportunities within cooperative and financial structures. Through this intervention, the project is strengthening the capacity of FOs to provide financial support services to their members while enabling SHFs to make informed financial decisions that contribute to increased productivity, enterprise growth, and household income improvement. The Credit Officers are also supporting the identification of viable investment opportunities and encouraging farmers to utilise credit for productive agricultural purposes, thereby enhancing the sustainability of farming enterprises. FORT will deploy more credit officers in 2026 based on the demands of the FOs.

Outcome 5.2: FOs have increased internal and external capital for financial services and business development.

Through the financial management training and advisory services of the project, FORT emphasised the need to mobilise the internal capital which is extremely critical for the sustainability and stability of a FO. FORT has also engaged with PCP and some other financial institutions such as Housing Finance Bank, Micro Finance Support Centre (MFSC) Ltd, Centenary Bank Uganda and Pearl Bank Uganda to avail the affordable credit for the FO members. For example, Nyankwanzi Multi purpose cooperative members benefited from an agricultural loan of UGX 48 mln at 12% per annum for 2 years from Housing Finance. FORT will further strengthen linkages with the FIs in 2026 to expand opportunities for farmers to access more affordable credit.



Figure 10 A VSLA members discussing on the savings and loan portfolios

4.3.6. Pillar six: Value Creation and Marketing Services

This pillar aligns with FORT's ambition to enable FOs to move beyond production towards value creation and market competitiveness, closing the gap between farm and market in an inclusive and sustainable manner. It has following three outcome areas.

Outcome 6.1: Improved access to collective value addition to SHF through post-harvest handling, processing and product development by FOs.

During the engagement with the FOs, the farmers cited the losses of produce due to the poor post harvest handling (PHH) practices. The project started engaging FOs on the trainings on Post harvest handling. The training was done for five FOs in good PHH practices in maize and also the linked the farmers to the supplier of the storage bags (PICS bags). The farmers of Nyankwanzi Multi purpose coop, Kibiito SACCO, Mutiti B group and Nyakatoma Butunzi Cooperative from the Tooro region have benefited from this training and accessed the storage bags at lower prices.

Outcome 6.2: Improved access to collective facilities for produce aggregation and storage
During the EFFORT follow up discussions, it was found that the members require aggregation facilities organised through their cooperatives and SACCOs. This benefits the farmers from collective bargaining and proper storage reduces post-harvest storage loss. The FOs have initiated the discussions. For example, Bunambutye ACE in Bulambuli district is in the process of establishing a storage facility as it currently utilises the bulking centres at the Rural Producer Organisations. In 2026 FORT plans to support five aggregation and storage facilities for the SHF through their FOs.

Outcome 6.3: Improved access to collective marketing and transport for SHF
Following the development of the milestone trajectories with several cooperatives, the project provided advisory services for farmers to embrace collective marketing. For example, Teadwong Oil seed Farmers Cooperative society in Lira, identified and hired two small stores within their proximity with a combined storage capacity of approximately 30 tonnes to support aggregation.



Figure 11 Teadwong farmers in Lira at their newly hired collection and storage facility for sunflower

Following a bulking and aggregation campaign conducted among the members of the cooperative, 45 farmers collectively bulked 33.9 tonnes of sunflower last season, which were sold to Mukwano Industries at UGX 1,750 per kilogram compared to UGX 1,350 per kilogram they previously received when selling individually. The total sales for the cooperative were UGX 52,893,600. The cooperative continued bulking activities and has currently aggregated an additional 17 tonnes of maize.

5. FORT Steering Committee

To provide overall direction to the project, a steering committee comprising of the three implementing partners has been established. The representatives are:

- Chair: Agriterra, represented by Stijn van Geel, Regional Manager, East Africa Region
- Member: WSER, Thies Reemer, Advisor multi-stakeholder collaboration for inclusive and sustainable food systems
- Member: UCA, represented by Ivan Asiimwe, General Secretary UCA
- Member Secretary, FORT Project Manager, GB Banjara

Two formal steering meetings were organised in 2025 first one on 1st of April 2025 and the second one on 31st July 2026. The next Steering Committee meeting is planned in the last week of January 2026.

6. Collaboration with other EKN projects

Coordination with other EKN projects: FORT has held one-to-one discussions with the following projects of EKN's food security program: A-GRIP, INCLUDE, INSPIRE, CommonGround, BRIGHT and PCP. The objectives of these meeting were to bring synergy in activities and to avoid possible duplication. The FORT team regularly interacts with the members of these projects in all regions. During these meetings, among other issues FORT has discussed and agreed on the collaboration framework and principles for attributing the farmer HHs in the common districts. It is agreed that:

- Projects will avoid duplication of beneficiary counting.
- Projects prepare a matrix of involvement where districts are common.
- The project that counts the beneficiary in a particular geography (sub-county) is responsible for the baseline and monitoring.
- Cooperatives can be included in multiple projects, provided that objectives are complementary, and target groups are clearly identified.

Specific collaboration agendas agreed with the sister projects is highlighted below:

- **INCLUDE and FORT:** The two projects are planning to work with a few common FOs for synergy. While doing so, INCLUDE will focus on the livestock related activities, while FORT will focus on the horticulture/agriculture related activities of farmers. Outreach count will follow strategic direction of the project.
- **A-GRIP and FORT:** The team have jointly revised indicators for both our projects especially on Result Based Financing (RBF). FORT team are supporting AGRIP in joint monitoring review of the RBF in the regions. FORT team is also linking their FOs with the AGRIP team in the districts to encourage application for CCOs for land titles.
- **BRIGHT, CommonGround and FORT**: The two projects provided access to their cooperatives for FORT in the Tooro region during FORT's IAR exercise and have shared their best practices to FORT team. The design of the data collection system of FORT has benefited from the experiences of BRIGHT and Common Ground.
- **INSPIRE and FORT:** Both have agreed to complement each other in Jinja and Lango regions. While FORT will help strengthen the capacity of INSPIRE FOs where additional support required, the latter will support FORT FOs in agronomical, soil health and crop health issues. FORT will also support INSPIRE to adopt the EFFORT methodology for its FOs.
- **PCP and FORT:** The two projects aim to develop a loan product for smaller Coops and SACCOs. PCP will carry out capacity assessments of FORT-identified FOs and provide feedback on their creditworthiness outlining their technical assistance requirements for action. PCP will also offer affordable and efficient credit financing options to the project partners in line with the established selection and funding standards. FORT will support PCP in the identification of eligible FOs (SACCO and Cooperative) who are potentially interested in accessing credit from PCP and also promote PCP's credit products as applicable. Relevant FOs are shared to the PCP and PCP is waiting for the new line of credit from EKN

Office sharing: For its regional offices in Lango, Elgon, Busoga and Kigezi, FORT has adopted a strategy of sharing offices with other sister projects. As part of this, FORT team in Busoga is sharing office with the INCLUDE team in Jinja, CommonGround project in Kabale, AGRIP project in Mbale and INSPIRE project in Lira. These sharing of offices not only encourage collaboration among the respective teams in the region but also save the resources.

Regional coordination meetings: FORT is regularly participating in the regional coordination meetings held among the EKN projects. These meetings help inform and coordinate the activities at the regional and district levels.

Participation in EKN organised peer monitoring visits: FORT has joined in two EKN organised peer monitoring events in 2025, one in May and the second in October. These peer monitoring events are important occasions to discuss the common issues and challenges experienced by the projects,

develop ideas and approaches for collaboration and learn from the field visits and discussions of each other's projects.

Marketing and visibility events: in 2025, EKN projects jointly organised two market linkage events one in Kigezi and the second in Kamuli where all projects contributed. The event were marked by showcasing the products of the FOs and beneficiaries from each of the projects showcasing of the field activities and panel discussions involving the key resource persons from the government, private sector and project stakeholders.



Figure 12 A EKN projects joint visibility event in Rubanda district, 11 September 2025

7. Risk Management

The following risks were identified during the annual planning period.

Risk 1. Inability or unwillingness of FOs to commit resources to milestone trajectories.
Analysis and mitigation measures: FORT has followed a thorough selection process in selecting the lighthouse and other FOs. The process included scoping, assessment and joint discussion with the FO management in terms of their willingness to contribute to the jointly identified activities. This has mitigated the risk.

Risk 2: Weak collaboration with the local government.
Analysis and mitigation measures: FORT has maintained a strong collaboration with the local governments. This included the involvement of the government officials from both the development and political wings including CAOs, RDCs, LC5s. As a result FORT was able to sign MoUs with 25 districts by the end of December. FORT is also closely working with AGRIP to align services of the production and commercial department to their Results-Based Financing (RBF) model.

Risk 3: Extreme climate events impact agricultural production.
Analysis and mitigation measures: In 2025, FORT has not met with the extreme climatic events that would result to the loss of lives in the regions the project is working. However, there is a notable challenge of pests and disease that the SHFs are facing. The project has started on the engagement of extensions officers in the cooperatives to train SHFs on the prevention measures and input dealers to provide the safe pesticides where invasion has happened.

Risk 4: Electoral campaigns of 2025 and political party elections interfere with program implementation.
Analysis and mitigation measures: The pre- and post-election periods were peaceful, and the team had a monitoring committee which provided updates and guidance on conduct during the period especially the climax of the campaigns as the nation was close to the voting days. The monitoring

committee included among others the Regional Manager and the Country Manager that provided guidance on personal safety, movement & operations, neutrality & conduct and communication and reporting measures were provided to ensure the staff were safe and secure. The team also engaged the FOs and SHFs in the planning of activities, scheduling of activities together helped to keep the SHFs exercise their civil rights to vote their leaders as well as participate in the project activities. Fewer direct field based activities were planned during the second half of December and January till the election results were announced.

From the beginning of the 2026, a new and acute risk of fertilizer prices increase is looming large due to the war in Middle-East. FORT through its national partners and UCA is closely observing the development and its likely impact on the fertiliser markets in Uganda. FORT will adopt available mitigation measures such as encouraging the usage of composting and bio-chars.

8. Monitoring, Evaluation, Accountability and Learning

During the first year of FORT's implementation, the project established a strong foundation for its Monitoring, Evaluation, Accountability and Learning (MEAL) framework to support evidence-based programming, adaptive management, learning and accountability.

In the first half of 2025, the MEAL team was engaged in the Integrated Action Research (IAR). Based on the IAR findings, the Results Framework (RF) was adjusted, a MEAL matrix that serves the MEAL system was developed and based on this the Baseline Assessment Plan was developed. Additionally, the annual plan for the period of May to December 2025 was developed, in close collaboration with the project team.

With reference to the baseline data, Indicator targets were established and integrated into the Results Framework in alignment with the ToC and the six resilience pillars. The updated Results Framework is attached in the annex 2 of this report. In addition, key indicators for reporting to the International Aid Transparency Initiative (IATI) were identified, and FORT's profile and data were registered within the system to ensure transparency and compliance with EKN and DGIS requirements.

Furthermore, the project conducted 2 project reflection and planning meetings to review progress, assess performance, generate learning, and guide adaptive decision-making for future activities. The reflection meetings also guided the development of the FORT's 2026 Annual workplan which was developed and submitted to EKN in November 2025.

Capacity building sessions for staff and partners to enhance their understanding in the results-based monitoring, data collection, reporting, and learning aspects were conducted quarterly.
Data collection tools were developed and updated to monitor and support the different project activities in real time. Routine monitoring of project activities was conducted alongside data verification, enhancing the credibility of reported results and supporting timely decision-making and adaptive management.

Baseline assessment – methodological approach and key findings
The findings from the baseline assessment revealed that the majority of the households (98.9%) across the five regions derived their income from on-farm activities mainly crop and small-scale livestock production; 24.4% derived income from non-farm activities while 18.2% of the households derived their income from off-farm activities. This demonstrates inadequate engagement and diversification of production and income generating enterprises.

The findings exhibited real existence of climate-related shocks and their effect as manifested by approximately 70% of the households who experienced drought in the past 3 years whilst 68.0% experienced pests and diseases across the five regions. The other common shocks included floods, hailstorms and famine. These shocks translated into low yields for 63.4% of households, reduced income from production for 18.8%, food insecurity and total crop loss for 8.4% of the farmers. While 44.5% of households reported coping to the shocks through improved farming practices, 13.0% relied on borrowing from VSLAs or relatives, 10.9% diversified crops or enterprises, and 5.3% relied

on purchasing food. Meanwhile, 8.4% reported taking no coping action, highlighting important resilience gaps.

Whereas the majority of the households (83.0%) indicated having accessed any one service such as extension, training, financial and value addition services from their FOs, the specific services were received by lower number of households. For instance, accessing inputs was reported by 41.8% of the respondents and extension services by 30.5%. FOs offer financial services to members like savings by 59.3% and loans by 58.9%. Access to value addition services like post-harvest handling services was provided for 36.7%, drying 33.8%, processing 18.5%, milling 16.0%, shelling 12.4% and branding 5.1%. Access to market, marketing information was reported by 33.8% of the respondents. Some 32.7% received training from the FO on marketing, 26.2% were supported with storage for bulking, 25.5% were linked to the market and the private sector, and 12.4% received transport services. Households travelled an average 3.9 km to trading centres, 5.9 km to main markets, and 5.8 km to value addition facilities, while distance to financial institutions averages 6.3 km, exceeding 8 km in some regions such as Lango and Elgon.

Inclusion of members in FO activities looks quite low. For example, participation in collective marketing at 44.4%, collective production at 40.7%, collective storage at 34.9%, collective buying of inputs at 28.7%, collective post-harvest activities at 20.4%, collective value addition at 16.7%, collective transport at 15.3% while 21.5% of the members interviewed did not participate in any collective activities in FOs.

The baseline also revealed low awareness and adoption of climate-smart agriculture (CSA), improved farm management, post-harvest handling (PHH), value addition, and entrepreneurship practices. While traditional practices such as mulching, crop rotation, and drying are relatively common, most productivity-enhancing practices, including the use of quality seed, improved storage technologies, efficient water management, and value addition beyond drying, remain minimally adopted. Farmer-to-farmer knowledge transfer accounts for 50–55% of knowledge dissemination, confirming limited reach of extension systems.

Production systems remain dominated by staple crops, particularly beans (73.5%) and maize (64.4%), while engagement in higher-value enterprises remains low. The majority of farmers do not produce vegetables (66.5%), fruits (78.2%), or cash crops (54.2%) despite their higher profitability potential. Additionally, more than 70% of farmers sell produce individually, and less than 25% sell through FOs, while traders and middlemen account for over 50% of market access, highlighting weak collective marketing systems.

Financial inclusion is relatively widespread but remains largely informal. About 73.1% of households reported accessing a loan in the past year, with Village Savings and Loan Associations (VSLAs) dominating both savings (73.8%) and borrowing (42.3%). Formal banking engagement remained limited, with only 31.6% using banks for savings and 11.9% accessing bank loans. Major barriers to financial services included high interest rates, lack of collateral, and limited awareness of financial services. Although 79.1% of households invest their savings in agricultural activities, the relatively small loan amounts limit opportunities for scaling productive investments.

The findings showcase limited women inclusion in household decision making and access to assets manifested by joint decision-making at household level reported by 42.7% and sharing households' resources equally reported at 35.7%.

Overall, the baseline confirmed that the FORT strategy is well positioned to address systemic constraints affecting smallholder farmers. It also confirmed the findings from the IAR, which have guided the adjustment of the results framework. By strengthening Farmer Organisations as platforms for service delivery, knowledge dissemination, input access, financial inclusion, marketing and value addition linkage, the project will support the transition from subsistence-oriented production toward resilient, diversified, and commercially oriented farming systems.

The main recommendations from the baseline were derived and incorporated into FORT's implementation plan for 2026.

9. Adjustment in scaling strategy and visibility

This section elaborates the changes made in the annual plan and subsequent implementation that is done in consultation with EKN.

The project is currently operating in 17 districts and still has 10 more districts to engage, yet this requires the project preparation for this expansion, the project shall instead focus on deepening in the regions as follows

- **Kigezi, Tooro and Busoga, regions with intensive engagement:** In these regions, FORT will expand to the additional districts (i.e. Kigezi from 3 to 6 districts, Tooro from 4 to 6 districts and Busoga from 3 to 5 districts)[7].
- **Lango and Elgon, regions with lighter engagement:** FORT will maintain its already selected districts in these two regions. However, it will not add new districts.

Intensive engagement in the Kigezi, Tooro and Busoga will ensure that foundational governance, farmer agency, and service delivery systems are robust and replicable for the smaller FOs in these regions, providing a solid basis for scaling up.

Enhancing Visibility and Demonstrating Impact: The project recognises the feedback from the embassy in terms of visibility and impact on the ground and shall thus ensure the following measure.

a) Monthly collection of field experiences (successes and challenges);
b) Regional-level synthesis and reporting;
c) Regular sharing of stories and lessons with EKN and facilitating field visits to witness impact firsthand.

10. Lessons learned

Focus area	Lessons learned (internally by project)
Dealing with FOs of different categories.	▪ FORT has observed that the needs of smaller and bigger FOs are different and the services have to be tailored accordingly. This lesson becomes important as FORT is working with a large number of weak Cooperatives and SACCOs in the regions. ▪ While trainings improve knowledge and awareness, they do not automatically translate into sustained behaviour change or high adoption. Training are not sufficient. There is need for follow up support and peer learning (cooperation and collaboration among the cooperatives). FORT will be utilising this approach in its engagement with the FOs. ▪ It is also observed that women are more interested in the training than men and they tend to utilise the learning from the training more than the men.
Lessons from the EFFORT development and training	▪ We need to have a better alignment with PIP to build on what is already done and avoid duplicating efforts already done in other EKN-funded projects. For example, FORT will not use the

[7] *Original districts in Kigezi (**Kabale**, Rukiga, Kisoro, **Rukungiri**, **Rubanda**, **Kanungu**), Tooro (Kamwenge, **Kyenjojo, Bunyangabu, Kyegegwa, Kabarole**, Bundibujo), Busoga 5 (**Jinja rural,** Kaliro, **Luuka,** Buyende, **Kamuli);** Elgon **(Kapchorwa,** Bukwo, **Bulambuli, Manafwa,** Sironko, **Mbale),** Lango **(Lira rural, Amolatar,** Dokolo, Alebtong). Districts with current engagement are stated in bold font.*

	EFFORT module 1, where households are already trained by sister projects on PIP. Similarly, FORT will be providing support to the FOs through its module 2 and 3 where request is made. Thus, there is a good potential synergy existing between EFFORT Module 2 and the FOs sister project's are working with. ▪ We need to fast-track the EFFORT implementation to keep momentum and translate needs and priorities of farmers in member responsive services to build trust amongst the farmers.
Supporting sister projects on EFFORT	FORT will add upto 2 technical staff to dedicated to EFFORT to conduct training/capacity development of the FORT project FOs and also the staff of sister projects as part of its EFFORT capacity development responsibility of sister projects.
Scaling & outreach of EFFORT	The other sister projects such as INSPIRE, GROWTH are planning to use the EFFORT approach therefore FORT must move fast towards full implementation of all modules. ▪ There is need for more trainers as EFFORT is quite time demanding. ▪ Project has developed an outreach strategy by engaging through: - directly by FORT staff - peer replication through EFFORT champions at the household level - cascading EFFORT from Lighthouses to other FOs - National partners staff: UFAAS, UCCFS
Lessons learned (externally from other context/ beneficiaries.	
Review & Planning; coordination	▪ Coordination meetings with other projects not only provide updates but the feedback that results should be utilized to improve the technical projects.

11. Integrity

FORT conducted an elaborated onboarding session with all the incoming staff members. The sessions included sharing the organizational policies and code of conducts to be adhered to by all staff members. There is an ombudsmen system within Agriterra and staff members can anonymously report any breach of the code of conduct. No breaches of code of conduct or policies were experienced during the reporting period. Agriterra maintains a system of rapid reporting and addressing the issues in case of any breaches of policies or code of conducts by the staff or contracted partners.

12. Annual Financial Report

As per the original budget FORT had allocated Eur 2,547,538 for the period of November 2024 to December 2025. Following further discussion between the Agriterra and EKN, the budget has been revised and approved in March 2026. As per this revised budget, FORT's budget for 2025 was Eur 1,362,457.67. During the reporting period, FORT has spent a total of Eur 1,354,634.

The difference between the originally allocated budget and the actual spending i.e. Eur 1,192,904 is re-allocated to the activities for the subsequent years. This difference has come from the savings of the staff salaries, readjustment of the local travel costs of WUR and also cost efficiency reached in the activity costs during the inception phase. The inception phase activities were entirely managed by the inhouse staff thus requiring no additional costs to pay to the external parties such as consultants and experts.

Also, the FOs were enrolled only in Q4 thus lowering the spending on the activities with them. in 2026, FORT activity spending will boost up as we have already contracted 172 FOs for engagement.

The spending against the original budget, final approved budget by EKN and actual spending are given in the table below:

Table 8 FORT budget planned vs spending 2025

Sno	Budget heading Eur	Actual spending Eur	Approved budget, Eur (March 2026)	Original Budget, Eur	Explanation for variation[8] (against approved budget)
1	Personnel costs	675,195	675,669	750,890	n/a[9]
2	Travel	47,574	47,256	115,092	n/a
3	Activity costs	390,685	390,683	1,330,090	n/a
6	Support	64,101	71,325	68,375	Due to lower cost of consultancy, recruitment and legal fees
7	Sub total	1,273,773	1,281,017	2,381,587	n/a
7.1	Overhead	80,860	81,440.90	165,951	n/a
8	**FORT Total**	**1,354,634**	**1,362,457.67**	**2,547,538**	**n/a**

Partner wise budget spending is given in the table below:

Table 9 Partnerwise budget spending figures for FORT 2025

Partner	Actual Eur	Revised (approved), Eur	Original budget, Eur
WUR	263,018.00	263,018.00	307,204.94
UCA	92,401.81	92,401.81	142,455.00
Agriterra	999,214.13	1,007,037.86	2,097,877.91
Total	**1,354,633.94**	**1,362,457.67**	**2,547,537.85**

The detailed financial report for the period is given in the accompanying excel sheet reference to annex 5.

[8] *Variance explanation required for items for over/underspending by 10 % or more.*

[9] *n/a not applicable.*

Annex 1: Key issues and solutions highlighted by EFFORT Households and FOs

Region	Key issues/ challenges highlighted by farmers			Prioritized Solutions
	Economic	Social	Environmental	
Kigezi	-Low and unstable incomes driven by price fluctuations and weak market access. -Limited capital and financial access constraining production and aggregation. -Poor market information and weak value chains. -Land constraints limiting expansion.	- Household disunity and weak planning culture. - Gender dynamics limiting productivity (male disengagement) - Alcoholism and weak visioning at household level	- High climate variability (drought & heavy rains) affecting productivity. - Soil erosion and declining soil fertility. - High prevalence of pests and diseases.	- Strengthen household-level planning and joint decision-making. - Practice climate-smart agriculture (CSA) and soil conservation. - Access to quality inputs and agronomic training. - Increase production through better planning and crop management.
Elgon	- Heavy reliance on single income sources. - Limited access to quality inputs and capital. - Low market prices and weak commercialization. - Labour constraints affecting timeliness of farming operations.	- Low literacy levels and weak planning capacity. - Alcoholism affecting productivity and household welfare. - Gender inequalities and weak participation in decision-making. - Weak group cohesion and trust issues.	- Severe soil erosion and declining soil fertility. - Excessive drought & heavy rains. - Pests and diseases affecting yields	- Practice joint household planning and financial discipline. - Strengthen collective action and group cohesion. - Invest in mechanization and timely farming practices. - Use quality inputs and production practices.
Busoga	- Overdependence on sugarcane leading to low diversification and long income cycles. - Low prices, strong middlemen exploitation, weak aggregation at the FOs. - Limited capital and poor enterprise development. - Weak post-harvest handling.	- Low female participation and gender inequality in decision-making. - Alcoholism, domestic violence, and low education levels. - Weak financial literacy and poor resource utilization. - Social issues affecting labour productivity (early marriages)	- Soil exhaustion and land fragmentation. - Monocropping leading to declining soil fertility. -High levels of deforestation. - High incidence of pests, diseases, and deforestation. - Climate-related shocks (drought, flooding)	- Adopt enterprise diversification (horticulture, other crops). - Strengthen financial literacy, record keeping, and planning. - Improve agronomic practices and access to quality inputs. - Practice household collaboration and joint decision-making. - Increase women's participation in production and markets
Lango	- Limited access to capital and markets, constraining aggregation - Weak FO capacity to support members (e.g., aggregation, services) - Continued reliance on middlemen due to weak FO structures	- Resistance to behaviour change, especially among men (low adoption of planning/visioning) - Weak internalization of participatory approaches (EFFORT/PIP) - Limited leadership/champion structures within FOs	- Drought and weather variability affecting production stability	- Strengthen FO capacity for aggregation and service delivery - Promote household visioning and behaviour change (EFFORT approach) - Enhance peer learning and technical backstopping - Improve market access through FO strengthening
Tooro	- Low household incomes and poor market access - Price fluctuations and weak value chains - Poor infrastructure (e.g., roads) limiting market access	- Domestic violence and alcoholism affecting productivity - Low literacy and weak household collaboration - Theft and insecurity affecting livelihoods	- Drought and pests/diseases affecting agricultural output - Climate variability impacting production cycles	- Strengthen household dialogue and joint decision-making - Promote community cooperation and social cohesion - Increase access to extension services and training - Encourage early planting and climate adaptation practices

Region	Key issues/ challenges highlighted by FOs			Prioritised FO-Level Solutions
	Economic	Social	Environmental	
Kigezi	- Weak financial management systems (poor records, fraud risks). - Low aggregation and limited market access (especially coffee). - Limited capital to finance members and FO operations. - Competition from traders & middle men, undermining cooperatives.	- Low member commitment and participation. - Weak organisational culture and dependency syndrome. - Low literacy levels affecting management. - Disunity within FOs and households.	- Climate variability (drought, heavy rains) affecting production. - Soil erosion and declining fertility. - Pests and diseases affecting coffee and other crops.	- Strengthen financial management systems (recruit staff, digitalise systems & improve records). - Promote member commitment, savings culture, and planning. - Invest in aggregation and input systems (agro-input shops). - Build capacity in production, marketing, and governance.
Elgon	- Limited aggregation infrastructure (few/distant bulking centres). - Low access to finance and undercapitalized FOs. - Weak value addition due to incomplete processing facilities. - Side-selling due to weak FO competitiveness.	- Conflicts, weak governance, and low trust among members. - Low participation and weak accountability structures. - High expectations from members (dependency on free inputs). - Low youth engagement.	- Climate shocks (drought, heavy rains) affecting yields - Soil fertility decline - Poor sanitation affecting productivity	- Invest in FO infrastructure (bulking centres, transport & processing). - Strengthen SACCO/loan systems and financial transparency. - Promote governance, discipline, and conflict resolution. - Improve extension access and member engagement.
Busoga	- Low household incomes and savings limiting FO growth. - Limited access to finance and operational capital. - Weak aggregation and market systems. - Low enterprise diversification and overdependence on few crops like sugarcanes.	- Low member participation (meetings, activities). - Female and youth exclusion from leadership and production. - Low literacy and weak financial management skills. - Social issues (alcoholism, domestic conflicts) affecting productivity	- Soil exhaustion and degradation due to poor practices. - High incidence of pests and diseases. - Climate variability (drought, floods, storms). - Deforestation and declining soil fertility.	- Promote enterprise diversification. - Strengthen financial literacy, savings, and governance systems. - Scale climate-smart agriculture and GAPs. - Enhance aggregation, market linkages, and quality input access. - Increase women and youth participation.
Lango	- Limited working capital for input access and aggregation. - Weak FO capacity to deliver services beyond members. - Limited commercialization and market engagement.	- Weak institutional structures for learning and peer exchange.	- Drought and weather shocks affecting production and yields.	- Promote peer learning and farmer outreach (field days). - Build FO leadership and champion structures. - Enhance aggregation and service delivery capacity.
Tooro	- Limited market access and price fluctuations. - Limited capital for bulking and aggregation. - Lack of storage infrastructure and high transaction costs. - Strong competition from middlemen	- Conflicts among members and weak coordination. - Negative mindsets toward collective action (dependency attitudes). - Limited skills and weak communication within FOs	- Climate variability (drought, strong winds, floods) affecting yields. - Soil fertility decline. - Pests and diseases impacting crops	- Strengthen collective marketing and aggregation systems. - Invest in storage and input infrastructure. - Promote capacity building (technical and governance skills). - Facilitate market linkages and buyer contracts. - Encourage climate-smart practices and timely planting.

Annex 2: FORT RESULTS FRAMEWORK

Note: Year 1 focused primarily on inception activities, with implementation commencing in the latter part of the year. Therefore, majority of the output and outcome-level results are expected to materialise in Year 2 and the subsequent years of the project.

Level	No	Result area	Performance Indicators	Unit of measure	Baseline value	Target	Achieved (Y1-2025)	Comments (Explaining the Baseline & targets)
Goal: Resilient and inclusive development of SHF livelihoods, through strengthened Farmer Organisations								
Impact	I	More resilient small holder farmer livelihoods.	# of SSFPs (disaggregated for male/female) whose livelihood became more resilient to shocks. (EKN Indicator)	SHF	0	120,000	-	Assuming 60% of the 200,000 SHF reached will achieve more resilient livelihoods.
Long-term outcomes	II	SHFs have increased production, productivity and profitability.	# of SSFPs (disaggregated for male/female) who progressively decrease the yield gap (EKN indicator).	SHF	0	120,000	-	Target is 60% of the total SHF target
			# SHFs that increase their income from targeted agricultural produce.	SHF	0	120,000	-	Target is 60% of the total SHF target. At Baseline, 39.5% of the respondents reached saw an increase in income in season 2025 A compared to season 2024 B. Meanwhile, 59.2% of the respondents saw an increase in income in season 2024 B in comparison to season 2024 A.
			Average revenue generated from production per crop per acre (UGX)	UGX	Maize-557,269	668,722	-	Target is based on the assumption that average revenue per acre will increase by 20% based on the interventions put in place to improve productivity. Based on the findings from the IAR and Baseline assessment, the main crops grown for income generation vary per region. Overall, the 5 main crops grown in at least 3 regions are Maize, Beans, bananas, potato and Coffee.
					Beans-432,498	518,997	-	
					Bananas-1,318,846	1,582,616	-	
					Potato-840,472	1,008,567	-	
					Coffee-1,242,352	1,490,822	-	
			# Of SHFs increasing their on-farm profitability.	SHF	0	120,000	-	Target is 60% of the total SHF target
	III	FOs realise increased turnover from delivery of improved sustainable	# of FOs realising increased turnover from delivery of services to SHFs.	FO	0	300	-	All the FOs engaged should be able to increase revenue of their enterprises

Level	No	Result area	Performance Indicators	Unit of measure	Baseline value	Target	Achieved (Y1-2025)	Comments (Explaining the Baseline & targets)
		production, financial and marketing services to SHF.						
	IV	FOs are more inclusive and service-oriented, with increased bargaining power and the resilience to constantly adapt to a changing environment.	# of FOs gaining new or improved access to a value chain.	FO	0	240	-	All the Cooperatives and FGs engaged. No SACCOs are considered in this target.
			# of female SSFPs who became more empowered. (EKN Indicator)	SHF	33,840	60,000	-	The target is based on 75% of the # of the female farmers reached. Assumption is that 40% of the 200,000 SHFs reached will be female. At Baseline, 56.4% of the respondents (treatment group) were empowered.
Pillar 1 - Farmer agency								
Outcome	**1.1**	Increased unity and self-reliance at SHF household level .	% Of households practicing joint decision making on household activities.	SHF	65%	85%	0%	Assumption is that 85% of the SHF households reached with the EFFORT approach, will apply joint decision making. Baseline is based on the overall percentage of HHs who jointly decide on all HH activities.
	1.2	Increased participation and voice of smallholder farmers in FOs.	# of SHFs actively participating in FO decision-making processes.	SHF	46,200	140,000	-	Target is based on atleast 70% of the members participating in FO decision making avenues. Baseline numbers were considered basing in respondents who participated in atleast 2 decision making avenues. At Baseline, it was established that 33% of the respondents participated in atleast 2 decision making avenues at their FOs.
			# of SSFPs directly reached with activities aimed at temporary/partial improvement of their agricultural performance. (EKN indicator)	SHF	0	200,000	1,665	As a project, we anticipate to reach 200,000 SHFs with FORT Project interventions.
			# of SHFs actively participating in FO collective action	SHF	52%	140,000		Due to the interventions by FORT, it is expected that 70% of the SHFs will participate in at least 1 collective action while 80% will participate in at least 2 collective activities. At Baseline, 72% of the treatment respondents participated in at least 1 collective activity while 52% participated in at least 2 actions.

Level	No	Result area	Performance Indicators	Unit of measure	Baseline value	Target	Achieved (Y1-2025)	Comments (Explaining the Baseline & targets)
Output	1.1.1	FOs have facilitated the development and implementation of EFFORT journeys at individual and household level	# SHF households facilitated to develop EFFORT journeys at individual and household level	SHF	0	63,900	813	450 EFFORT promoters. 450 G1s reach out to 10 G2s who reach out to 6 G3s. (450+(450*10)+(4500*6))= 63,900
			# SHFs actively implementing their farm household EFFORT journeys.	SHF	0	44,730	-	Target is based on the assumption that 70% of the SHFs facilitated on EFFORT will implement their household journeys.
	1.2.1	FOs develop and implement their EFFORT journeys as they also mentor follower FOs.	# FOs that have implemented EFFORT journeys.	FO	0	120	0	Of the FOs reached with the EFFORT approach, 80% should implement their EFFORT journeys.
			# of Lighthouse FOs supporting other FOs to undertake and implement their EFFORT journeys.	FO	0	54	0	In the first year, 22 LHs from the 16 phase 1 districts will be capacitated on EFFORT and supported to cascade the approach to other FOs. An additional 32 LHs from all the 27 districts will be on-boarded and capacitated in the subsequent years.
			# of FOs capacitated on the EFFORT approach.	FO	0	150	22	The target is based on the assumption that 50% of the targeted 300 FOs should be reached with the EFFORT approach. These include 40 Coops, 40 SACCOs & 70 farmer groups.
Pillar 2 - Institutional foundations (FOs have strengthened their institutional foundations)								
Outcome	**2.1**	Strengthened and more inclusive governance and management of FOs.	# farmer groups with improved and more inclusive governance frameworks and processes.	FO	0	180	-	All targeted farmer groups
			# cooperatives with improved and more inclusive governance frameworks and processes.	FO	0	60	-	All targeted Cooperatives
			# SACCO's with improved, more inclusive and needs-based governance frameworks and processes	FO	0	60	-	All targeted SACCOs.
			# of supported FOs engaging in profitable enterprises.	FO	0	240	-	All Cooperatives & farmer groups engaged should engage in profitable enterprises. During the FO landscape study, 58% of the sampled cooperatives were engaging in enterprises which contributed to 50% and above of their revenue. Additionally, 27% of the sampled

Level	No	Result area	Performance Indicators	Unit of measure	Baseline value	Target	Achieved (Y1-2025)	Comments (Explaining the Baseline & targets)
								Farmer groups had a sales point/ shop with an increase in turnover between 2023 and 2024.
	2.2	FOs have an extended reach to remote areas and have larger and more active youth and women membership.	# Farmer organisations with increased active membership.	FO	0	240	-	80% of the targeted FOs
			# FOs with extended reach to remote areas.	FO	0	60	-	At least 50% of the targeted SACCOs and Cooperatives should extend their reach to remote areas. At baseline, average distance to value addition facilities was 5.8km,
			# of members of supported FOs	SHF	75,599	200,000	77,378	Baseline is based on the 2024 active membership of the 129 FGs (4,4333 members), 22 Cooperatives (18,928 members) & 21 SACCOs (52,237 members) on boarded in year 1 (2025) of the project.
	2.3	Strengthened and more inclusive & needs-based governance and management of national organisations.	# of national organizations with active and inclusive governance structures and strategic leadership.	FO	0	2	-	UCCFS and UFAAS
Output	2.1.1	Development and implementation of the FO inclusive & needs-based strategic plan has been facilitated & supported.	# of FOs with an inclusive & needs-based revised strategic plan.	FO	0	120	-	All coops and SACCOs
			# of FOs implementing activities aligned to their inclusive & needs-based strategic plans.	FO	0	120	-	All coops and SACCOs
			# of FO-led initiatives specifically targeting youth, women, remote farmers.	FO	0	5	-	
			# youth and women councils established.	Councils	0	24	-	At least 20% of the Coops and SACCOs should establish youth councils. At the time of assessments, only 11% of the FOs had youth councils and only 16% had gender policies.
	2.1.2	Formalisation of informal farmer groups has been stimulated.	# farmer groups that (merge to) create a cooperative and/or are	FO	0	25	-	5 FGs per region

Level	No	Result area	Performance Indicators	Unit of measure	Baseline value	Target	Achieved (Y1-2025)	Comments (Explaining the Baseline & targets)
			absorbed into another cooperative.					
			# of informal farmer groups registered as formal entities.	FO	0	50	-	10 FGs per region
	2.2.1.	Farmer groups and their entrepreneurial ventures are supported.	# of farmer groups whose entrepreneurial ventures have been supported by FORT.	FO	0	180	-	All FGs
	2.3.1.	Development and implementation of the national organisation strategic plan has been facilitated & supported.	# national organisations with a new/revised strategic plan, including EFFORT promoting strategy	NO	0	2	-	UCCFS and UFAAS
			# of sustainable service delivery initiatives funded through new revenue models	NO	0	4	-	2 initiatives from each National organisation.
Pillar 3 - FO External agency (FOs have improved their position versus public and private actors)								
Outcome	**3.1**	Strengthened collaboration among public and private sector stakeholders for improved enabling conditions for SHFs.	# and type of initiatives resulting from the multi-stakeholder platforms		0	TBD	-	To be decided after the MSP have been established and agreed on collaborative agenda's and action
	3.2	FOs have strengthened need-based lobby & advocacy for public sector policies, investments and services for SHFs	# of FOs actively participating in policy dialogues at district, regional and/or national level	FO	0	60	-	20% of all the engaged FOs
			# Policy briefs/ letters submitted at regional and/or national level	FO	0	5	-	One per region
	3.3	FOs have strengthened their engagement with private sector actors to improve market positions for SHFs.	# of FOs reporting improved bargaining power in agricultural markets	FO	0	150	-	50% of all FOs
			# of FOs with contracts with private sector actors	FO	0	25	-	5 per region

Level	No	Result area	Performance Indicators	Unit of measure	Baseline value	Target	Achieved (Y1-2025)	Comments (Explaining the Baseline & targets)
Output	3.1.1	Regional multi-stakeholder platforms are established or strengthened for public-private information sharing, collaboration, networking and lobby & advocacy.	# of multi-stakeholder platforms (MSPs) established or strengthened.		0	10	-	Target is to conduct atleast 2 MSPs per region comprising Farmer representatives, FOs, private sector, and public sector
	3.2.1	FOs have been strengthened to collaboratively develop inclusive and needs-based lobby & advocacy roadmaps based on priorities from EFFORT assessments.	# FOs with lobby & advocacy roadmaps developed	FO	0	98	-	80% of SACCOs, Cooperatives & National organisations.
			# of FOs implementing at least one activity from their lobby & advocacy roadmap.	FO	0	78	-	Target is based on the assumption that 80% of the FOs with developed agendas will implement them.
	3.3.1	FOs have been strengthened to negotiate better deals with private sector actors based on SHF's needs.	# of FOs strengthened and mentored on engagement with private sector actors.	FO	0	75	13	15 per region
			# Of private sector actors having formal agreements with FOs.	PSA	0	25	-	5 per region
			# Of FOs linked to private sector actors.	FO	0	50	-	10 per region
Pillar 4 - Production services								
Outcome	**4.1**	SHFs have improved access to genuine, quality seeds, agro-inputs and equipment.	# of SHFs accessing quality seeds, agro-inputs and equipment through FOs.	SHF	33,440	80,000	-	Target is based on the assumption that 40% of the targeted farmers will access inputs from their FOs especially Cooperatives. At Baseline, 41.8% of the treatment respondents had accessed inputs from their FOs in the last 12 months.
	4.2	SHFs have improved access to extension services and peer learning for improved, diversified, sustainable and climate-smart agricultural practices.	# of SHF receiving need-based extension services through FOs initiatives.	SHF	30.50%	100,000	-	At Baseline, 30.5% of the respondents accessed extension services from their FOs. Target is based on the assumption that 50% of the targeted farmers will access extension services
			% of SHFs that have adopted climate-smart and sustainable farming practices.	SHF	43%	70%	0%	Target is based on the assumption that 70% of the trained SHFs will adopt the practices based on the definition.

Level	No	Result area	Performance Indicators	Unit of measure	Baseline value	Target	Achieved (Y1-2025)	Comments (Explaining the Baseline & targets)
	4.3	SHFs have improved farm management, entrepreunership and income diversification.	% of SHFs implementing improved farm management practices.	SHF	30%	60%	0%	Target is based on the assumption that 60% of the trained SHFs will adopt the practices.
			# SHFs practicing on-farm income diversification.	SHF	24,500	70,000	-	Atleast 70% of farmers capacitated and supported with income diversification skills & initiatives are expected to practice on-farm diversification. At Baseline, 35% of the treatment group respondents were practicing on-farm income diversification.
			# SHFs practicing off-farm income diversification.	SHF	12%	40,000	-	Atleast 40% of farmers capacitated and supported with income diversification skills & initiatives are expected to practice off-farm diversification. At Baseline, only 12% of the treatment respondents were practicing off-farm income generation.
Output	4.1.1	FOs have established facilities for distributing inputs to members.	# FOs with new or improved input distribution facilities	FO	0	30	-	50% of the cooperatives engaged are expected to have new or improved input services/ facilities.
	4.2.1	FOs have established extension department for their members	# of extension workers deployed within FOs.	FO	0	23	5	Target is based on the 12 extension workers and 11 integrated credit officers who will be placed at the Cooperatives and SACCOs.
			# of FOs with fully operational extension service department.	FO	0	23	-	Target is based on the FOs that will be supported with extension workers.
	4.3.1	FOs have strengthened farm management, entrepreneurship and income diversification of their members	# FOs that strengthened the capacity of SHFs on farm management and entrepreneurial skills	SHF	0	60	-	This target is based on the assumption that all Cooperatives will be strengthened to capacitate farmers .
			# SHFs trained on on-farm and off-farm income diversification.	SHF	0	100,000	-	
Pillar 5 - Financial services (FOs have capitalized and delivered demand-driven financial services)								
Outcome	**5.1**	SHF households have improved access to financial services through FOs.	# of SHFs accessing and utilising financial services through FOs.	SHF	56,000	100,000	-	Target is based on the assumption that 50% of the targeted farmers will access finance from FOs. Based on the Baseline, 56% of the treatment respondents accessed finance from the SACCOs & VSLAs. 30% of the treatment respondents accessed finance from VSLAs, 26% from SACCOs.

Level	No	Result area	Performance Indicators	Unit of measure	Baseline value	Target	Achieved (Y1-2025)	Comments (Explaining the Baseline & targets)
			Total amount (UGX) of finance accessed by SHFs through FOs.	Ugandan shillings	0	100,000,000,000	-	On average, farmers accessed UGX. 622,892 from the VSLAs. When the FOs are strengthened, farmers will be expected to earn an average of Ugx. 1,000,000 from the FOs.
	5.2	FOs have increased internal and external capital for financial services and business development.	# cooperatives with increased internal and/or external capital.	FO	0	42	-	70% of the targeted cooperatives.
			# SACCOs with increased access to capital (internal/external).	FO	0	42	-	70% of the targeted SACCOs
			# of SACCOs offering tailored financial products and service for SHFs.	FO	0	60	-	All targeted SACCOs.
Output	5.1.1	SACCOs have developed farmer-oriented savings- and credit products	# and examples of financial products tailored to SHF needs by SACCOs.	FO	0	5	-	
			# FOs that provide improved financial services to SHFs	FO	0	60	-	Target will be determined after Baseline and SACCO assessments
	5.2.1	Cooperatives and SACCOs have developed and implemented internal and external capitalisation strategies to realize their business plans, provide farmer-oriented financial services and increase outreach to rural areas	# of cooperatives and SACCOs implementing their internal and external capitalisation strategies.	FO	0	120	-	All the targeted coops & SACCOs
			# of SACCOs expanding branch networks to rural SHF areas.	FO	0	25	-	5 SACCOs per region
			# SACCOs supported with financial services from financial institutions.	FO	0	60	-	Target will be determined after Baseline and SACCO assessments
Pillar 6 - Value addition & marketing services (FOs have delivered demand-driven value addition, post-harvest and marketing services)								
Outcome	**6.1**	Improved access to collective value addition for SHFs through post-harvest handling, processing and product development by FOs.	# of SHFs that received value addition services including technical post-harvest handling services from FOs.	SHF	59,000	100,000	-	At baseline, 59% of the treatment respondents accessed at least 1 value addition service from their FOs. By breakdown, 36.7% accessed post-harvest handling services , 36.4% accessed training services, drying 33.8%, processing 18.5%, milling 16.0%, shelling 12.4%, and branding 5.1%.

Level	No	Result area	Performance Indicators	Unit of measure	Baseline value	Target	Achieved (Y1-2025)	Comments (Explaining the Baseline & targets)
			# of FOs with value addition initiatives established for SHFs.	FO	22	72	-	Findings from the FO landscape study showed that 29% of the farmer groups and 35.1% of the cooperatives are undertaking value addition. Target is based on the assumption that 40% of the FGs and 40% of the cooperatives will have value addition initiatives.
	6.2	Improved access to collective facilities for produce aggregation and storage for SHFs.	# of SHFs bulking and selling produce through FOs.	SHF	17,320	80,000	-	At Baseline, 21.65% of the treatment respondents surveyed sold produce through FOs. 11.45% sold through FGs while 10.2 sold through cooperatives. Target is based on the assumption that atleast 40% of the targeted farmers will sell produce through their FOs.
			# of volume (MT) of produce bulked/aggregated through FOs	MT	16,929	22,404	-	During the FO landscape study, cooperatives bulked and sold a total of 16,209 MTs while farmer groups bulked and sold 719.8 MTs. Average bulked by the cooperatives was 168.8 MT while average bulked by FGs was 17.9MTs. Target is based on the assumption that farmers will bulk and sell their produce through 50% of the cooperatives & FGs.
	6.3	Improved access to collective transport & marketing for SHFs.	# of SHFs utilising tailor-made transport solutions developed by the FOs	SHF	12.40%	24,000	-	At Baseline, only 12.4% of the respondents received transport services from the FOs. Target is based on the assumption that atleast 30% of the farmers bulking and selling through FOs will utilise the tailor made transport solutions.
Outputs	6.1.1	FOs have improve technical post-harvest handling, processing and product development services	# of FOs that have improved technical post-harvest handling services.	FO	0	30	-	
			# of FOs supported to develop new value addition initatives	FO	0	20	-	
	6.2.1	FOs have established (decentralised) facilities for local aggregation, processing and storage.	# of FOs with new or upgraded produce aggregation & storage facilities and operational processing units	FO	0	10	-	
			# of FOs with operational processing units, aggregation	FO	0	20	-	

Level	No	Result area	Performance Indicators	Unit of measure	Baseline value	Target	Achieved (Y1-2025)	Comments (Explaining the Baseline & targets)
			facilities and storage facilities established and/ or improved.					
	6.3.1	FOs have strenghtened market information and market intelligence	# FOs that have improved market information and market intelligence	FO	0	30	-	
			# of SHFs that received market information through their FOs.	SHF	33.80%		-	At Baseline, 33.8% of the households received marketing information, 32.7% received training on marketing, 25.5% were linked to market and private sector, 12.4% received transport services
			# Market studies conducted for improved market access for relevant commodities and products	FO	0	25	-	5 FOs per region
	6.3.2	FOs bargain better deals for SHFs through collective marketing	# FOs with new supply contracts secured	FO	0	25	-	5 FOs per region
	6.3.3	FOs have developed and negotiated tailor-made collective transport solutions	# FOs with tailor-made collective transport solutions	FO	0	10	-	2 FOs per region

Annex 3: FORT selected Lighthouse FOs

No	Region	District	Coop/ SACCO/FG	Names of cooperative	Membership
1	Busoga	Jinja Rural	Cooperative	Buwenge farmers cooperative ltd	479
2		Jinja Rural	Cooperative	Jinja Buyengo coffee farmers cooperative ltd	350
3		Kamuli	Cooperative	Buzaaya growers Cooperative Union	3,358
4		Kamuli	FG	Kyowamwino Farmers Group	50
5		Luuka	FG	Gemakumwino Farmers Group	30
6	Elgon	Bulambuli	SACCO	Namusoni sub county kulakulana coffee farmers SACCO	450
7		Kapchorwa	SACCO	Sebei Women In Action For Coffee Development SACCO	1,200
8		Manafwa	Cooperative	Bukusu Yetana Area cooperative	10,250
9		Mbale	FG	Mount Elgon Organic Farmers Group	15
10	Kigezi	Kabale	Cooperative	Maziba Fruit Wine Producers Cooperative Limited	70
11		Kabale	FG	Kigarama Tutungukye group	30
12		Kanungu	Cooperative	Kanungu coffee farmers cooperative Society Limited	1,480
13		Rubanda	FG	Kashaki Forward Group	45
14		Rukungiri	SACCO	Buhunga Sacco	4,876
15	Lango	Amolatar	SACCO	Amolatar Amule Development Cooperative SACCO	516
16		Lira	Cooperative	Teadwong Oil Seeds Farmers's Cooperative	750
17		Lira	Cooperative	Myek Women Farmers Cooperative Society Limited	523
18		Lira	FG	Awe inyero women's group	35
19	Tooro	Bunyangabu	SACCO	Kibiito SACCO	1,704
20		Kabarole	SACCO	Kihondo Tukwatanize SACCO	10,138
21		Kyenjojo	Cooperative	Nyakatooma farmers produce and marketing cooperative society	495
22		Kyenjojo	FG	Kyakasura Farmers Development Association	16

Annex 4: List of cooperatives and SACCOs contracted by FORT in 2025

Sno	Region	Coop/ SACCO	Names of cooperative	District	Membership	Contact person	Telephone contact
1	Lango	Cooperative	Teadwong Oil Seeds Farmers's Cooperative	Lira	750	Okullu Christine	777576114
2	Lango	Cooperative	Itek Okile Rice Growers Cooperative Society	Lira	1,800	Okii Harris	762435751
3	Lango	Cooperative	Myek Women Farmers Cooperative Society Limited	Lira	523	Oboto Grace	788103793
4	Lango	SACCO	Amolatar Amule Development Cooperative SACCO	Amolatar	516	Opio Jollyjoe	778039912
5	Busoga	Cooperative	Buzaaya growers Cooperative Union	Kamuli	3,358	Stanslous Isiko	774111672
6	Busoga	Cooperative	Jinja Buyengo coffee farmers cooperaive ltd	Jinja Rural	350	Tom Bwiire	752932966
7	Busoga	Cooperative	Buwenge farmers cooperative ltd	Jinja Rural	479	Daniel Byansi	704937828
8	Busoga	Cooperative	Kamuli District cocoa farmers' cooperative society ltd	Kamuli	120	Stephen Katrega	784275756
9	Kigezi	Cooperative	Bubaare Innovative Cooperative Society ltd	Rubanda	681	Cleophas Turyamureeba	784820586
10	Kigezi	Cooperative	Maziba Fruit Wine Producers Cooperative Limited	Kabale	70	Robert Justus Kemani	782745952
11	Kigezi	Cooperative	Kigezi Progressive Potato Producers Cooperative Limited	Kabale	50	William Muyambi	786222142
12	Kigezi	Cooperative	Rugyeyo Organic Farmers Cooperative Society Limited	Kanungu	1,207	Patience Ninsiima	774047531
13	Kigezi	Cooperative	Kanungu coffee farmers cooperative Society Limited	Kanungu	1,480	Bannet Mwesigwa	785741819
14	Kigezi	Cooperative	Bungangari Growers Cooperative Society Limited	Rukungiri	250	Alinfusi Tishekwa	773046929
15	Kigezi	SACCO	Buhunga Sacco	Rukungiri	4,876	Jackson Byamukama	789258872
16	Kigezi	SACCO	Karujanga Turanzehare Savings and credit cooperative society Limited	Kabale	267	Sylevester Kakwandi	776712138

17	Kigezi	SACCO	Greater Kabale Community Cooperative Society Limited	Kabale	345	Twasiima Brian	771640240
18	Kigezi	SACCO	Rubabo Peoples Cooperative Savings and Credit society Ltd	Rukungiri	13,823	Joseph Turindwamukama	782139633
19	Kigezi	SACCO	Kebisoni Cooperative Savings and Credit Society Limited	Rukungiri	9,662	FR. Safari Emmanuel	785234613
20	Tooro	SACCO	Kyegegwa Farmers SACCO	Kyegegwa	497	Agaba Brighton	775561802
21	Tooro	SACCO	Kitojo Care SACCO	Kabarole	4,387	Grace Kyomya	772469333
22	Tooro	SACCO	Kyaka Central Produce Dealers SACCO	Kyegegwa	1,289	Tibenderana Paul	783556260
23	Tooro	SACCO	Kibiito SACCO	Bunyangabu	1,704	Bomera David	751656965
24	Tooro	SACCO	Kyarusozi SIDA SACCO	Kyenjojo	2,966	Rwakihuura Patrick	773122230
25	Tooro	SACCO	Busaiga SACCO	Kabarole	5,402	Kusemererwa Mastura Mercy	774881832
26	Tooro	SACCO	Kihondo Tukwatanize SACCO	Kabarole	10,138	Mbogo Rukidi	772468753
27	Tooro	SACCO	Kyarusozi MCF SACCO	Kyenjojo	2,300	Katuramu Deus	782093531
28	Tooro	SACCO	Miranga SACCO	Kyenjojo	1,742	Kukuukule Francis	783666964
29	Tooro	SACCO	Mpara SIDA SACCO	Kyegegwa	2,900	Ziryahabwe Jolly	772746942
30	Tooro	Cooperative	Nyankwazi Multipurpose Cooperative	Kyenjojo	1,256	Protaz Murimbanyi	752139815
31	Tooro	Cooperative	Nyakatooma farmers produce and marketing cooperative society	Kyenjojo	495	Bernard owoyesigyire	781299154
32	Elgon	Cooperative	Khabutoola Intergrated Famers Cooperative Society	Manafwa	420	Yefusa Muleme	774111483
33	Elgon	Cooperative	TAABU Integrated Cooperative Society limited	Bulambuli	1,050	Florence Gobutayi	778906173
34	Elgon	Cooperative	Ganzo Coffee Farmers Cooperative Socity	Bulambuli	300	Waniala Benonson	761744040
35	Elgon	Cooperative	Bungokho United Multipurpose Cooperative Society	Mbale	130	Kwema Keffa	773782445

36	Elgon	Cooperative	Bukusu Yetana Area cooperative	Manafwa	10,250	Wamasesi Samuel	775960533
37	Elgon	Cooperative	Bunambutye Area cooperative society limited	Bulambuli	725	Mukhwana Moses	775845344
38	Elgon	Cooperative	Sipi organic produce cooperative society limited	Kapchorwa	496	Chemutai P.S.Duke	782429043
39	Elgon	SACCO	Sebei Women In Action For Coffee Development SACCO	Kapchorwa	1,200	Kaptui Phyllis Brenda	784363769
40	Elgon	SACCO	Namusoni sub county kulakulana coffee farmers SACCO	Bulambuli	450	Rogers Wolimbwa	752003717
41	Elgon	SACCO	Busiu SACCO	Mbale	3,087	Modester Shisa	772192237
42	Elgon	SACCO	Kobil Area Coffee farmers SACCO limited	Kapchorwa	30	Leonard Surumini	705594942
43	Elgon	SACCO	Wagagai coffee farmers sacco	Bukwo	494	Malewo Arafat	704734047

Annex 5: FORT budget spending planned vs achievement

Please, refer to the excel sheet attached with the report.