



# COVID-19 IMPACT SURVEY FINAL REPORT

VENTURE37  
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**TANGO International**

Commissioned by:  
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# List of Acronyms

<b>CDP</b>	Cooperative Development Project
<b>MFI</b>	Microfinance Institutions
<b>PPE</b>	Personal Protection Equipment
<b>VENTURE37</b>	Land O'Lakes Venture37

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# I. Executive Summary

The purpose of this report is to assess the impact of COVID-19 on agricultural cooperatives supported by Venture37 through the USAID-funded Cooperative Development Program (CDP). This includes Dairy, Maize and Horticulture cooperatives in Rwanda, and Dairy and Horticulture cooperatives in Malawi. Data was collected over three survey rounds in May, June, and July 2020. The sample included all cooperatives supported by Venture37 through the CDP program. The dataset includes 12 cooperatives in Rwanda, and 6 in Malawi for a total of 18 completed interviews per survey round.

The overall challenge cooperatives face as a result of COVID-19 is a substantial reduction in revenues over the last 3 months. Government mobility restrictions to reduce the risk of infection is cited as a primary factor, however, several additional factors have contributed to reported losses in cooperative revenues: i) reduced deliveries from members because of transport restrictions/diversion of delivery of products by members to non-cooperative buyers, ii) loss of buyers and closure of markets for products, iii) lower prices for products sold by the cooperatives, iv) higher operational costs imposed by government restrictions, and (v) loss of members. Overall, cooperatives have been communicating safety information and operational changes with their members and are starting to make plans for the future. Cooperatives report their most urgent need of additional support is access to finance/loans to help in the recovery period and strengthening of operations.

Based on survey findings across the three rounds there is strong evidence that cooperatives and their members continue to feel the economic impacts of mobility restrictions imposed to control the spread of COVID-19. The challenges and opportunities identified by cooperatives through the survey can help to guide Venture37 CDP programming moving forward.

- **In the immediate term** it is recommended that Venture37 (1) Provide or facilitate access to financial assistance through flexible and low-interest loans or performance-based grants to address the immediate financial needs of cooperatives. (2) Utilize the existing knowledge management infrastructure of the CD4 program to facilitate immediate online cross-learning opportunities to share good practices and lessons learned between cooperatives.
- **In the short/intermediate term**, after restrictions have eased it is recommended to (1) Create linkages with microfinance institutions (MFI) to increase availability of and access to sustainable financing independent of project activities. (2) Work with market intermediaries to recover pre-COVID-19 market linkages and to formalize/consolidate market channels that were established in response to COVID-19 impacts. (3) Expand cross-learning from immediate recovery efforts to focus on preparedness for shocks and stresses of any kind moving forward.
- **In the longer term**, after cooperatives have recovered from the current COVID-19 outbreak it is recommended that (1) After cooperatives have recovered revenues, cooperatives should develop mechanisms to protect members from future shocks. (2) Apex bodies should use their economies of scale to negotiate with financial service providers. (3) Apex bodies can provide consulting training to their members on risk management strategies, including the following areas that have been identified as needs in the survey: Diversification of buyers; Diversification of activities (other value-added activities); and Improved storage facilities.

## II. Introduction and Context

In early April 2020, Venture37 contracted TANGO International to develop and support a data collection and analysis system to assess the impact of COVID-19 on agricultural cooperatives supported by the Cooperative Development Program (CDP). Data was collected over three separate survey rounds which took place in May, June, and July 2020 to assess how the impacts of COVID-19 on cooperative operations changed over time. CDP partners Equal Exchange, Global Communities, NCBA-CLUSA and Venture37 all participated in this study. Three briefs were produced after each round of data collection to describe aggregate trends across global cooperatives and value chains supported by CDP partners. Those briefs are available in Annex C.

The purpose of this report is to assess the impact of COVID-19 on agricultural cooperatives supported by Venture37 through the USAID-funded Cooperative Development Program (CDP). This includes Dairy, Maize and Horticulture cooperatives in Rwanda, and Dairy and Horticulture cooperatives in Malawi.

## III. Methodology

### Timing and Implementation

Data was collected across three survey rounds over a six-day period on the following dates: May 11-17<sup>th</sup> 2020, June 8-14<sup>th</sup> 2020, July 6-12<sup>th</sup> 2020. All interviews were conducted remotely via phone calls between CDP implementing partner staff and cooperative representatives. The interview responses were entered into the survey tool programmed in ODK through Kobo Connect. Throughout the data collection process, TANGO conducted daily data quality checks.

### Sampling

The sample for this survey included all agricultural cooperatives supported by the participating CDP-implementing partners. One survey was completed per participating cooperative. One representative from each cooperative was selected to complete the survey. The same selected representatives were interviewed for all three survey rounds. Each participating partner organization was responsible for the selection of respondents and implementation of the survey in accordance with the survey protocol. For Venture37, data was collected from 18 cooperatives across the three survey rounds.

**Table 1: VENTURE37 Cooperatives Represented in Data Set**

	Dairy	Horticulture	Maize	Total
Rwanda	6	2	4	12
Malawi	2	4	-	6
				<b>18</b>

The following selection criteria were utilized to identify appropriate respondents: (1) Knowledgeable about overall function, decision making, and processes of the cooperative; (2) Currently holds a leadership position within the cooperative; (3) Has been involved with the cooperative for at least one full year; (4) The project has access to their current phone number; (5) The respondent has cell phone service in an area that is safe and does not require

the respondent to travel or break any COVID-related restrictions; (6) Willingness to participate in monthly interviews (over 3 months' time).

## Survey Tool

The survey tool was developed collaboratively between TANGO and Venture37, with input from Equal Exchange, Global Communities, and NCBA-CLUSA. The tool was designed to be easily implemented by project staff via phone in under 30 minutes. The survey was organized into four content areas: impact of COVID-19 on marketing, sale and production of agricultural commodity, impact on household economics, resilience of cooperative business/leadership, and communication/access to quality information. The survey is primarily quantitative, and only four survey questions (C3b, C8a, C10, and D7) are explicitly qualitative.

## Training and refresher webinars

Before data collection began, TANGO facilitated a one-hour training webinar on May 4<sup>th</sup> 2020 to provide an overview of the survey design and implementation protocol. The main purpose of the webinar was to review the survey tool in detail and ensure implementing partners had a shared understanding and interpretation of all survey questions and components. The webinar was recorded and shared with all participants. CDP partners were responsible for identifying which staff members would be responsible for data collection within their organizations and share training information accordingly. On the Monday of each data collection period there was an additional “refresher” webinar to address questions or concerns and communicate any changes to the tool prior to the next data collection round.

## Analysis

TANGO International completed data analysis after each survey round using SPSS and STATA. Frequencies of responses were disaggregated by region, country and value chain, and trend analysis was conducted across survey rounds for all participating partners. That information is presented in the three survey briefs included in Annex C. Analysis for this report focuses on VENTURE37 supported cooperatives in Rwanda and Malawi only.

# IV. Main Findings and Key Sector Insights

This section describes the main findings and key sector insights per value chain supported by VENTURE37 in Rwanda and Malawi. The sidebar throughout the main findings section of this report is used to highlight questions and observations that came out during analysis and can be used as a framework for further research on this topic.

## Rwanda

Overall, cooperatives in Rwanda experienced more severe government restrictions on movement and cooperative operations in rounds one and two of the survey. By round three, government restrictions had been relaxed in comparison with the earlier rounds.

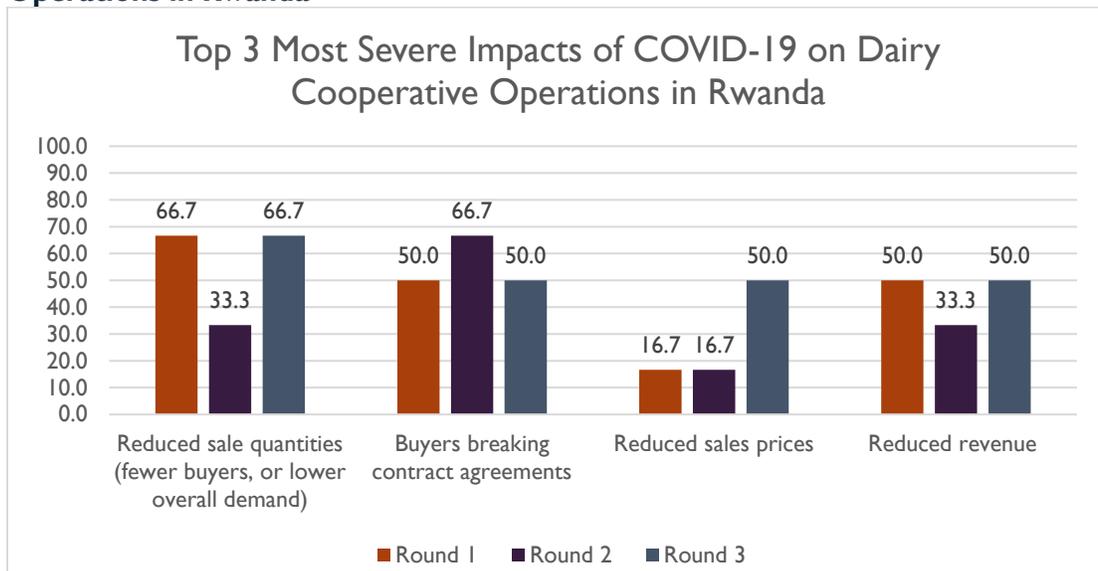
The sidebar throughout the main findings section of the report is to highlight questions and observations that came out during analysis, and can be used to inform further research.

## DAIRY

### Impacts on Cooperative Marketing, Sale, and Production

Reduced sales and revenue are the major impacts of COVID-19 on dairy cooperatives in Rwanda, which remained consistent across the three survey rounds. Reduced sale quantities (due to fewer buyers and/or lower overall demand), buyers breaking contract agreements, reduced sales prices and reduced revenue were reported as the most severe impacts of COVID-19. Across the three rounds there is some increase in reported slowdowns in operations due to mobility and social distancing restrictions/requirements (16.7% in rounds 1 and 2, 33.3% in round three). Although government restrictions had started to lift by the third round of data collection, reported slowdowns in operations due to mobility restrictions and social distancing requirements did not decrease accordingly.

**Figure 1: Top 3 Most Severe Impacts of COVID-19 on Dairy Cooperative Operations in Rwanda**



The impact of social distancing and government restrictions was widespread across all rounds, which caused a reduced ability for cooperatives to meet with their members and limitations on transport led to a loss of access to necessary inputs and services, loss of buyers, inability of members to supply milk, and an increase in the amount of milk being rejected due to quantity limitations of the cooperative. One third of dairy cooperatives in Rwanda reported business operations had to be shut down entirely.

Interviews with Venture37 CDP staff found that COVID-19 began during the high production season for dairy, which is why cooperative members were producing larger quantities of milk. This led to more production than cooperatives could accommodate due to the decrease in available buyers. Project staff observed that this seasonal influx of milk on the market also contributed to the reported increase of buyers breaking contract agreements in round 2. Project

*Will the slowdown in operations continue to impact these cooperatives even after government restrictions lift?*

*Are cooperatives making recovery plans for the lower production season?*

staff reported that even within villages non-members have decreased purchases from cooperatives, especially processed products like cheese or milk, due to fears of COVID-19 transmission.

### **Responses of Cooperative Business/Leadership (Including requests for additional support)**

By round three, at least 50% of dairy cooperatives in Rwanda reported they had already initiated the following actions in response to COVID-19:

- Provided information about COVID-19 to members
- Provided loans/grants to members
- Changed in coop decision-making procedures (move away from in-person meetings, votes)
- Developed new operating procedures to ensure the safety of coop staff and members
- Used the cooperative's collective reserves to pay members for their product
- Looked for new buyers
- Provided personal protection equipment to members
- Provided personal protection equipment to staff
- Engage in new value-added activities
- Install/improve storage facilities

This indicates a responsive cooperative sector that has capacity to take a variety of actions in response to a shock such as COVID-19. Moving forward, at least 50% of cooperatives reported that they will continue all the actions listed above, as well as pursuing alternative activities, developing a business continuity plan, and providing social assistance support for cooperative members. New activities cited by at least 50% of cooperatives in round 3, are to engage in new value-added activities, install or improve storage facilities, and produce new products. This indicates that cooperatives are shifting their existing strategies and practices long-term in response to COVID-19. Across all three survey rounds, 83.3% of dairy cooperatives in Rwanda reported the national cooperative movement/sector implemented some response to COVID-19.

Moving forward, at least 50% of dairy cooperatives in Rwanda reported in round 3 of the survey that they need additional support in the following areas.

- Access to finance/loans to cover revenue losses
- Access to technology to maintain business operations (i.e. internet access, remote technologies)
- Coaching to shift business strategies and/or revise operations to manage COVID-related burdens, support for developing emergency response and/or business continuity plans
- Support for access to or purchase of inputs

*What was the most effective cooperative response? Least effective?*

*How were Apex body actions helpful/not helpful to cooperatives?*

- Access to other buyers

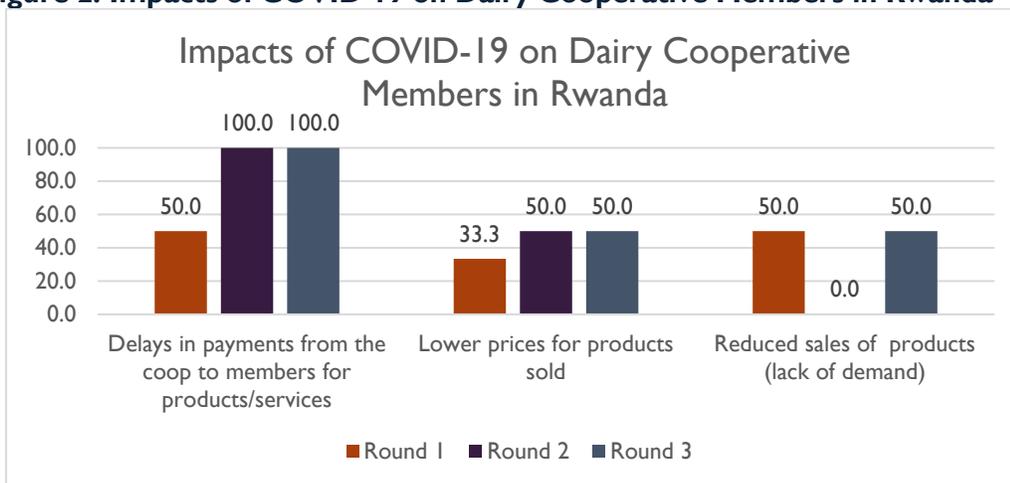
The most urgently needed support was reported to be access to finance/loans to cover revenue losses. Cooperatives reported that additional access to finance/loans is necessary to strengthen cooperative operations in response to COVID-19. Dairy cooperatives in Rwanda reported that additional finance would be used to establish or expand vet pharmacy businesses, purchase milk transport truck, expand or establish milk collection points, to increase production and improve management of cooperative operations. This indicates that cooperatives are considering ways to strengthen cooperative operations. Project staff report that cooperatives have requested additional access to finance/loans in order to replenish their operation capital/collective reserves, as a big portion of cooperative savings has been spent to fund operations through COVID-19 and to provide emergency support to members (cash/food assistance) during lockdown.

### Impacts on Members

COVID-19 had similar impacts on cooperative members. Reduced sales, lower sales prices, and delays in payments from the cooperative to members were the most commonly reported impacts of COVID-19 on cooperative members across the survey rounds. Cooperatives reporting that member households have lower incomes as a result of COVID-19 decreased from 50% of cooperatives reporting in round 1 to 33% in rounds 2 and 3. This indicates that the impact of COVID-19 on household income became less severe across the survey rounds. Lower prices, however, increased from 33% in round 1 to 50% in rounds 2 and 3. Delays in payments from the cooperative increased from 50% in round 1 to 100% in rounds 2 and 3.

*What exactly is the reason for the delays in payments from the cooperative?*

**Figure 2: Impacts of COVID-19 on Dairy Cooperative Members in Rwanda**



Some impacts decreased over time, most notably limitations in access to food and reduced access/higher cost of inputs were initially widespread but declined by round 3. “Reduced cooperative services” was not reported as a problem by any cooperative in rounds one or three of the survey.

To cope with the impacts of COVID-19, 100% of dairy cooperatives reported that there are instances in which members “left the cooperative entirely”. Although the response code for this survey question does explicitly state “members left cooperative entirely”, project staff report that it is likely “leaving” the cooperative means that the members stopped supplying their milk to the cooperative during the survey period. In round 3, 16.7% of cooperatives reported that there are instances of members “dropping out of some cooperative activities”. 83.3% reported members are “planting less due to lack of labor/inputs”, 33.3% reported members are “harvesting less/letting crops rot in the field”. In the context of dairy cooperatives, this response option implies milk dumping. Cooperatives reporting that households are decreasing food consumption as a coping strategy in response to COVID-19 increased from 0.0% in round 1, 83.3% in round 2, to 100.0% in round 3. In round 3, 16.7% reported reducing sales of products to use for home consumption. For dairy cooperatives it is unclear if this specifically refers to milk and milk products or also includes fodder or other crops. This indicates that food access could continue to be an issue past the survey period.

The survey also collect information on what demands (related to COVID-19) members had for the cooperatives, the top three of which were assistance with transportation for product delivery (83.3% in round 3), increased payment for product delivery (66.7% in round 3), and provision of loans through the cooperatives (50.0% in round 3). Overall, the percentage of cooperatives reporting these member demands decreased from round 2 to 3. The only demand that increased was the demand for the provision of personal protective equipment (PPE) materials including masks, gloves, and soap (16.7% round 2, 33.3% round 3).

### **Cooperative Communication and Access to Quality Information**

Overall, at least half of dairy cooperatives in Rwanda were receiving COVID-19 related information during the survey period. In round three at least 50% of cooperatives reported receiving information on maintaining social distancing, procedures for handling materials, and usage of PPE. The most common sources of information for cooperatives were public media, direct communication from government agencies, public health officials, and government websites.

Cooperatives also provided information directly to their members, most often via SMS/phone, in-person visits, and WhatsApp. The information shared with members focused on safety related to cooperative activities, including appropriate measures for personal safety, information about changes in coop services, management practices, information about symptoms, means of transmission, and safety protocols for collecting/handling products. The main challenges in communication with members were reported to be a lack of phone contacts, poor network/connectivity issues, and cost of communications.

*Why did members choose to leave the cooperative entirely? What can cooperatives do to get members back?*

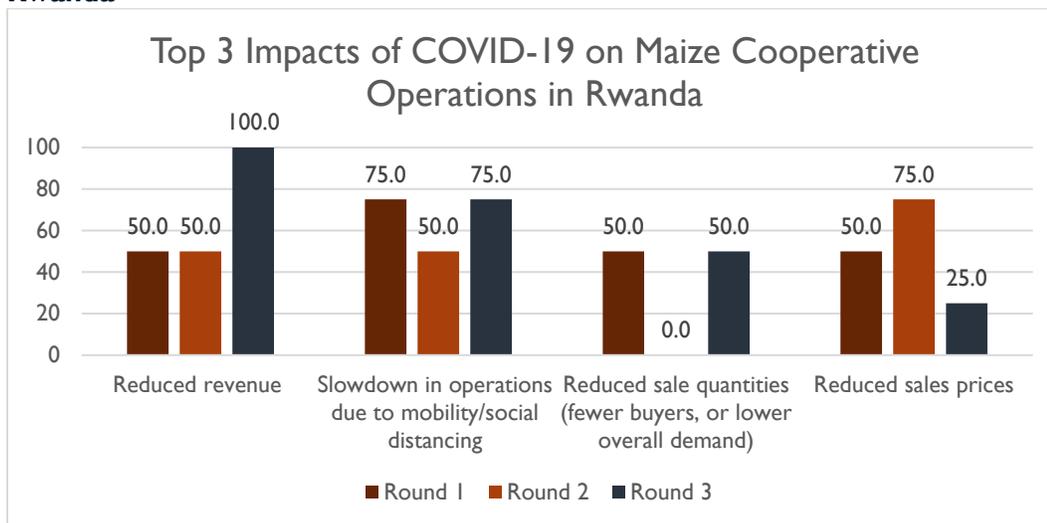
*Does planting less mean planting of fodder or planting of subsistence crops? ?*

## MAIZE

### Impacts on Cooperative Marketing, Sale, and Production

The primary reported impact of COVID-19 on maize cooperatives in Rwanda was reduced revenue (100% reported in round 3). The other top reported impacts of COVID-19 likely contributed to reduced revenues, such as a slowdown in operations due to mobility/social distancing restrictions, reduced sales quantities and reduced sales prices. Reduced sales prices was less frequently cited as a major impact of COVID-19 across the survey rounds, with 75.0% reporting in round 2 and 25.0% in round 3.

**Figure 3: Top 3 Impacts of COVID-19 on Maize Cooperative Operations in Rwanda**



Government restrictions that impacted cooperative activities include social distancing requirements. This was reported by 100% of maize cooperatives across all three survey rounds, and could be a factor in the reported slowdown of operations. 50.0% of cooperatives reported that government equipment requirements have added to operations costs. This includes PPE materials.

### Responses of Cooperative Business/Leadership

Overall, maize cooperatives in Rwanda appear to be less proactive in response to COVID-19 as compared to dairy cooperatives. By round 3, 75.0% of cooperatives reported they had already taken actions in response to COVID-19. This included providing information about COVID-19 to cooperative members and changes to cooperative business operations to address mobility/social distancing requirements. Only one out of four maize cooperatives in Rwanda reported using cooperative funds to pay for additional costs associated with COVID-19. Cooperatives providing loans or grants to their members decreased over the survey rounds: 25.0% of cooperatives in round 1 and 50.0% in round 2 provided loans/grants to their members, however 0.0% reported this in round 3.

*Are the future changes in mobility/social distancing requirements a continuation of existing efforts? Or a different initiative?*

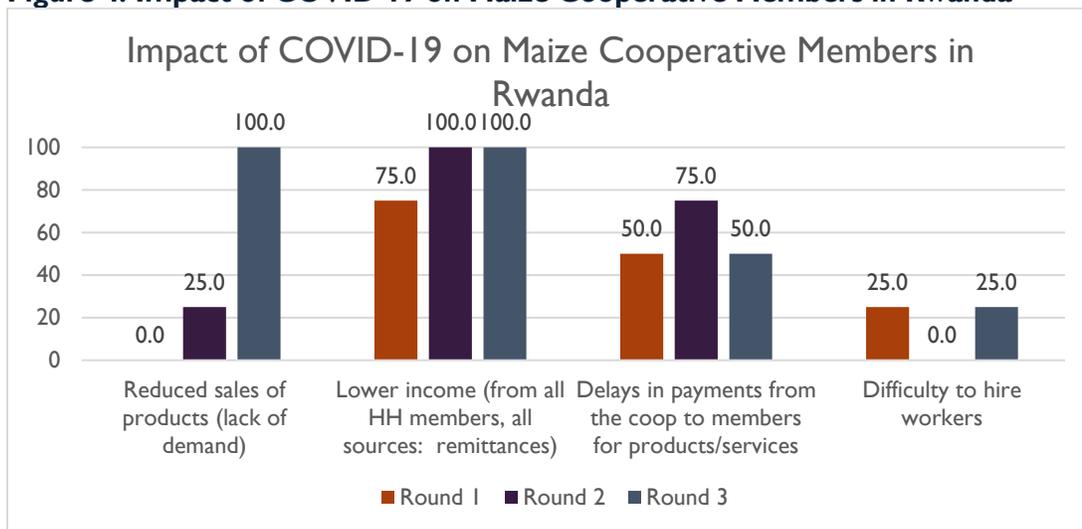
No maize cooperatives had begun developing an emergency/business continuity plan, searched for new buyers, pursued alternative activities, or looked for new sources of funding. However, they did report plans to do so moving forward. When asked what plans maize cooperatives are making for the future, 75.0% reported changes in operations to address mobility/social distancing requirements, 75.0% reported developing an emergency response plan, and 50.0% reported applying for financial assistance/loan in round 3. Even future planning does not include: seeking new buyers, social assistance for members, providing PPE to staff or members, or psycho-social emotional support for members.

Maize cooperatives did report receiving certain kinds of support in response to COVID-19, including: information about safe operating procedures (75.0%), access to PPE for coop operations (75.0%), disinfectants and other necessary materials to control infection (50.0%), and support for access to or purchase of inputs (25.0%). The most urgent type of support still needed, access to finance/loans to cover revenue losses, was reported by 100.0% of cooperatives. Three other types of support urgently needed focus on coaching and capacity building of the cooperative, including coaching to shift business strategies and/or revise operations to manage burdens, support for developing emergency response and /or business continuity plans, and guidance on how to apply for government aid.

### Impacts on Members

The top impacts of COVID-19 on maize cooperative members in Rwanda was lower income and reduced sales of products, with 100.0% of cooperatives reporting these impacts by round 3. 75.0% of cooperatives reported difficulties in access to food, difficulty to hiring workers, and difficulties in harvest. 50.0% of cooperatives reported delays in payments from the cooperative to the members for products/services and lower prices for products sold. Reduced access to and/or higher cost of inputs was reported as an impact in rounds 1 (50.0%) and 2 (25.0%) but not in round 3 (0.0%).

**Figure 4: Impact of COVID-19 on Maize Cooperative Members in Rwanda**



*Other coops reported access to inputs as a limitation. How could this support be possible for other cooperatives?*

*Are the difficulties in harvest due to the difficulty to hire workers, or are there other factors as well?*

*What can be done by cooperatives to remedy these issues?*

*Why were there delays in payment? Was this a cashflow issue? Was this due to operational issues (ex: not being able to get to the coop office)?*

Similar to dairy cooperatives in Rwanda, the most common coping strategies members use in response to COVID-19 include “leaving the cooperative entirely” (100.0%) and “decreasing household consumption” (100.0%). Although the response code for this survey question does explicitly state “members left cooperative entirely”, project staff report that it is likely “leaving” the cooperative means that the members stopped delivering their harvest to the cooperative during the survey period. 25.0% of cooperatives report members are dropping out of some but not all activities in round 3. As a result, members are demanding cooperatives provide loans (100.0%), assistance with transportation for product delivery (75.0%) and increased payment for product delivery (25.0%) in round 3.

### **Cooperative Communication and Access to Quality Information**

All maize cooperatives in Rwanda (100.0%) reported across all three rounds that they had received information from the government on maintaining social distancing and PPE usage. 75.0% of cooperatives reported providing information about COVID-19 to their members across the survey rounds. 100.0% have shared information about appropriate measures for personal safety with their members, 75.0% have shared information about changes in cooperative services, operational and management practices, etc. in response to COVID-19, and 75.0% have communicated safety protocols for the collection and handling of products. Although 100.0% of cooperatives reported they provide this information to their members via SMS/phone and WhatsApp, 50.0% also report conducting in-person meetings and in-person visits across survey rounds. Interviews with project staff show that by round 3 travel restrictions had eased, and by round 3 0.0% of cooperatives reported receiving information from the government about the cease of all non-essential activities, a decrease from 100.0% in round 2 and 75.0% in round 1. The biggest reported difficulty in communicating with members was not having phone numbers/contact information for all members (100.0%), cost of communications (75.0%) and poor phone network/connectivity issues (50.0%). This could explain why in-person meetings continued throughout the survey rounds.

## **HORTICULTURE**

### **Impacts on Cooperative Marketing, Sale, and Production**

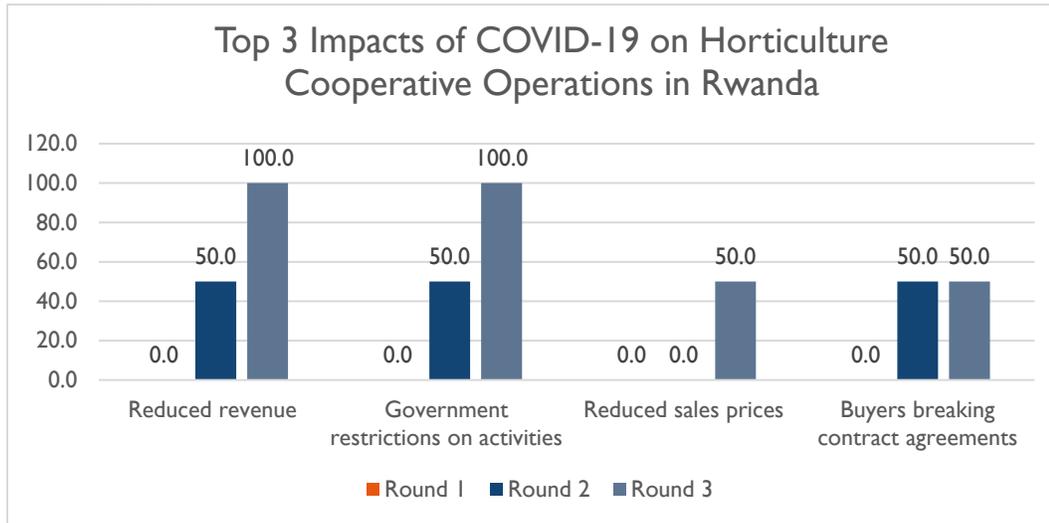
The top reported impacts of COVID-19 on horticulture cooperatives in Rwanda are reduced revenue and government restrictions on activities. Reduced sales prices and buyers breaking contract agreements were also reported as top impacts of COVID-19 on horticultural cooperatives in round 3. Government restrictions on activities was reported by 100.0% of cooperatives even in round 3, unlike dairy and maize cooperatives in Rwanda which reported a decrease in the impact of government restrictions over the survey rounds. Horticulture cooperatives in Rwanda reported that government restrictions impacted the cooperative activities due to social distancing requirements restricting operations of the cooperative, equipment requirements added to operation costs, business operations had to be shut down, and a lack of equipment required by the government has slowed/halted cooperative operations.

*What can coops do to retain and bring back members?*

*Will members who reported left the cooperative return? What are the conditions needed for this to happen?*

*Why are government restrictions still impactful for horticulture cooperatives?*

**Figure 5: Top 3 Impact of COVID-19 on Horticulture Cooperative Operations in Rwanda**



Project staff report that the government restrictions were not unique to horticultural cooperatives, but this value chain faces unique challenges. First, horticultural products are highly perishable and project staff have observed members stopping delivery of their production to cooperatives to avoid losses. Second, project staff report that horticultural products in some project areas are sold as international exports, and as international air travel was prohibited throughout the survey rounds. This had a significant impact on horticultural cooperative sales and makes government mobility restrictions especially impactful on the value chain.

**Responses of Cooperative Business/Leadership**

All horticultural cooperatives in round 3 reported developing a business continuity plan in response to COVID-19, but none reported developing an emergency response plan. The actions being taken by horticulture cooperatives shifted significantly between the three rounds. For example, 100.0% of horticulture cooperatives reported using cooperative’s collective reserves to fund operations and suspended or postponed membership fees, then 0.0% reported the same in rounds 2 and 3. One cooperative (50.0%) reported looking for new sources of financing in round 3, and closed operations short term. No cooperatives reporting pursuing alternative activities in any of the three rounds.

Future planned actions do not shift significantly from what horticultural cooperatives already report doing across the three rounds. No plans for the future are reported by both cooperatives: one reports planning to close operations short term and one reports planning to provide social assistance to members and using the cooperative’s collective reserves to pay for emergency supplies like PPE to staff and members. Both horticulture cooperatives in Rwanda reported receiving information about safe operation procedures, but only one reported having guidance on how to apply for government aid, access to other buyers,

*Is this because funds ran out or due to a shift in planning?*

*Who is providing the guidance on how to apply for government aid? How can this knowledge be shared between cooperatives?*

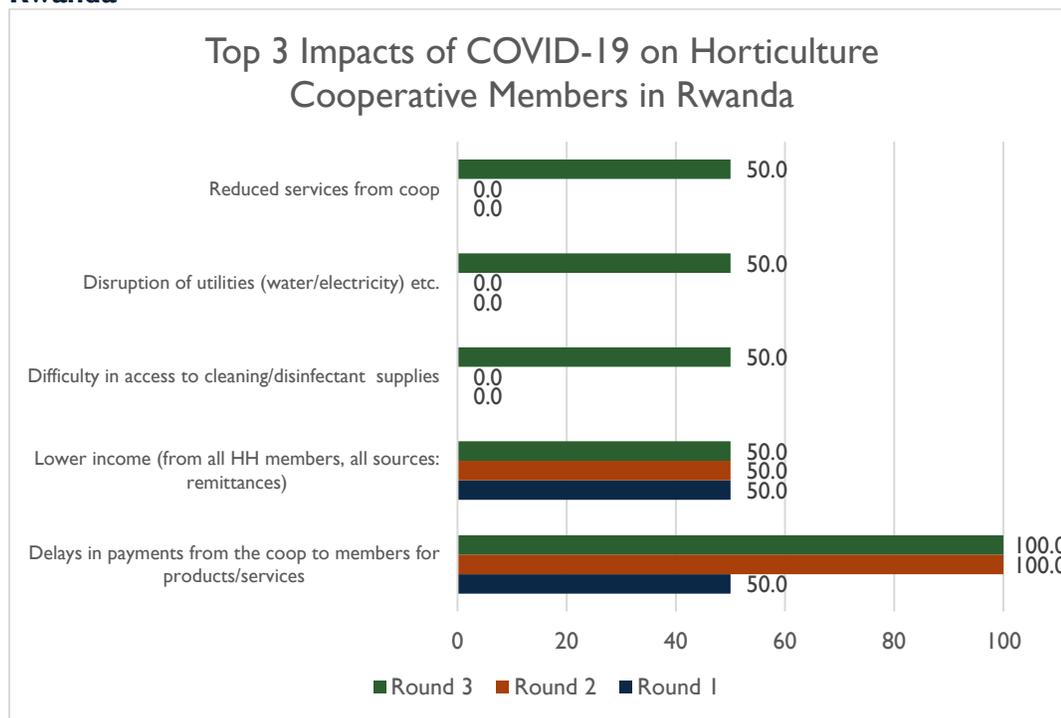
access to PPE for cooperative operations, disinfectants, support for access to inputs, and support for developing business continuity plans and emergency response plans.

Cooperatives reported the kind of support most urgently needed is access to finance/loans to cover revenue losses (100.0% across all three survey rounds). The other most urgent types of support needed are access to technology to maintain business operations, coaching to shift business strategies and/or revise operations to manage burdens, access to PPE, and support for access to or purchase of inputs. Less urgent but still types of support the cooperatives identified they need included coaching to develop new business strategies and information on safe operating procedures.

### Impacts on Members

The top reported impact of COVID-19 on horticultural cooperative members is delays in payments from the cooperative to members for products/services. The other top impacts include lower income, difficulty in access to cleaning/disinfectant supplies, disruption of utilities (water/electric), and reduced services from the cooperative. Although both cooperatives reported a reduction in sales of products as an impact of COVID-19, neither one reported this to be a top impact. This is also the case for reduced access to inputs.

**Figure 6: Top 3 Impacts of COVID-19 on Horticulture Cooperative Members in Rwanda**



*What can cooperatives do to maintain and bring back members who have left as a result of COVID-19?*

In both rounds 2 and 3, 100.0% of horticulture cooperatives reported that members were coping with the impacts of COVID-19 by leaving the cooperative entirely, decreasing household consumption, planting less due to a lack of labor/inputs, harvesting less/letting

crops rot in the field and staying home/working from home. One cooperative reported that there are also instances of some members dropping out of some cooperative activities. In response to these challenges and coping strategies, 100.0% of cooperatives report that the members are demanding provision of loans (through the cooperative), assistance with transportation for product delivery, information on appropriate health and safety protocols, provision of PPE, and decreased member fees.

### **Cooperative Communication and Access to Quality Information**

All horticulture cooperatives across all survey rounds reported receiving information from the government on maintaining social distancing. In round 3 100.0% also reported receiving information on procedures for handling materials/product and PPE usage. Cooperatives report receiving information from public media (100.0% across all three rounds) and public health officials (100.0% across all three rounds). Cooperatives also received from direct communication from government agencies, official government websites, and projects/NGOs.

Horticulture cooperatives are sharing information directly with their members. 100.0% across all three rounds report providing information to their members on appropriate measures for personal safety, and 100.0% in round 3 report sharing information about changes to cooperative services, operational and management practices etc. in response to COVID-19. One cooperative (50.0%) reported sharing information on safety protocols for collection/handling products, information about symptoms, transmission/infection, linkages to external sources of support and what to do if a household member gets sick.

All horticulture cooperatives report sharing information via SMS/phone, WhatsApp, Radio/TV and online meetings. 100.0% reported sharing information via in-person visits and in-person visits across all three survey rounds. The challenges in communicating with members was a lack of contact information for members, cost of communications, poor network/connectivity issues, lack of time/staff capacity, and relevant and accurate information not readily available. This indicates there is a gap in relevant information about COVID-19 being provided to horticultural cooperatives, which was not reported for the other two value chains in Rwanda.

## **Malawi**

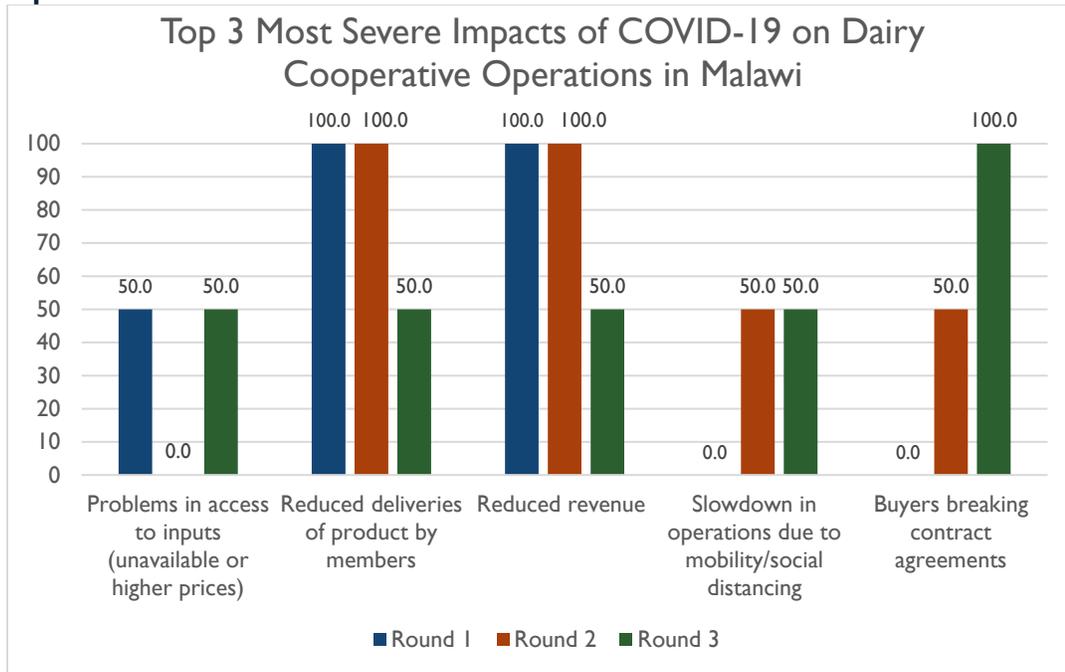
### **DAIRY**

#### **Impacts on Cooperative Marketing, Sale, and Production**

The impacts of COVID-19 on dairy cooperatives in Malawi declined over the survey rounds. The only impacts that reportedly increased in round 3 was buyers breaking contract agreements (50.0% in round 2, 100.0% in round 3) and problems in access to inputs (0.0% in round 2, 50.0% in round 3). Reported impacts on reduced member deliveries and reduced revenue decreased in round 3, while the reported slowdown in operations due to mobility and social distancing restrictions remained the same.

*Are these value chains for processed dairy products or are these coops considering entirely different products altogether?*

**Figure 7: Top 3 Most Severe Impacts of COVID-19 on Dairy Cooperative Operations in Malawi**



Across all three survey rounds, 100.0% of dairy cooperatives in Malawi reported that social distancing requirements from the government have restricted cooperative operations. 50.0% of cooperatives in rounds 2 and 3 reported business operations had to be shut down and that equipment requirements have added to operation costs (0.0% reported the same in round 1) in response to COVID-19.

**Responses of Cooperative Business/Leadership (Including requests for additional support)**

Dairy cooperatives in Malawi reported taking fewer actions in response to COVID-19 during the survey rounds as compared to horticulture cooperatives. Dairy cooperatives in Malawi reported four total actions, including providing information about COVID-19 to their members (100.0% in round 3). 50.0% of cooperatives also reported pursuing alternative activities (pursuing new value chains), looking for new buyers, and changed operations to address mobility/social distancing requirements in response to COVID-19. Interviews with project staff found that dairy cooperatives were categorized as an essential service in Malawi. As a result, dairy cooperatives had less need to take immediate action in response to COVID-19 as compared to other cooperatives not designated as essential services.

Looking forward, by round 3 100.0% of dairy cooperatives reported they plan to develop a business continuity and emergency response plan. 50.0% reported they plan to continue to provide information about COVID-19 to their members.

Dairy cooperatives are currently receiving only one type of additional support during COVID-19: 100.0% of cooperatives reported receiving disinfectants and other necessary materials to control infection across all three survey rounds. When asked what kinds of support dairy cooperatives most urgently need, 100.0% of cooperatives reported needing coaching to shift business strategies and/or revise operations to manage burdens. 50.0% of cooperatives reported needing access to other buyers, support for developing emergency response and/or business continuity plans and access to finance/loans to cover revenue losses.

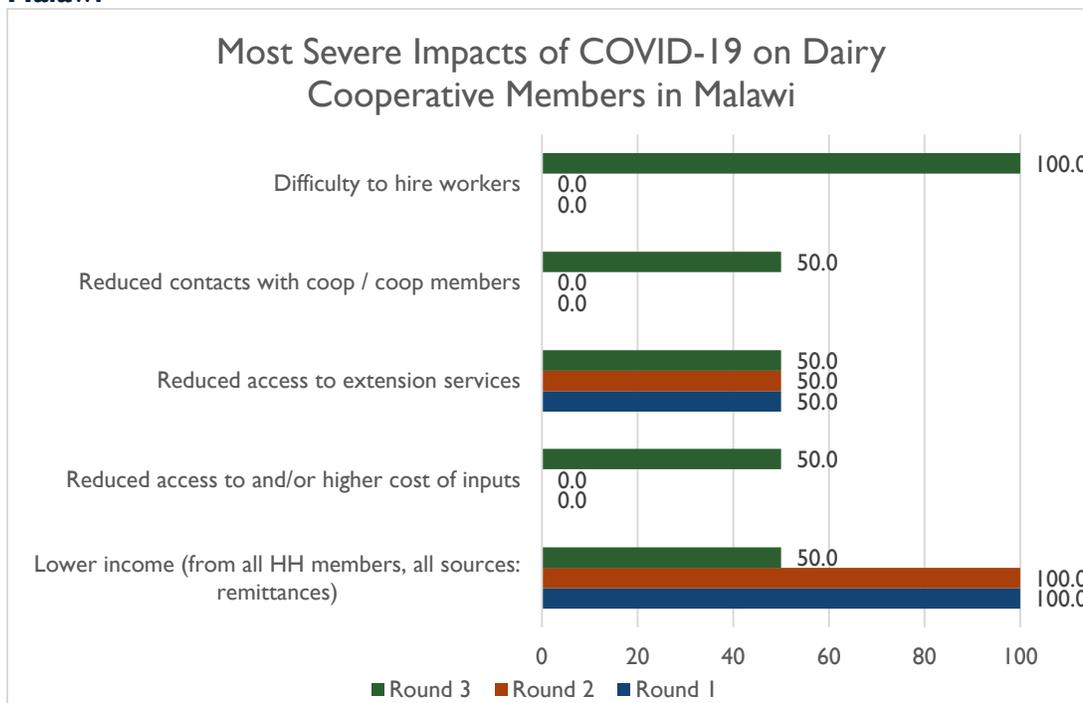
None of the dairy cooperatives in Malawi reported that the national cooperative movement/sector has implemented any response to COVID-19 across the survey rounds.

### Impacts on Members

Cooperative members have experienced a range of impacts due to COVID-19. The most severe impact reported in round 3, difficulty to hire workers, increased from 0.0% in rounds 1 and 2 to 100.0% in round 3. Two other reported severe impacts of COVID-19, reduced access to and/or higher cost of inputs and reduced contacts with the cooperatives and other cooperative members, increased from 0.0% in rounds 1 and 2 to 50.0% in round 3. Reduced access to extension services remained the same (50.0%) across all three survey rounds, and the reported impact of lower household incomes decreased from 100.0% in rounds 1 and 2 to 50.0% in round 3.

*Will household food consumption decrease long term or is this a temporary coping mechanism?*

**Figure 8: Most Severe Impacts of COVID-19 on Dairy Cooperative Members in Malawi**



*Did less stable or less committed members leave right away after COVID and now the “stronger” members remain?*

Cooperative members reportedly cope with these impacts by “harvesting less/letting crops rot in the field”, which in the case of dairy refers to dumping of milk and not delivering milk

to the cooperative. 100.0% of dairy cooperatives reported members are coping by dumping product across all three survey rounds. 50.0% reported decreasing household consumption in rounds 2 and 3, which increased from 0.0% in round 1. 100.0% of dairy cooperatives reported members are planting less due to a lack of available labor and inputs, which increased from 0.0% in round 2 and 50.0% in round 1. Instances of cooperative members “leaving the cooperative entirely” decreased across all three survey rounds, from 100.0% in round 1, 50.0% in round 2, to 0.0% by round 3. 50.0% of dairy cooperatives reported instances in which members dropped out of only some cooperative activities in round 2, but 0.0% reported the same in rounds 1 and 3.

### **Cooperative Communication and Access to Quality Information**

All dairy cooperatives in Malawi report they are sharing information on the appropriate measures for personal safety, information about symptoms, transmission/infection, and safety protocols for collection/handling products to their members. This information is being shared through SMS/phone, in-person meetings and visits and bulletin boards with posters/flyers at the cooperative. The main challenge to communicating with members during COVID-19 was reported by all cooperatives (100.0%) to be the cost of communications. 50.0% of dairy cooperatives in Malawi reported that relevant and accurate information about COVID-19 is not readily available. 100.0% of cooperatives reported they get information about COVID-19 and available support services from public media (100.0% across all three rounds). 50.0% reported getting information via direct communication from government agencies, projects/NGOs, and public health officials by round 3.

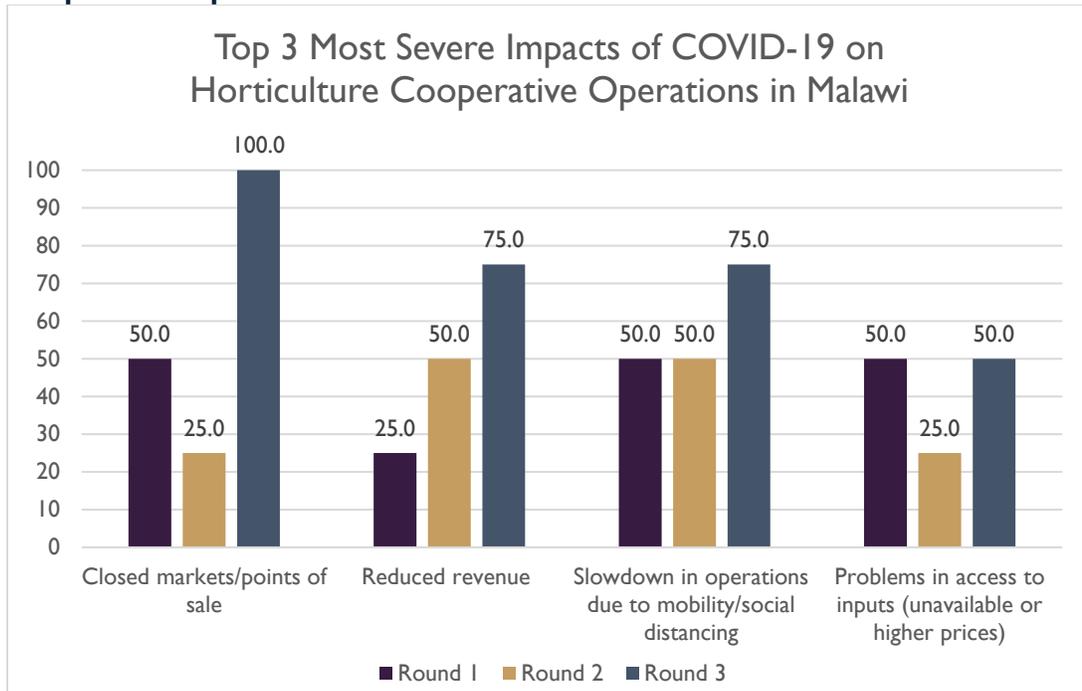
*Is the information being shared by cooperatives useful to members?  
How is this information being used?*

## **HORTICULTURE**

### **Impacts on Cooperative Marketing, Sale, and Production**

The most severe impacts of COVID-19 on horticulture cooperatives in Malawi are closed markets/points of sale, reduced revenue, slowdown in operations due to mobility/social distancing and problems in access to inputs. Across the three survey rounds cooperatives increasingly reported this, which indicates that the impacts of COVID-19 grew in severity across the survey rounds. The reported impact of government restrictions on activities (75.0% in round 2, 25.0% in round 3) and reduced sales prices (75.0% in round 2, 25.0% in round 3) declined across survey rounds.

**Figure 9: Top 3 Most Severe Impacts of COVID-19 on Horticulture Cooperative Operations in Malawi**



Government restrictions on activities impacted 100.0% of horticulture cooperatives in Malawi due to social distancing requirements, and 75.0% reported business operations had to be shut down across all three survey rounds. By round 3 no other impact of government restrictions was reported, which is in alignment with information shared by project staff stating the government restrictions in Malawi were mostly lifted by round 3 of the survey.

### Responses of Cooperative Business/Leadership

In response to COVID-19 horticulture cooperatives reported already taking the following actions by round 3:

- Provided information about COVID-19 to members
- Change in coop decision-making procedures (move away from in-person meetings, votes)
- Changed operations to address mobility/social distancing requirements
- Closed operations short-term
- Pursued alternative activities
- Developed a business continuity plan
- Suspended or postponed membership fees

In round 3, 50.0% of cooperatives reported pursuing new value chains and engaging in new value-added activities. Across all three survey rounds cooperatives reportedly provided information about COVID-19 to members. Only one other response was reported by one

*Why are the types of responses to COVID more limited for horticulture cooperatives in Malawi compared to others in this survey?*

cooperative in round 1 (but not round 2): changed operations to address mobility/social distancing requirements. This indicates that horticultural cooperatives did not begin taking action in response to COVID-19 until the third round of the survey. Across all three survey rounds 0.0% of cooperatives reported that the national cooperative movement or sector has implemented any response to COVID-19.

Horticulture cooperatives did report making plans to respond to or prepare for the effects of COVID-19 in the future, although most of these actions are continuations of actions already underway, including providing information about COVID-19 to members (75.0%). The new actions planned for the future include applying for financial assistance/loans (50.0%) and developing an emergency response plan (25.0%).

Across all three survey rounds 100.0% of horticulture cooperatives in Malawi reported that the only kind of support they are currently receiving is disinfectants and other necessary materials to control infection. The different types of support reported to be urgently needed increased across the three survey rounds. In round three this included six types of needed support, including: Access to finance/loans to cover revenue losses, Disinfectants and other necessary materials to control infection, Support for access to or purchase of inputs, Coaching to shift business strategies and/or revise operations to manage burdens, Information about safe operating procedures, Personal protective equipment (PPE) and other supplies to provide to members.

### **Impacts on Members**

The number of reported impacts of COVID-19 on cooperative members increased across the three rounds. 100.0% of cooperatives in round 3 reported that cooperative members have lower income as a result of COVID-19. The following impacts were reported by at least 50.0% of cooperatives in round 3.

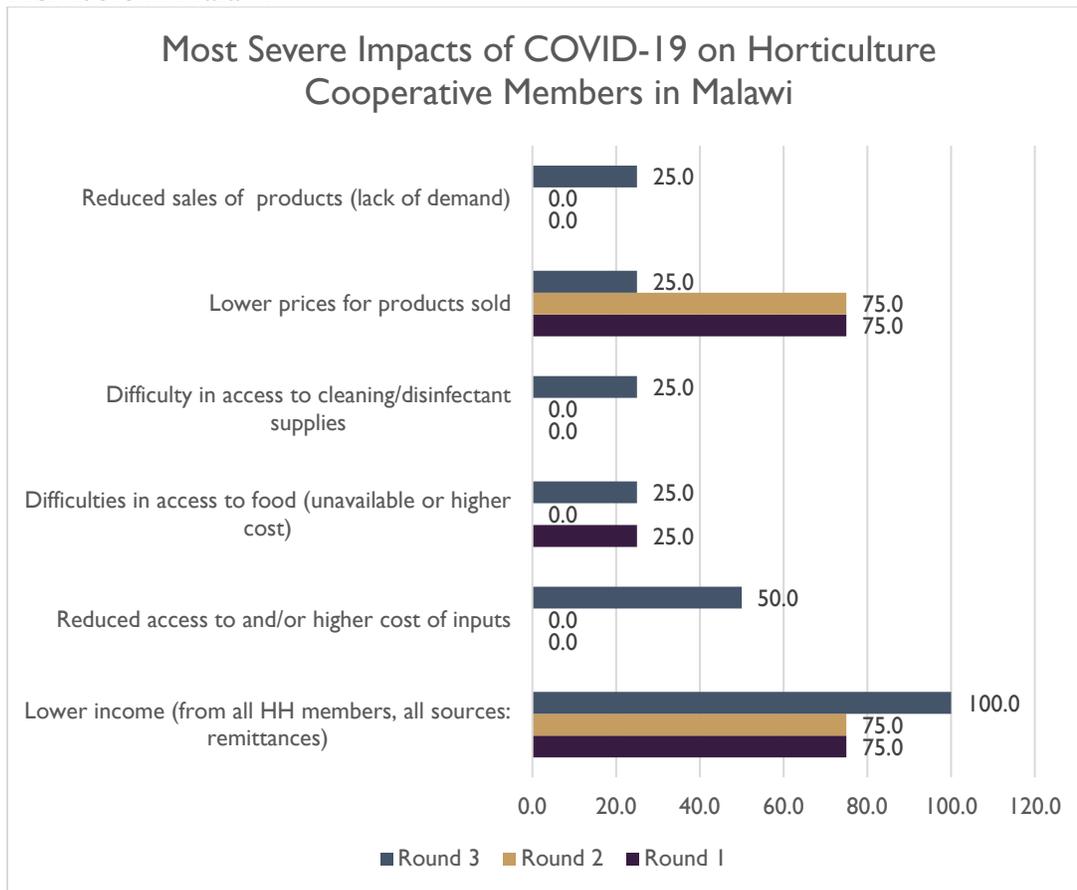
- Lower prices for products sold
- Reduced access to and/or higher cost of inputs
- Anxiety/stress/trauma
- Difficulty to hire workers
- Difficulty in acquiring necessary personal protection equipment (masks/gloves)
- Reduced sales of products (lack of demand)
- Reduced access to extension services
- Reduced contacts with coop / coop members
- Increased domestic violence
- Increased burden on women (workload, household work and caregiving)

The most severe impacts of COVID-19 by round 3 includes lower incomes, reduced access to and higher cost of inputs and difficulties in access to food. Lower prices for products sold was reported as a severe impact of COVID-19 across all survey rounds, but did decline from 75.0% in round 1 and 2 to 25.0% in round 3.

*Why was the response of horticulture cooperatives in Malawi not appearing until round 3?*

*Does this indicate that market prices are already stabilizing?*

**Figure 10: Most Severe Impacts of COVID-19 on Horticulture Cooperative Members in Malawi**



The main ways in which cooperatives reported households are coping with these impacts is planting less due to lack of labor/inputs (100.0%), decreasing household consumption (100.0%) and harvesting less/letting crops rot in the fields (50.0%). In rounds 1 and 2, 25.0% of cooperative reported households are coping through taking out loans, however this dropped to 0.0% in round 3.

Cooperative members have made some demands to cooperative leadership. 75.0% in round 3 reported demanding information on appropriate health and safety protocols and provision of PPE materials. 25.0% of cooperatives demanded a provision of loans through the cooperative in round 3.

### Cooperative Communication and Access to Quality Information

Horticulture cooperatives in Malawi have reportedly been providing information to their members on information about symptoms, transmission infection, appropriate measures for personal safety and safety protocols for the collection/handling of products across all three survey rounds. In rounds 2 and 3, 25.0% of cooperatives also report sharing information about changes in cooperative services, operational and management practices, etc. in

*Will these coping strategies shift once social distancing/mobility restrictions are fully lifted? Is the barrier a lack of labor or a lack of inputs?*

*Why are so few taking out loans?*

*Access to information is still a barrier for some cooperatives. Is horticulture not receiving relevant information because it is not an essential service?*

response to COVID-19. 100.0% of cooperatives are sharing this information with members via in-person visits and SMS/phone. The primary difficulty in communicating important information with members was reported as the cost of communications.

Across all three survey rounds horticulture cooperatives also reported that relevant and accurate information about COVID-19 was not readily available (50.0% in rounds 1 and 2, 25.0% in round 3). This is reflected in the fact that 0.0% of cooperatives reported receiving any guidance or information from the government about how to safely proceed with cooperative business in rounds 1 and 2. In round 3, 50.0% of cooperatives reported receiving information on maintaining social distancing. Across the survey rounds the reported sources of information about COVID-19 and available support services came from public media, projects/NGOs, and public health officials.

## V. Summary and Recommendations

In addition to the variability observed between cooperatives operating in different value chains, patterns are emerging at the country and program level. An important overall finding is that COVID-19 has been an example of a large-scale covariate shock that has impacted all cooperatives. Cooperatives did not have adequate mechanisms in place to protect the cooperative business or provide support to members in the face of a protracted covariate shock such as COVID-19.

The overall challenge cooperatives face as a result of COVID-19 is a substantial reduction in revenues over the last 3 months. Government mobility restrictions to reduce the risk of infection is cited as a primary factor, however, several additional factors have contributed to reported losses in cooperative revenues: i) reduced deliveries from members because of transport restrictions, diversion of delivery of products by members to non-cooperative buyers, ii) loss of buyers and closure of markets for products, iii) lower prices for products sold by the cooperatives, iv) higher operational costs imposed by government restrictions, and (v) loss of members. Overall, cooperatives have been communicating safety information and operational changes with their members and are starting to make plans for the future. Cooperatives report their most urgent need of additional support is access to finance/loans to help in the recovery period and strengthening of operations.

### Rwanda

Reduced revenue appears to be the primary impact of COVID-19 for cooperatives and was reported as a severe issue across all value chains in Rwanda in round 3. This is likely due to a combination of all the other impacts of COVID-19 on business operations reported across the value chains, including: reduced delivery by members, slowdown in operations due to social distancing, reduced sales quantities, reduced sales prices and slowdown in operations because of social distancing. This is in alignment with one of the primary impacts on members, which is lower household income and reduced sales of products. The main requests for additional assistance from members to their cooperative and from the cooperative to VENTURE37/other sources of external assistance is for access to financing and loans. Additional funds would largely be used to finance ongoing activities in the face of lost revenues, or to make investments to enhance and diversify cooperative activities, as seen in the table below.

**Table 2: Use of additional support, Rwanda**

What would additional support be used for: Rwanda	
<b>Activities to restrict spread of COVID</b>	They can be used to prevent spread of COVID-19 and improve business performance
<b>Establish emergency fund</b>	The development of an emergency fund will be useful for future emergency situations
<b>Improve business operations</b>	Improve management of cooperative operations, cooperative production and business performance
	Establishment of irrigation system
	Opening Milk Collection Point
<b>Provide additional services to members (inputs/canteen, etc.)</b>	To increase services delivered to cooperative members and expand cooperative business, start new businesses like selling inputs to coop members and lease access to vet services
	Setting up a vet pharmacy business, buyer milk cans for farmers setting up canteen
	Expansion of vet pharmacy business, open canteen
	open selling point of milk product
	Vet pharmacy business, solve working capital problem i.e paying farmers regularly .
	To set up vet pharmacy business, animal feedings, To set up a canteen
<b>Revenue recovery from COVID</b>	Increase revenue of coops lost, buying Equipment and in-kind support to the members
	Increase and help us to overcome these COVID-19 related challenges
	Most of it is to compensate for the lost revenues due to COVID-19; and as well to learn how to adapt our operations to it.
	Recovered lost and Expand our activities
	Help us resume normal cooperative activities
	Bank collateral. We need finance to pay for outstanding loans, and
<b>Increase/improve storage</b>	Construction of maize drying shed
	expand storage facilities
<b>Transport</b>	Buy milk transport truck
	Milk transport truck
<b>New cooperative activities</b>	Maize milling business (dairy coop)
<b>Increase supply from members</b>	To increase our planting capacities.

Cooperatives in Rwanda were highly responsive in terms of preparing their members for COVID-19. Across the three rounds, cooperatives took actions to provide information to members about COVID-19, provided PPE to staff and members (40% of cooperatives in Rwanda), changed operations to address social distancing requirements (30% of coops in Rwanda) and one-third reported developing business continuity plans (dairy and horticulture, not maize). All three value chains in Rwanda also reported losing some members due to COVID-19 in all three survey rounds. No cooperatives reported having a contingency plan in place before COVID-19. However, 42% of cooperatives in Rwanda report they plan to develop business continuity plans in the future. Half report they plan to make further changes in operations to maintain social distancing and safety of members.

## Malawi

The experiences of cooperatives in the dairy vs. horticulture value chains during COVID-19 are quite different in Malawi. Interviews with project staff show that dairy was registered as an essential service and was able to continue operations in the country during times when horticultural cooperatives were not. The dairy sector is also more

formalized and organized as compared to the horticulture sector, which was reflected in their more coordinated response to COVID-19. Overall, the impacts of COVID-19 decreased across the rounds for dairy cooperatives, but increased for horticultural cooperatives. Both value chains reported primary impacts of COVID-19 to be reduced revenue and buyers breaking agreements. In response, both dairy and horticulture cooperatives reported providing information about COVID-19 to their members across the survey rounds. Horticultural cooperatives took more diverse actions in response to COVID as compared to dairy. Cooperatives in both value chains report pursuing alternative activities, looking for new buyers and adjusting their operations to social distancing requirements.

The impacts on cooperative members decreased by round 3 for dairy, but continued to increase across rounds for horticulture. Lower household income as a result of COVID was a commonly reported impact, followed by difficulty to hire workers, high cost of inputs, reduced extension services and reduced contact with the cooperative and other cooperative members. In both value chains, cooperatives reported that members are coping by harvesting less and letting crops/product rot in the fields, and planting less. Instances of members leaving the cooperative entirely were uncommon, and such occurrences decreased across survey rounds.

Both horticulture and dairy cooperatives reported that the only type of support currently received is disinfectants to control the spread of COVID. This external support is much more limited in Malawi than Rwanda. For further support in the recovery/accommodation of the impacts of COVID-19, both value chains reported: urgently needing access to finance/loans to cover revenue losses, coaching to shift business strategies and/or revise operations to manage burdens, and access to other buyers. Additional information about what the additional finance would be used for is presented in table 3 below.

**Table 3: Use of additional support, Malawi**

What would additional support be used for: Malawi	
<b>Additional Activities</b>	To do own processing
	Pursue new business alternatives e.g. confectionery and vending in horticultural products
	Use the loan to add value to our products and venture into other value chains
	Pursue alternative businesses e.g. merchandise
	Get loan to buy soybean in bulk for yoghurt making and to get new buyers for our products
	Pursue alternative businesses e.g. merchandise
	Get loan to buy soybean in bulk for yoghurt making and to get new buyers for our products
<b>Business Continuity/Stregthening</b>	Business continuity of the cooperative ( <i>This response appeared 3 times</i> )
	Business sustaining by coaching, transport help carry patients to hospital, loan to boost business operations
<b>Input Provision</b>	Purchase inputs
	Assist the cooperative members on input purchases
<b>Member Safety</b>	Disinfectant to control spread of COVID-19
<b>Transport</b>	transport to coordinate crop aggregation
<b>Increase Supply From Members</b>	Facilitate Irrigation farming of horticultural products
<b>Recover Revenue</b>	Replace the other buyer not coming to buy the milk

Cooperatives in Malawi are communicating with their members, primarily information about COVID-19 and the changes in cooperative operations. In Malawi there appears to be less direct communication from the government and more limited accurate and helpful information for cooperatives.

## Recommendations

The survey was designed to capture data on the immediate impacts of COVID-19 on cooperatives and their members. The following recommendations are TANGO International's assessment based on knowledge of the CD4 program and the cooperative sectors addressed in this report.

### Opportunities and considerations for future programming

Based on survey findings across the three rounds there is strong evidence that cooperatives and their members continue to feel the economic impacts of mobility restrictions imposed to control the spread of COVID-19. The challenges and opportunities identified by cooperatives through the survey can help to guide Venture37 CDP programming moving forward. Three broad areas and time frames for CDP programming can be considered: in the immediate term, in the short term (after restrictions have been fully lifted) and in the longer term (after cooperatives have recovered from the immediate impacts of COVID-19).

**In the immediate term:** What can be done to help cooperatives and their members as they continue operations with restrictions on movement and transportation, limits on business activities, and requirements to adopt practices that add costs to business operations?

- Provide or facilitate access to financial assistance through flexible and low-interest loans or performance-based grants to address the immediate financial needs of cooperatives. These loans will ensure operational continuity of cooperatives, i.e., to cover revenue losses, and comply with use of PPE and other material supplies to reduce the risk of infection.
- Utilize the existing knowledge management infrastructure of the CDP program to facilitate immediate online cross-learning opportunities to share good practices and lessons learned between cooperatives within the same countries, and between cooperatives in Rwanda and Malawi. This should focus on response and recovery efforts, governance and management practices in crises, business continuity in the context of COVID-19 related restrictions and prevention measures, and effective collaborative approaches (among cooperatives, between coops and government) to address immediate risk and opportunities for farmers, cooperatives and their stakeholders.

**In the short/intermediate term,** after restrictions have eased: What can be done to help cooperatives and their members recover from COVID-19?

- Create linkages with microfinance institutions (MFI) to increase availability of and access to sustainable financing independent of project activities, i.e., tailored agricultural loans. This may involve Venture37 collaboration with MFIs to adapt existing loan products and development of new products better suited to the needs of cooperatives post-COVID-19. For example, updating loan eligibility and repayment terms, delaying repayment periods to reflect the production cycles, arranging interim financing to cover gaps in time

between payment to members and receipt of payments from buyers, and enabling loan applications through online or mobile platforms.

- Work with market intermediaries to recover pre-COVID-19 market linkages and to formalize/consolidate market channels that were established in response to COVID-19 impacts. This will likely require developing/negotiating more agile sales and operating models, including updating of terms and conditions of product transfer and payments.
- Expand cross-learning from immediate recovery efforts to focus on preparedness for shocks and stresses of any kind moving forward.

**In the longer term**, after cooperatives have recovered from the current COVID-19 outbreak: What can be done to help cooperatives prepare for future shocks, based on lessons learned from COVID-19?

- After cooperatives have recovered revenues, cooperatives should develop mechanisms to protect members from future shocks. This could include provision of various types of insurance, including crop insurance, life insurance, and provision of emergency loans to members. Cooperatives are in a unique position to be able utilize collective revenues to provide these services to members. At the same time, members are now in a state of heightened awareness of the large costs of infrequent but widespread shocks, and may be more likely to consider joining a cooperative that affords such protection against risks.
- Apex organizations can serve a useful role by utilizing their economies of scale in negotiations with financial service providers (insurers and banks), and their ability to spread non-covariate risks across a large pool of members of the primary cooperatives should be utilized. The apex organizations could provide a wide range of financial products their member cooperatives to provide risk protection, including crop/livestock insurance, life insurance for members, and for business operations to member cooperatives, access to emergency loans for both members and primary cooperatives.
- Apex bodies can provide consulting training to their members on risk management strategies, including the following areas that have been identified as needs in the survey: Diversification of buyers; Diversification of activities (other value-added activities); and Improved storage facilities.

### Areas of interest for ongoing monitoring and research

As presented in the final third round survey brief, this study has led to several areas of interest for further monitoring and research to be followed up by the project. These research questions fall into four topic categories: cooperative management, cooperative resilience building, differential impacts of COVID-19 and market trends.

### Cooperative Management

- What kinds of new value-added activities have cooperatives adopted during the epidemic, and to what extent are these economically attractive activities for the cooperatives to continue during 'normal' times?
- What is the role of cooperatives in community mobilization and risk management? How can cooperatives be leveraged to strengthen community resilience?
- Why have cooperatives prioritized expanding into new services and value-added activities in response to COVID-19?
- Will cooperatives continue to report problems related to membership? Will cooperative members return to the cooperative?

- Why did cooperative members leave the cooperatives during the epidemic, and what can cooperatives do to attract members to return, and get new members to join?

### **Cooperative Resilience Building**

- Will cooperatives' needs for and access to financing continue past the immediate impacts of COVID-19 on operations? Will this finance be used for strengthening the resilience of cooperative operations and resilience?
- What risk diversification strategies can help strengthen cooperative resilience?
- How do cooperatives make decisions about the diversification of activities/identification of new activities? What drives these decisions?

### **Differential Impacts of COVID-19**

- How have different restrictions to control the spread of COVID-19 impacted value chains? What are the differential effects based on cooperative structure and market characteristics?

### **Market Trends**

- What trends of market disruptions impact cooperatives most? How do these trends affect the delivery of product to the cooperatives, marketing of products, and access to inputs of both cooperatives and their members?

# I. Appendices

- Survey Response Analysis Tables

**Table 4: How has COVID-19 affected the operations of your cooperative?, Malawi**

<u>How has COVID-19 affected the operations of your cooperative?</u>	Malawi								
	Dairy			Horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
<b>Responses</b>									
No Impact	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Buyers breaking contract agreements	0.0	50.0	100.0	0.0	0.0	0.0	0.0	16.7	33.3
Closed markets/points of sale	50.0	50.0	50.0	75.0	25.0	100.0	66.7	33.3	83.3
Difficulty in access to cleaning/disinfectant supplies	50.0	0.0	0.0	50.0	0.0	0.0	50.0	0.0	0.0
Disruptions in reporting/accounting	50.0	0.0	0.0	0.0	0.0	0.0	16.7	0.0	0.0
Government restrictions on activities	100.0	50.0	0.0	50.0	75.0	25.0	66.7	66.7	16.7
Illness or absence of staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Problems in access to inputs (unavailable or higher prices)	100.0	0.0	50.0	50.0	25.0	100.0	66.7	16.7	83.3
Reduced deliveries of product by members	100.0	100.0	50.0	25.0	0.0	75.0	50.0	33.3	66.7
Reduced receipt of member fees	50.0	0.0	0.0	25.0	0.0	0.0	33.3	0.0	0.0
Reduced sale quantities (fewer buyers, or lower overall demand)	0.0	50.0	50.0	75.0	75.0	100.0	50.0	66.7	83.3
Reduced sales prices	0.0	0.0	0.0	50.0	75.0	25.0	33.3	50.0	16.7
Reduced revenue	100.0	100.0	50.0	75.0	75.0	100.0	83.3	83.3	83.3
Reduced support from apex organizations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Slowdown in operations due to mobility/social distancing	50.0	100.0	100.0	50.0	75.0	75.0	50.0	83.3	83.3
Unable to access office	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Unable to access processing/production equipment shared by the coop	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Unable to pay rent on office	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Using money from collective reserves to fund operations	0.0	0.0	0.0	0.0	0.0	25.0	0.0	0.0	16.7
Transport limitations	50.0	0.0	0.0	50.0	0.0	0.0	50.0	0.0	0.0
Number of cooperatives	2	2	2	4	4	4	6	6	6

**Table 5: How has COVID-19 affected the operations of your cooperative?, Rwanda**

<u>How has COVID-19 affected the operations of your cooperative?</u>	Rwanda											
	Dairy			Maize			horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
<b>Responses</b>												
No Impact	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Buyers breaking contract agreements	50.0	66.7	50.0	25.0	0.0	0.0	0.0	50.0	50.0	33.3	41.7	33.3
Closed markets/points of sale	50.0	50.0	50.0	0.0	0.0	0.0	100.0	100.0	100.0	41.7	41.7	41.7
Difficulty in access to cleaning/disinfectant supplies	33.3	16.7	33.3	0.0	0.0	25.0	100.0	100.0	100.0	33.3	25.0	41.7
Disruptions in reporting/accounting	16.7	16.7	16.7	0.0	0.0	25.0	0.0	50.0	50.0	8.3	16.7	25.0
Government restrictions on activities	83.3	100.0	83.3	0.0	0.0	0.0	0.0	100.0	100.0	41.7	66.7	58.3
Illness or absence of staff	50.0	16.7	16.7	0.0	0.0	0.0	50.0	0.0	0.0	33.3	8.3	8.3
Problems in access to inputs (unavailable or higher prices)	33.3	50.0	66.7	0.0	0.0	25.0	100.0	0.0	100.0	33.3	25.0	58.3
Reduced deliveries of product by members	83.3	83.3	83.3	25.0	100.0	100.0	50.0	50.0	100.0	58.3	83.3	91.7
Reduced receipt of member fees	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	50.0	16.7	0.0	8.3
Reduced sale quantities (fewer buyers, or lower overall demand)	83.3	100.0	83.3	75.0	100.0	75.0	50.0	100.0	0.0	75.0	100.0	66.7
Reduced sales prices	83.3	83.3	83.3	50.0	75.0	50.0	50.0	100.0	100.0	66.7	83.3	75.0
Reduced revenue	100.0	100.0	100.0	100.0	100.0	100.0	50.0	100.0	100.0	91.7	100.0	100.0
Reduced support from apex organizations	0.0	0.0	33.3	0.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	25.0
Slowdown in operations due to mobility/social distancing	50.0	83.3	83.3	100.0	100.0	100.0	50.0	100.0	0.0	66.7	91.7	75.0
Unable to access office	33.3	33.3	33.3	0.0	0.0	25.0	0.0	100.0	100.0	16.7	33.3	41.7
Unable to access processing/production equipment shared by the coop	0.0	33.3	0.0	0.0	0.0	0.0	50.0	100.0	50.0	8.3	33.3	8.3
Unable to pay rent on office	16.7	16.7	16.7	0.0	0.0	0.0	50.0	0.0	0.0	16.7	8.3	8.3
Using money from collective reserves to fund operations	0.0	16.7	33.3	0.0	25.0	25.0	0.0	100.0	50.0	0.0	33.3	33.3
Transport limitations	83.3	83.3	66.7	100.0	100.0	25.0	100.0	100.0	0.0	91.7	91.7	41.7
Number of cooperatives	6	6	6	4	4	4	2	2	2	12	12	12

**Table 6: Top 3: How has COVID-19 affected the operations of your cooperative?, Malawi**

<b><u>Top 3: How has COVID-19 affected the operations of your cooperative?</u></b>	<b>Malawi</b>								
	dairy			Horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
No Impact	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Buyers breaking contract agreements	0.0	50.0	100.0	0.0	0.0	0.0	0.0	16.7	33.3
Closed markets/points of sale	0.0	0.0	0.0	50.0	25.0	100.0	33.3	16.7	66.7
Difficulty in access to cleaning/disinfectant supplies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Disruptions in reporting/accounting	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Government restrictions on activities	50.0	0.0	0.0	25.0	25.0	0.0	33.3	16.7	0.0
Illness or absence of staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Problems in access to inputs (unavailable or higher prices)	50.0	0.0	50.0	50.0	25.0	50.0	50.0	16.7	50.0
Reduced deliveries of product by members	100.0	100.0	50.0	0.0	0.0	0.0	33.3	33.3	16.7
Reduced receipt of member fees	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Reduced sale quantities (fewer buyers, or lower overall demand)	0.0	0.0	0.0	25.0	50.0	0.0	16.7	33.3	0.0
Reduced sales prices	0.0	0.0	0.0	25.0	75.0	0.0	16.7	50.0	0.0
Reduced revenue	100.0	100.0	50.0	25.0	50.0	75.0	50.0	66.7	66.7
Reduced support from apex organizations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Slowdown in operations due to mobility/social distancing	0.0	50.0	50.0	50.0	50.0	75.0	33.3	50.0	66.7
Unable to access office	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Unable to access processing/production equipment shared by the coop	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Unable to pay rent on office	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Using money from collective reserves to fund operations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Transport limitations	0.0	0.0	0.0	50.0	0.0	0.0	33.3	0.0	0.0
Number of cooperatives	2	2	2	4	4	4	6	6	6

**Table 7: Top 3: How has COVID-19 affected the operations of your cooperative?, Rwanda**

<u>Top 3: How has COVID-19 affected the operations of your cooperative?</u>	Rwanda											
	dairy			Maize			horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
<b>Responses</b>												
No Impact	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Buyers breaking contract agreements	50.0	66.7	50.0	25.0	0.0	0.0	0.0	50.0	50.0	33.3	41.7	33.3
Closed markets/points of sale	16.7	16.7	0.0	0.0	0.0	0.0	50.0	0.0	0.0	16.7	8.3	0.0
Difficulty in access to cleaning/disinfectant supplies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Disruptions in reporting/accounting	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Government restrictions on activities	16.7	0.0	0.0	0.0	0.0	0.0	0.0	50.0	100.0	8.3	8.3	16.7
Illness or absence of staff	16.7	0.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	16.7	0.0	0.0
Problems in access to inputs (unavailable or higher prices)	16.7	16.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8.3	8.3	0.0
Reduced deliveries of product by members	16.7	0.0	0.0	0.0	50.0	25.0	0.0	0.0	0.0	8.3	16.7	8.3
Reduced receipt of member fees	0.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	16.7	0.0	0.0
Reduced sale quantities (fewer buyers, or lower overall demand)	66.7	33.3	66.7	50.0	0.0	50.0	0.0	50.0	0.0	50.0	25.0	50.0
Reduced sales prices	16.7	16.7	50.0	50.0	75.0	25.0	0.0	0.0	50.0	25.0	33.3	41.7
Reduced revenue	50.0	33.3	50.0	50.0	50.0	100.0	0.0	50.0	100.0	41.7	41.7	75.0
Reduced support from apex organizations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Slowdown in operations due to mobility/social distancing	16.7	16.7	33.3	75.0	50.0	75.0	50.0	50.0	0.0	41.7	33.3	41.7
Unable to access office	0.0	0.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	8.3	0.0
Unable to access processing/production equipment shared by the coop	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Unable to pay rent on office	0.0	16.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8.3	0.0
Using money from collective reserves to fund operations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Transport limitations	0.0	0.0	0.0	50.0	50.0	25.0	50.0	0.0	0.0	25.0	16.7	8.3
Number of cooperatives	6	6	6	4	4	4	2	2	2	12	12	12

**Table 8: How have government restrictions on activities impacted your cooperative?, Malawi**

<u>How have government restrictions on activities impacted your cooperative?</u>	Malawi								
	dairy			Horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
<u>Response</u>									
There have been no government restrictions put in place here	0	0	0	25	0	0	17	0	0
Business operations had to be shut down	0	50	50	75	75	75	50	67	67
Social distancing restrictions have restricted operations of the cooperative	100	100	100	100	100	100	100	100	100
Equipment requirements have added to operation costs	0	50	50	25	0	0	17	17	17
Lack of equipment required by the government has slowed/halted operations of the cooperative	0	0	0	0	0	0	0	0	0
No impacts on cooperative activities	0	0	0	0	0	0	0	0	0
Number of cooperatives	2	2	2	4	4	4	6	6	6

**Table 9: How have government restrictions on activities impacted your cooperative?, Rwanda**

<u>How have government restrictions on activities impacted your cooperative?</u>	Rwanda											
	dairy			Maize			horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
<u>Response</u>												
There have been no government restrictions put in place here	0	0	0	0	0	0	100	0	0	17	0	0
Business operations had to be shut down	33	33	33	50	0	0	100	100	100	50	33	33
Social distancing restrictions have restricted operations of the cooperative	100	83	83	100	100	100	100	100	100	100	92	92
Equipment requirements have added to operation costs	0	67	33	25	50	50	0	100	100	8	67	50
Lack of equipment required by the government has slowed/halted operations of the cooperative	17	33	33	0	0	0	0	100	100	8	33	33
No impacts on cooperative activities	0	0	0	0	0	0	0	0	0	0	0	0
Number of cooperatives	6	6	6	4	4	4	2	2	2	12	12	12

**Table 10: How have your cooperative members been affected by COVID-19?, Malawi**

<u>How have your cooperative members been affected by COVID-19?</u>	Malawi								
	dairy			Horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
Delays in payments from the coop to members for products/services	50.0	50.0	50.0	0.0	0.0	25.0	16.7	16.7	33.3
Difficulties in access to food (unavailable or higher cost)	100.0	0.0	50.0	25.0	25.0	25.0	50.0	16.7	33.3
Difficulties in harvest	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Difficulty to hire workers	50.0	0.0	100.0	25.0	0.0	50.0	33.3	0.0	66.7
Difficulty in acquiring necessary personal protection equipment (masks/gloves)	50.0	0.0	0.0	0.0	25.0	50.0	16.7	16.7	33.3
Difficulty in access to cleaning/disinfectant supplies	100.0	0.0	0.0	25.0	25.0	25.0	50.0	16.7	16.7
Disruption of utilities (water/electricity) etc.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Increased illness or death	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Increased reliance on own production for family consumption (less production for sales)	0.0	0.0	0.0	25.0	0.0	0.0	16.7	0.0	0.0
Limitations in health services (mobility, services unavailable, cost)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lower income (from all HH members, all sources: remittances)	100.0	100.0	50.0	75.0	75.0	100.0	83.3	83.3	83.3
Lower prices for products sold	0.0	50.0	0.0	75.0	75.0	75.0	50.0	66.7	50.0
More difficulty to pay fees	0.0	50.0	0.0	0.0	0.0	25.0	0.0	16.7	16.7
Reduced access to and/or higher cost of inputs	100.0	0.0	50.0	25.0	25.0	75.0	50.0	16.7	66.7
Reduced sales of products (lack of demand)	50.0	50.0	0.0	25.0	25.0	50.0	33.3	33.3	33.3
Reduced access to extension services	50.0	50.0	50.0	25.0	25.0	50.0	33.3	33.3	50.0
Reduced contacts with coop / coop members	100.0	100.0	100.0	75.0	75.0	50.0	83.3	83.3	66.7
Reduced services from coop	100.0	100.0	50.0	50.0	50.0	25.0	66.7	66.7	33.3
Anxiety/stress/trauma	0.0	100.0	50.0	50.0	50.0	75.0	33.3	66.7	66.7
Increased domestic violence	0.0	0.0	0.0	50.0	25.0	50.0	33.3	16.7	33.3
Increased burden on women (workload, household work and caregiving)	50.0	0.0	0.0	50.0	50.0	50.0	0.0	33.3	0.0
Number of cooperatives	2	2	2	4	4	4	6	6	6

**Table 11: How have your cooperative members been affected by COVID-19?, Rwanda**

<u>How have your cooperative members been affected by COVID-19?</u>	Rwanda											
	dairy			Maize			horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
Delays in payments from the coop to members for products/services	50.0	100.0	100.0	50.0	75.0	50.0	100.0	100.0	100.0	58.3	91.7	83.3
Difficulties in access to food (unavailable or higher cost)	33.3	83.3	83.3	75.0	50.0	75.0	100.0	100.0	50.0	58.3	75.0	75.0
Difficulties in harvest	0.0	16.7	0.0	75.0	75.0	75.0	0.0	0.0	100.0	25.0	33.3	41.7
Difficulty to hire workers	0.0	33.3	16.7	75.0	25.0	75.0	0.0	0.0	50.0	25.0	25.0	41.7
Difficulty in acquiring necessary personal protection equipment (masks/gloves)	33.3	33.3	16.7	25.0	50.0	0.0	0.0	50.0	0.0	25.0	41.7	8.3
Difficulty in access to cleaning/disinfectant supplies	33.3	16.7	0.0	0.0	25.0	0.0	0.0	50.0	100.0	16.7	25.0	16.7
Disruption of utilities (water/electricity) etc.	0.0	33.3	16.7	0.0	0.0	0.0	0.0	50.0	100.0	0.0	25.0	25.0
Increased illness or death	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Increased reliance on own production for family consumption (less production for sales)	50.0	66.7	66.7	0.0	50.0	0.0	0.0	100.0	50.0	25.0	66.7	41.7
Limitations in health services (mobility, services unavailable, cost)	16.7	50.0	50.0	25.0	0.0	0.0	50.0	100.0	100.0	25.0	41.7	41.7
Lower income (from all HH members, all sources: remittances)	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Lower prices for products sold	83.3	100.0	83.3	50.0	100.0	50.0	0.0	100.0	100.0	58.3	100.0	75.0
More difficulty to pay fees	33.3	33.3	33.3	25.0	0.0	0.0	50.0	100.0	50.0	33.3	33.3	25.0
Reduced access to and/or higher cost of inputs	83.3	100.0	83.3	50.0	25.0	0.0	100.0	100.0	100.0	75.0	75.0	58.3
Reduced sales of products (lack of demand)	83.3	83.3	100.0	25.0	100.0	100.0	0.0	100.0	100.0	50.0	91.7	100.0
Reduced access to extension services	66.7	100.0	83.3	25.0	0.0	25.0	50.0	0.0	100.0	50.0	50.0	66.7
Reduced contacts with coop / coop members	33.3	33.3	100.0	50.0	0.0	25.0	50.0	100.0	100.0	41.7	33.3	75.0
Reduced services from coop	66.7	100.0	83.3	25.0	25.0	25.0	50.0	0.0	100.0	50.0	58.3	66.7
Anxiety/stress/trauma	16.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8.3	0.0	0.0
Increased domestic violence	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Increased burden on women (workload, household work and caregiving)	0.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	16.7	0.0
Number of cooperatives	6	6	6	4	4	4	2	2	2	12	12	12

**Table 12: TOP 3 How have your cooperative members been affected by COVID-19? , Malawi**

<b><u>TOP 3 How have your cooperative members been affected by COVID-19?</u></b>	<b>Malawi</b>								
	<b>Dairy</b>			<b>Horticulture</b>			<b>All Cooperatives</b>		
	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>
Responses									
Delays in payments from the coop to members for products/services	50.0	50.0	0.0	0.0	0.0	0.0	16.7	16.7	0.0
Difficulties in access to food (unavailable or higher cost)	50.0	0.0	0.0	25.0	0.0	25.0	33.3	0.0	16.7
Difficulties in harvest	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Difficulty to hire workers	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	33.3
Difficulty in acquiring necessary personal protection equipment (masks/gloves)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Difficulty in access to cleaning/disinfectant supplies	0.0	0.0	0.0	0.0	0.0	25.0	0.0	0.0	16.7
Disruption of utilities (water/electricity) etc.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Increased illness or death	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Increased reliance on own production for family consumption (less production for sales)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Limitations in health services (mobility, services unavailable, cost)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lower income (from all HH members, all sources: remittances)	100.0	100.0	50.0	75.0	75.0	100.0	83.3	83.3	83.3
Lower prices for products sold	0.0	50.0	0.0	75.0	75.0	25.0	50.0	66.7	16.7
More difficulty to pay fees	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Reduced access to and/or higher cost of inputs	0.0	0.0	50.0	0.0	0.0	50.0	0.0	0.0	50.0
Reduced sales of products (lack of demand)	0.0	0.0	0.0	0.0	0.0	25.0	0.0	0.0	16.7
Reduced access to extension services	50.0	50.0	50.0	25.0	25.0	0.0	33.3	33.3	16.7
Reduced contacts with coop / coop members	0.0	0.0	50.0	50.0	50.0	0.0	33.3	33.3	16.7
Reduced services from coop	0.0	50.0	0.0	0.0	25.0	0.0	0.0	33.3	0.0
Anxiety/stress/trauma	0.0	0.0	0.0	25.0	25.0	25.0	16.7	16.7	16.7
Increased domestic violence	0.0	0.0	0.0	0.0	0.0	25.0	0.0	0.0	16.7
Increased burden on women (workload, household work and caregiving)	50.0	0.0	0.0	0.0	25.0	0.0	16.7	16.7	0.0
	2	2	2	4	4	4	6	6	6

**Table 13: TOP 3 How have your cooperative members been affected by COVID-19?, Rwanda**

<u>TOP 3 How have your cooperative members been affected by COVID-19?</u>	Rwanda											
	Dairy			Maize			Horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
Responses												
Delays in payments from the coop to members for products/services	50.0	100.0	100.0	50.0	75.0	50.0	50.0	100.0	100.0	50.0	91.7	83.3
Difficulties in access to food (unavailable or higher cost)	0.0	16.7	0.0	75.0	0.0	0.0	100.0	50.0	0.0	41.7	16.7	0.0
Difficulties in harvest	0.0	0.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	16.7	0.0
Difficulty to hire workers	0.0	0.0	0.0	25.0	0.0	25.0	0.0	0.0	0.0	8.3	0.0	8.3
Difficulty in acquiring necessary personal protection equipment (masks/gloves)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Difficulty in access to cleaning/disinfectant supplies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	8.3
Disruption of utilities (water/electricity) etc.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	8.3
Increased illness or death	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Increased reliance on own production for family consumption (less production for sales)	0.0	16.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8.3	0.0
Limitations in health services (mobility, services unavailable, cost)	16.7	0.0	16.7	0.0	0.0	0.0	50.0	50.0	0.0	16.7	8.3	8.3
Lower income (from all HH members, all sources: remittances)	50.0	33.3	33.3	75.0	100.0	100.0	50.0	50.0	50.0	58.3	58.3	58.3
Lower prices for products sold	33.3	50.0	50.0	25.0	50.0	0.0	0.0	50.0	0.0	25.0	50.0	25.0
More difficulty to pay fees	0.0	0.0	16.7	25.0	0.0	0.0	0.0	0.0	0.0	8.3	0.0	8.3
Reduced access to and/or higher cost of inputs	66.7	0.0	16.7	25.0	0.0	0.0	50.0	0.0	0.0	50.0	0.0	8.3
Reduced sales of products (lack of demand)	50.0	0.0	50.0	0.0	25.0	100.0	0.0	0.0	0.0	25.0	8.3	58.3
Reduced access to extension services	16.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8.3	0.0	0.0
Reduced contacts with coop / coop members	0.0	0.0	0.0	0.0	0.0	25.0	0.0	0.0	0.0	0.0	0.0	8.3
Reduced services from coop	0.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0	16.7	8.3
Anxiety/stress/trauma	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Increased domestic violence	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Increased burden on women (workload, household work and caregiving)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Cooperative	6	6	6	4	4	4	2	2	2	12	12	12

**Table 14: In general, what are the most common coping strategies you are observing households using as a result of the impacts of COVID-19?, Malawi**

<i><u>In general, what are the most common coping strategies you are observing households using as a result of the impacts of COVID-19?</u></i>	Malawi								
	<i>Dairy</i>			<i>Horticulture</i>			<i>All Cooperatives</i>		
	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>
<i>Responses</i>									
Leaving the cooperative entirely	100.0	50.0	0.0	100.0	100.0	0.0	100.0	83.3	0.0
Harvesting less/letting crops rot in field	100.0	100.0	100.0	100.0	75.0	50.0	100.0	83.3	66.7
Taking out loans	50.0	0.0	0.0	25.0	25.0	0.0	33.3	16.7	0.0
Planting less due to lack of labor/inputs	50.0	0.0	100.0	50.0	100.0	100.0	50.0	66.7	100.0
Decreasing household consumption	0.0	50.0	50.0	0.0	50.0	100.0	0.0	50.0	83.3
Dropping out of some cooperative activities	0.0	50.0	0.0	0.0	0.0	0.0	0.0	16.7	0.0
Reducing sales of products to use for household consumption	0.0	0.0	0.0	25.0	0.0	0.0	16.7	0.0	0.0
Staying home/working from home	0.0	0.0	0.0	0.0	50.0	0.0	0.0	33.3	0.0
Did not observe any changes	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of cooperatives	2	2	2	4	4	4	6	6	6

**Table 15: In general, what are the most common coping strategies you are observing households using as a result of the impacts of COVID-19?, Rwanda**

<u><i>In general, what are the most common coping strategies you are observing households using as a result of the impacts of COVID-19?</i></u>	Rwanda											
	<i>Dairy</i>			<i>Maize</i>			<i>Horticulture</i>			<i>All Cooperatives</i>		
	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>
<i>Responses</i>												
Leaving the cooperative entirely	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Harvesting less/letting crops rot in field	33.3	50.0	33.3	25.0	100.0	0.0	0.0	100.0	100.0	25.0	75.0	33.3
Taking out loans	0.0	0.0	0.0	25.0	0.0	0.0	50.0	50.0	0.0	16.7	8.3	0.0
Planting less due to lack of labor/inputs	50.0	83.3	83.3	25.0	0.0	0.0	0.0	100.0	100.0	33.3	58.3	58.3
Decreasing household consumption	0.0	83.3	100.0	25.0	100.0	100.0	0.0	100.0	100.0	8.3	91.7	100.0
Dropping out of some cooperative activities	16.7	0.0	16.7	0.0	50.0	25.0	0.0	0.0	50.0	8.3	16.7	25.0
Reducing sales of products to use for household consumption	16.7	0.0	16.7	25.0	0.0	0.0	50.0	50.0	0.0	25.0	8.3	8.3
Staying home/working from home	33.3	33.3	16.7	75.0	0.0	0.0	50.0	100.0	100.0	50.0	33.3	25.0
Did not observe any changes	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of cooperatives	6	6	6	4	4	4	2	2	2	12	12	12

**Table 16: What demands (related to COVID-19) are you experiencing from your members?, Malawi**

<i>What demands (related to COVID-19) are you experiencing from your members?</i>	Malawi								
	<i>Dairy</i>			<i>Horticulture</i>			<i>All Cooperatives</i>		
	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>
<i>Responses</i>									
Decreased member fees	N/A	0.0	0.0	N/A	0.0	0.0	N/A	0.0	0.0
Provision of loans (through the coop)	N/A	50.0	50.0	N/A	50.0	25.0	N/A	50.0	33.3
Increased payment for product delivery	N/A	50.0	50.0	N/A	0.0	0.0	N/A	16.7	16.7
Assistance with transportation for product delivery	N/A	0.0	0.0	N/A	0.0	0.0	N/A	0.0	0.0
Information on appropriate health and safety protocols	N/A	0.0	50.0	N/A	50.0	75.0	N/A	33.3	66.7
Provision of PPE materials (mask, glove, soap)	N/A	0.0	100.0	N/A	75.0	75.0	N/A	50.0	83.3
No impact experienced	N/A	0.0	0.0	N/A	0.0	0.0	N/A	0.0	0.0
Number of cooperatives	0	2	2	0	4	4	0	6	6

**Table 17: What demands (related to COVID-19) are you experiencing from your members?, Rwanda**

<i>What demands (related to COVID-19) are you experiencing from your members?</i>	Rwanda											
	<i>Dairy</i>			<i>Maize</i>			<i>Horticulture</i>			<i>All Cooperatives</i>		
	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>
<i>Responses</i>												
Decreased member fees	N/A	16.7	16.7	N/A	0.0	0.0	N/A	0.0	100.0	N/A	8.3	25.0
Provision of loans (through the coop)	N/A	50.0	50.0	N/A	100.0	100.0	N/A	100.0	100.0	N/A	75.0	75.0
Increased payment for product delivery	N/A	83.3	66.7	N/A	0.0	25.0	N/A	50.0	0.0	N/A	50.0	41.7
Assistance with transportation for product delivery	N/A	100.0	83.3	N/A	100.0	75.0	N/A	100.0	100.0	N/A	100.0	83.3
Information on appropriate health and safety protocols	N/A	50.0	33.3	N/A	0.0	0.0	N/A	100.0	100.0	N/A	41.7	33.3
Provision of PPE materials (mask, glove, soap)	N/A	16.7	33.3	N/A	25.0	0.0	N/A	50.0	100.0	N/A	25.0	33.3
No impact experienced	N/A	0.0	0.0	N/A	0.0	0.0	N/A	0.0	0.0	N/A	0.0	0.0
Number of cooperatives	0	6	6	0	4	4	0	2	2	0	12	12

**Table 18: What has your cooperative already done/is currently doing in response to COVID-19?, Malawi**

<u>What has your cooperative already done/is currently doing in response to COVID-19?</u>	Malawi								
	Dairy			Horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
None	0.0	0.0	0.0	25.0	0.0	0.0	16.7	0.0	0.0
Still in planning phase	0.0	0.0	0.0	0.0	25.0	0.0	0.0	16.7	0.0
Changed in coop decision-making procedures (move away from in-person meetings, votes)	50.0	0.0	0.0	0.0	0.0	50.0	16.7	0.0	33.3
Changed operations to address mobility/social distancing requirements	50.0	50.0	50.0	25.0	0.0	50.0	33.3	16.7	50.0
Closed operations long-term	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Closed operations short-term	0.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	33.3
Developed an emergency response plan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Developed a business continuity plan	0.0	0.0	0.0	0.0	0.0	25.0	0.0	0.0	16.7
Developed new operating procedures to ensure the safety of coop staff and members	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Applied for financial assistance/loan	0.0	50.0	0.0	0.0	25.0	0.0	0.0	33.3	0.0
Used the cooperative's collective reserves to fund operations	50.0	0.0	0.0	0.0	0.0	0.0	16.7	0.0	0.0
Used the cooperative's collective reserves to pay members for their product	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Used the cooperative's collective reserves to pay for emergency supplies like PPE for staff or members	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Used the cooperative's collective reserves for something else	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Looked for new buyers	0.0	50.0	50.0	0.0	0.0	0.0	0.0	16.7	16.7
Provided information about COVID-19 to members	100.0	50.0	100.0	75.0	75.0	100.0	83.3	66.7	100.0
Provided personal protection equipment to members	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Provided personal protection equipment to staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Provided loans/grants to members	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Pursued alternative activities	0.0	50.0	50.0	0.0	0.0	50.0	0.0	16.7	50.0
Reduced in-person contacts (use electronic communication)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Looked for new sources of external support (grants, loans, donations)	0.0	50.0	0.0	0.0	0.0	0.0	0.0	16.7	0.0
Provided psycho-social/emotional support for cooperative members	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Suspended or postponed membership fees	0.0	0.0	0.0	0.0	0.0	25.0	0.0	0.0	16.7
Number of cooperatives	2	2	2	4	4	4	6	6	6

**Table 19: What has your cooperative already done/is currently doing in response to COVID-19?, Rwanda**

<u>What has your cooperative already done/is currently doing in response to COVID-19?</u>	Rwanda											
	<i>Dairy</i>			<i>Maize</i>			<i>Horticulture</i>			<i>All Cooperatives</i>		
	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>
None	16.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8.3	0.0	0.0
Still in planning phase	0.0	33.3	33.3	25.0	0.0	25.0	0.0	100.0	0.0	8.3	33.3	25.0
Changed in coop decision-making procedures (move away from in-person meetings, votes)	0.0	33.3	50.0	0.0	0.0	25.0	50.0	50.0	0.0	8.3	25.0	33.3
Changed operations to address mobility/social distancing requirements	33.3	16.7	33.3	25.0	100.0	75.0	50.0	0.0	0.0	33.3	41.7	41.7
Closed operations long-term	0.0	0.0	16.7	0.0	0.0	0.0	0.0	50.0	0.0	0.0	8.3	8.3
Closed operations short-term	16.7	16.7	16.7	25.0	0.0	0.0	50.0	0.0	50.0	25.0	8.3	16.7
Developed an emergency response plan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Developed a business continuity plan	0.0	16.7	33.3	0.0	0.0	0.0	0.0	50.0	100.0	0.0	16.7	33.3
Developed new operating procedures to ensure the safety of coop staff and members	50.0	16.7	50.0	0.0	0.0	0.0	0.0	50.0	50.0	25.0	16.7	33.3
Applied for financial assistance/loan	16.7	33.3	33.3	25.0	50.0	25.0	50.0	50.0	50.0	25.0	41.7	33.3
Used the cooperative's collective reserves to fund operations	0.0	16.7	33.3	0.0	50.0	0.0	100.0	0.0	0.0	16.7	25.0	16.7
Used the cooperative's collective reserves to pay members for their product	0.0	0.0	50.0	25.0	0.0	0.0	100.0	50.0	50.0	25.0	8.3	33.3
Used the cooperative's collective reserves to pay for emergency supplies like PPE for staff or members	0.0	16.7	33.3	0.0	25.0	25.0	50.0	50.0	50.0	8.3	25.0	33.3
Used the cooperative's collective reserves for something else	0.0	0.0	33.3	0.0	0.0	25.0	0.0	0.0	0.0	0.0	0.0	25.0
Looked for new buyers	33.3	33.3	50.0	50.0	0.0	0.0	0.0	50.0	0.0	33.3	25.0	25.0
Provided information about COVID-19 to members	33.3	66.7	66.7	75.0	75.0	75.0	0.0	50.0	100.0	41.7	66.7	75.0
Provided personal protection equipment to members	0.0	50.0	50.0	0.0	0.0	0.0	0.0	50.0	50.0	0.0	33.3	33.3
Provided personal protection equipment to staff	33.3	66.7	50.0	25.0	25.0	25.0	0.0	0.0	50.0	25.0	41.7	41.7
Provided loans/grants to members	50.0	66.7	66.7	25.0	50.0	0.0	50.0	0.0	50.0	41.7	50.0	41.7
Pursued alternative activities	33.3	16.7	16.7	0.0	0.0	0.0	0.0	0.0	0.0	16.7	8.3	8.3
Reduced in-person contacts (use electronic communication)	50.0	50.0	33.3	25.0	0.0	25.0	50.0	100.0	50.0	41.7	41.7	33.3
Looked for new sources of external support (grants, loans, donations)	0.0	16.7	16.7	0.0	0.0	0.0	0.0	0.0	50.0	0.0	8.3	16.7
Provided psycho-social/emotional support for cooperative members	0.0	33.3	16.7	0.0	0.0	0.0	0.0	50.0	50.0	0.0	25.0	16.7
Suspended or postponed membership fees	16.7	0.0	16.7	25.0	75.0	25.0	100.0	0.0	0.0	33.3	25.0	16.7
Number of cooperatives	6	6	6	4	4	4	2	2	2	12	12	12

**Table 20: What alternative activities are already being pursued by your cooperative in response to COVID-19?, Malawi**

<u>What alternative activities are already being pursued by your cooperative in response to COVID-19?</u>	Malawi								
	Dairy			Horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
<b>Responses</b>									
Pursuing new value chains	N/A	0.0	100.0	N/A	N/A	50.0	N/A	0.0	66.7
Producing new products	N/A	0.0	0.0	N/A	N/A	0.0	N/A	0.0	0.0
Engaging in new value-added activities	N/A	0.0	0.0	N/A	N/A	50.0	N/A	0.0	33.3
Install new storage facilities	N/A	0.0	0.0	N/A	N/A	0.0	N/A	0.0	0.0
Improve existing storage facilities	N/A	0.0	0.0	N/A	N/A	0.0	N/A	0.0	0.0
Don't Know	N/A	0.0	0.0	N/A	N/A	0.0	N/A	0.0	0.0
Number of cooperatives	0	1	1	0	0	2	0	1	3

**Table 21: What alternative activities are already being pursued by your cooperative in response to COVID-19?, Rwanda**

<u>What alternative activities are already being pursued by your cooperative in response to COVID-19?</u>	Rwanda											
	Dairy			Maize			Horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
<b>Responses</b>												
Pursuing new value chains	50.0	0.0	0.0	N/A	N/A	N/A	N/A	N/A	N/A	50.0	0.0	0.0
Producing new products	50.0	100.0	0.0	N/A	N/A	N/A	N/A	N/A	N/A	50.0	100.0	0.0
Engaging in new value-added activities	50.0	100.0	100.0	N/A	N/A	N/A	N/A	N/A	N/A	50.0	100.0	100.0
Install new storage facilities	0.0	100.0	0.0	N/A	N/A	N/A	N/A	N/A	N/A	0.0	100.0	0.0
Improve existing storage facilities	50.0	100.0	0.0	N/A	N/A	N/A	N/A	N/A	N/A	50.0	100.0	0.0
Don't Know	0.0	0.0	0.0	N/A	N/A	N/A	N/A	N/A	N/A	0.0	0.0	0.0
Number of cooperatives	2	1	1	0	0	0	0	0	0	2	1	1

**Table 22: What plans are you making to respond to or prepare for the effects of COVID-19 in the future?, Malawi**

<u>What plans are you making to respond to or prepare for the effects of COVID-19 in the future?</u>	Malawi								
	<i>Dairy</i>			<i>Horticulture</i>			<i>All Cooperatives</i>		
	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>
<b>Responses</b>									
None	0.0	50.0	0.0	0.0	0.0	0.0	0.0	16.7	0.0
Changes in coop decision-making procedures (move away from in-person meetings, votes)	100.0	0.0	0.0	25.0	0.0	0.0	50.0	0.0	0.0
Changes in operations to address mobility/social distancing requirements	100.0	0.0	0.0	25.0	0.0	50.0	50.0	0.0	33.3
Closing operations long-term	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Closing operations short-term	50.0	0.0	0.0	25.0	0.0	0.0	33.3	0.0	0.0
Developing an emergency response plan	100.0	50.0	100.0	50.0	0.0	25.0	66.7	16.7	50.0
Developing a business continuity plan	0.0	50.0	100.0	25.0	75.0	25.0	16.7	66.7	50.0
Developing new operating procedures to ensure the safety of coop staff and members	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Apply for financial assistance/loan	0.0	0.0	0.0	50.0	0.0	50.0	33.3	0.0	33.3
Using the cooperative's collective reserves to fund operations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Using the cooperative's collective reserves to pay members for their product	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Using the cooperative's collective reserves to pay for emergency supplies like PPE for staff or members	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Using the cooperative's collective reserves for something else	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Looking for new buyers	0.0	50.0	0.0	0.0	0.0	0.0	0.0	16.7	0.0
Providing information about COVID-19 to members	50.0	50.0	50.0	25.0	75.0	75.0	33.3	66.7	66.7
Providing personal protection equipment to members	0.0	0.0	0.0	0.0	25.0	0.0	0.0	16.7	0.0
Providing personal protection equipment to staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Pursue alternative activities	0.0	0.0	0.0	0.0	25.0	0.0	0.0	16.7	0.0
Reducing in-person contacts (use electronic communication)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Seek external support (grants, loans, donations)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Social assistance support for cooperative members	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Psycho-social/emotional support for cooperative members	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Suspend or postpone membership fees	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of cooperatives	2	2	2	4	4	4	6	6	6

**Table 23: What plans are you making to respond to or prepare for the effects of COVID-19 in the future?, Rwanda**

<u>What plans are you making to respond to or prepare for the effects of COVID-19 in the future?</u>	Rwanda											
	Dairy			Maize			Horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
<b>Responses</b>												
None	0.0	0.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	8.3	0.0
Changes in coop decision-making procedures (move away from in-person meetings, votes)	0.0	16.7	50.0	25.0	25.0	25.0	0.0	50.0	50.0	8.3	25.0	41.7
Changes in operations to address mobility/social distancing requirements	33.3	0.0	50.0	25.0	25.0	75.0	50.0	50.0	0.0	33.3	16.7	50.0
Closing operations long-term	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Closing operations short-term	0.0	0.0	0.0	25.0	0.0	0.0	0.0	0.0	50.0	8.3	0.0	8.3
Developing an emergency response plan	16.7	50.0	33.3	25.0	50.0	75.0	0.0	0.0	0.0	16.7	41.7	41.7
Developing a business continuity plan	0.0	50.0	50.0	0.0	0.0	25.0	50.0	50.0	50.0	8.3	33.3	41.7
Developing new operating procedures to ensure the safety of coop staff and members	33.3	50.0	83.3	0.0	0.0	0.0	0.0	50.0	50.0	16.7	33.3	50.0
Apply for financial assistance/loan	0.0	16.7	33.3	50.0	100.0	50.0	50.0	50.0	0.0	25.0	50.0	33.3
Using the cooperative's collective reserves to fund operations	0.0	16.7	33.3	0.0	0.0	25.0	50.0	0.0	50.0	8.3	8.3	33.3
Using the cooperative's collective reserves to pay members for their product	0.0	0.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	16.7
Using the cooperative's collective reserves to pay for emergency supplies like PPE for staff or members	0.0	16.7	0.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0	8.3	8.3
Using the cooperative's collective reserves for something else	0.0	0.0	16.7	25.0	0.0	25.0	0.0	0.0	50.0	8.3	0.0	25.0
Looking for new buyers	66.7	66.7	83.3	0.0	25.0	0.0	50.0	50.0	0.0	41.7	50.0	41.7
Providing information about COVID-19 to members	66.7	50.0	100.0	50.0	100.0	25.0	50.0	50.0	50.0	58.3	66.7	66.7
Providing personal protection equipment to members	50.0	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	25.0	25.0	25.0
Providing personal protection equipment to staff	33.3	66.7	66.7	25.0	25.0	0.0	0.0	0.0	0.0	25.0	41.7	33.3
Pursue alternative activities	66.7	16.7	66.7	50.0	50.0	0.0	0.0	0.0	0.0	50.0	25.0	33.3
Reducing in-person contacts (use electronic communication)	0.0	33.3	50.0	50.0	0.0	0.0	100.0	0.0	50.0	33.3	16.7	33.3
Seek external support (grants, loans, donations)	16.7	50.0	33.3	25.0	0.0	25.0	50.0	0.0	50.0	25.0	25.0	33.3
Social assistance support for cooperative members	0.0	50.0	50.0	0.0	0.0	0.0	50.0	0.0	50.0	8.3	25.0	33.3
Psycho-social/emotional support for cooperative members	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Suspend or postpone membership fees	0.0	0.0	0.0	25.0	0.0	0.0	100.0	0.0	0.0	25.0	0.0	0.0
Number of cooperatives	6	6	6	4	4	4	2	2	2	12	12	12

**Table 24: What kind of support are you currently receiving? Malawi**

<u>What kind of support are you currently receiving?</u>	Malawi								
	<i>Dairy</i>			<i>Horticulture</i>			<i>All Cooperatives</i>		
<b>Responses</b>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>
Access to finance/loans to cover revenue losses	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Access to personal protective equipment (PPE) for coop operations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Information about safe operating procedures	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Disinfectants and other necessary materials to control infection	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Personal protective equipment (PPE) and other supplies to provide to members	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Support for access to or purchase of inputs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Support for developing emergency response and/or business continuity plans	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
How to hold virtual (via internet) general assemblies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Information about changes in legislation and norms	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Guidance about how to apply to government emergency aid	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Psychological support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Access to other buyers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Crop Diversification	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
No additional support received	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of cooperatives	2	2	2	4	4	4	6	6	6

**Table 25: What kind of support are you currently receiving?, Rwanda**

<u>What kind of support are you currently receiving?</u>	Rwanda											
	<i>Dairy</i>			<i>Maize</i>			<i>Horticulture</i>			<i>All Cooperatives</i>		
<b>Responses</b>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>
Access to finance/loans to cover revenue losses	0.0	0.0	0.0	0.0	25.0	0.0	100.0	0.0	0.0	16.7	8.3	0.0
Access to personal protective equipment (PPE) for coop operations	16.7	16.7	0.0	0.0	25.0	75.0	0.0	50.0	50.0	8.3	25.0	33.3
Information about safe operating procedures	100.0	83.3	83.3	50.0	100.0	75.0	100.0	100.0	100.0	83.3	91.7	83.3
Disinfectants and other necessary materials to control infection	0.0	0.0	16.7	25.0	0.0	50.0	0.0	50.0	50.0	8.3	8.3	33.3
Personal protective equipment (PPE) and other supplies to provide to members	16.7	0.0	16.7	0.0	0.0	0.0	0.0	50.0	50.0	8.3	8.3	16.7
Support for access to or purchase of inputs	33.3	0.0	0.0	50.0	50.0	25.0	0.0	0.0	50.0	33.3	16.7	16.7
Support for developing emergency response and/or business continuity plans	0.0	16.7	0.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0	8.3	8.3
How to hold virtual (via internet) general assemblies	0.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	8.3	0.0	0.0
Information about changes in legislation and norms	16.7	0.0	33.3	25.0	0.0	0.0	50.0	0.0	0.0	25.0	0.0	16.7
Guidance about how to apply to government emergency aid	0.0	16.7	16.7	0.0	0.0	0.0	100.0	0.0	50.0	16.7	8.3	16.7
Psychological support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Access to other buyers	16.7	0.0	0.0	50.0	0.0	0.0	50.0	50.0	50.0	33.3	8.3	8.3
Crop Diversification	0.0	0.0	0.0	25.0	0.0	0.0	50.0	0.0	0.0	16.7	0.0	0.0
No additional support received	0.0	16.7	0.0	0.0	0.0	25.0	0.0	0.0	0.0	0.0	8.3	8.3
Number of cooperatives	6	6	6	4	4	4	2	2	2	12	12	12

**Table 26: What kinds of support that you don't already have, do you most urgently need? Malawi**

<u>What kinds of support that you don't already have, do you most urgently need?</u>	Malawi								
	Dairy			Horticulture			All Cooperatives		
<b>Responses</b>	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
Access to finance/loans to cover revenue losses	50.0	50.0	50.0	75.0	50.0	75.0	66.7	50.0	66.7
Access to technology to maintain business operations (i.e. internet access, remote technologies)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Access to personal protective equipment (PPE) for coop operations	50.0	0.0	0.0	0.0	0.0	0.0	16.7	0.0	0.0
Coaching to shift business strategies and/or revise operations to manage burdens	50.0	100.0	100.0	50.0	0.0	25.0	50.0	33.3	50.0
Information about safe operating procedures	0.0	0.0	0.0	25.0	0.0	25.0	16.7	0.0	16.7
Disinfectants and other necessary materials to control infection	50.0	50.0	0.0	25.0	0.0	75.0	33.3	16.7	50.0
Personal protective equipment (PPE) and other supplies to provide to members	50.0	0.0	0.0	0.0	25.0	25.0	16.7	16.7	16.7
Support for access to or purchase of inputs	100.0	0.0	0.0	50.0	50.0	50.0	66.7	33.3	33.3
Support for developing emergency response and/or business continuity plans	0.0	0.0	50.0	25.0	0.0	0.0	16.7	0.0	16.7
How to hold virtual (via internet) general assemblies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Information about changes in legislation and norms	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Guidance about how to apply to government emergency aid	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Psychological support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Access to other buyers	0.0	50.0	50.0	0.0	25.0	0.0	0.0	33.3	16.7
Crop Diversification	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
No additional support needed	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of cooperatives	2	2	2	4	4	4	6	6	6

**Table 27: What kinds of support that you don't already have, do you most urgently need?, Rwanda**

<u><i>What kinds of support that you don't already have, do you most urgently need?</i></u>	Rwanda											
	<i>Dairy</i>			<i>Maize</i>			<i>Horticulture</i>			<i>All Cooperatives</i>		
	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>
<b>Responses</b>												
Access to finance/loans to cover revenue losses	66.7	100.0	100.0	100.0	75.0	100.0	100.0	100.0	100.0	83.3	91.7	100.0
Access to technology to maintain business operations (i.e. internet access, remote technologies)	0.0	66.7	83.3	75.0	75.0	75.0	0.0	0.0	100.0	25.0	58.3	83.3
Access to personal protective equipment (PPE) for coop operations	0.0	16.7	33.3	75.0	50.0	0.0	50.0	50.0	100.0	33.3	33.3	33.3
Coaching to shift business strategies and/or revise operations to manage burdens	33.3	83.3	83.3	50.0	75.0	50.0	50.0	50.0	100.0	41.7	75.0	75.0
Information about safe operating procedures	0.0	33.3	33.3	0.0	0.0	0.0	100.0	50.0	100.0	16.7	25.0	33.3
Disinfectants and other necessary materials to control infection	0.0	0.0	0.0	0.0	25.0	0.0	0.0	0.0	50.0	0.0	8.3	8.3
Personal protective equipment (PPE) and other supplies to provide to members	0.0	16.7	33.3	50.0	0.0	0.0	50.0	0.0	100.0	25.0	8.3	33.3
Support for access to or purchase of inputs	50.0	50.0	66.7	25.0	25.0	0.0	50.0	100.0	100.0	41.7	50.0	50.0
Support for developing emergency response and/or business continuity plans	33.3	16.7	83.3	0.0	0.0	25.0	0.0	0.0	100.0	16.7	8.3	66.7
How to hold virtual (via internet) general assemblies	0.0	0.0	16.7	25.0	0.0	0.0	0.0	0.0	0.0	8.3	0.0	8.3
Information about changes in legislation and norms	0.0	0.0	16.7	0.0	0.0	0.0	50.0	50.0	50.0	8.3	8.3	16.7
Guidance about how to apply to government emergency aid	0.0	0.0	16.7	0.0	0.0	25.0	0.0	100.0	50.0	0.0	16.7	25.0
Psychological support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Access to other buyers	83.3	50.0	50.0	0.0	0.0	0.0	50.0	0.0	0.0	50.0	25.0	25.0
Crop Diversification	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	8.3
No additional support needed	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of cooperatives	6	6	6	4	4	4	2	2	2	12	12	12

**Table 28: Please rank the top three kinds of support that are most urgently needed. Malawi**

<i><u>Please rank the top three kinds of support that are most urgently needed.</u></i>	Malawi								
	<i>Dairy</i>			<i>Horticulture</i>			<i>All Cooperatives</i>		
	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>
<i>Responses</i>									
Access to finance/loans to cover revenue losses	50.0	50.0	50.0	75.0	50.0	75.0	66.7	50.0	66.7
Access to technology to maintain business operations (i.e. internet access, remote technologies)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Access to personal protective equipment (PPE) for coop operations	50.0	0.0	0.0	0.0	0.0	0.0	16.7	0.0	0.0
Coaching to shift business strategies and/or revise operations to manage burdens	0.0	50.0	100.0	50.0	0.0	25.0	33.3	16.7	50.0
Information about safe operating procedures	0.0	0.0	0.0	25.0	0.0	25.0	16.7	0.0	16.7
Disinfectants and other necessary materials to control infection	50.0	0.0	0.0	25.0	0.0	75.0	33.3	0.0	50.0
Personal protective equipment (PPE) and other supplies to provide to members	50.0	0.0	0.0	0.0	25.0	25.0	16.7	16.7	16.7
Support for access to or purchase of inputs	100.0	0.0	0.0	50.0	50.0	50.0	66.7	33.3	33.3
Support for developing emergency response and/or business continuity plans	0.0	0.0	50.0	25.0	0.0	0.0	16.7	0.0	16.7
How to hold virtual (via internet) general assemblies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Information about changes in legislation and norms	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Guidance about how to apply to government emergency aid	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Psychological support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Access to other buyers	0.0	50.0	50.0	0.0	25.0	0.0	0.0	33.3	16.7
Crop Diversification	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
No additional support needed	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of cooperatives	2	2	2	4	4	4	6	6	6

**Table 29: Please rank the top three kinds of support that are most urgently needed. Rwanda**

<u>Please rank the top three kinds of support that are most urgently needed.</u>	Rwanda											
	Dairy			Maize			Horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
<i>Responses</i>												
Access to finance/loans to cover revenue losses	66.7	83.3	83.3	100.0	75.0	100.0	100.0	100.0	100.0	83.3	83.3	91.7
Access to technology to maintain business operations (i.e. internet access, remote technologies)	0.0	33.3	16.7	75.0	75.0	75.0	0.0	0.0	50.0	25.0	41.7	41.7
Access to personal protective equipment (PPE) for coop operations	0.0	0.0	0.0	75.0	50.0	0.0	0.0	50.0	50.0	25.0	25.0	8.3
Coaching to shift business strategies and/or revise operations to manage burdens	33.3	33.3	50.0	25.0	25.0	0.0	50.0	50.0	50.0	33.3	33.3	33.3
Information about safe operating procedures	0.0	16.7	16.7	0.0	0.0	0.0	50.0	50.0	0.0	8.3	16.7	8.3
Disinfectants and other necessary materials to control infection	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Personal protective equipment (PPE) and other supplies to provide to members	0.0	0.0	16.7	25.0	0.0	0.0	50.0	0.0	0.0	16.7	0.0	8.3
Support for access to or purchase of inputs	50.0	0.0	0.0	0.0	25.0	0.0	50.0	50.0	50.0	33.3	16.7	8.3
Support for developing emergency response and/or business continuity plans	33.3	0.0	0.0	0.0	0.0	25.0	0.0	0.0	0.0	16.7	0.0	8.3
How to hold virtual (via internet) general assemblies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Information about changes in legislation and norms	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Guidance about how to apply to government emergency aid	0.0	0.0	0.0	0.0	0.0	25.0	0.0	0.0	0.0	0.0	0.0	8.3
Psychological support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Access to other buyers	66.7	16.7	50.0	0.0	0.0	0.0	0.0	0.0	0.0	33.3	8.3	25.0
Crop Diversification	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
No additional support needed	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of cooperatives	6	6	6	4	4	4	2	2	2	12	12	12

**Table 30: Has your national cooperative movement/sector implemented any response to COVID-19?, Malawi**

<u>Has your national cooperative movement/sector implemented any response to COVID-19?</u>	Malawi								
	<i>Dairy</i>			<i>Horticulture</i>			<i>All Cooperatives</i>		
	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>
<i>Responses</i>									
YES	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of cooperatives	2	2	2	4	4	4	6	6	6

**Table 31: Has your national cooperative movement/sector implemented any response to COVID-19?, Rwanda**

<u>Has your national cooperative movement/sector implemented any response to COVID-19?</u>	Rwanda											
	<i>Dairy</i>			<i>Maize</i>			<i>Horticulture</i>			<i>All Cooperatives</i>		
	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>
<i>Responses</i>												
YES	83.3	83.3	83.3	75.0	100.0	75.0	0.0	50.0	50.0	66.7	83.3	75.0
Number of cooperatives	6	6	6	4	4	4	2	2	2	12	12	12

**Table 32: Where does your cooperative get information about COVID-19 and available support services?, Malawi**

<u>Where does your cooperative get information about COVID-19 and available support services?</u>	Malawi								
	<i>Dairy</i>			<i>Horticulture</i>			<i>All Cooperatives</i>		
	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>
- <b>Responses</b>									
Banks	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Savings and Credit Cooperatives / Credit Unions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Buyers and other commercial contacts	50.0	0.0	0.0	0.0	0.0	0.0	16.7	0.0	0.0
Direct communication from government agencies	0.0	0.0	50.0	0.0	0.0	50.0	0.0	0.0	50.0
Official Government Websites	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other internet sources	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Projects/NGOs	100.0	100.0	50.0	100.0	50.0	75.0	100.0	66.7	66.7
Public health officials	50.0	0.0	50.0	50.0	75.0	50.0	50.0	50.0	50.0
Public media	100.0	100.0	100.0	75.0	100.0	75.0	83.3	100.0	83.3
Not Applicable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of cooperatives	2	2	2	4	4	4	6	6	6

**Table 33: Where does your cooperative get information about COVID-19 and available support services?, Rwanda**

<u>Where does your cooperative get information about COVID-19 and available support services?</u>	Rwanda											
	<i>Dairy</i>			<i>Maize</i>			<i>Horticulture</i>			<i>All Cooperatives</i>		
	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Round 3</i>
- <b>Responses</b>												
Banks	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Savings and Credit Cooperatives / Credit Unions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Buyers and other commercial contacts	0.0	0.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	16.7
Direct communication from government agencies	50.0	83.3	83.3	100.0	100.0	75.0	0.0	100.0	100.0	58.3	91.7	83.3
Official Government Websites	33.3	33.3	50.0	0.0	25.0	25.0	50.0	50.0	100.0	25.0	33.3	50.0
Other internet sources	16.7	16.7	33.3	50.0	75.0	50.0	0.0	50.0	50.0	25.0	41.7	41.7
Projects/NGOs	16.7	16.7	33.3	0.0	50.0	0.0	50.0	100.0	100.0	16.7	41.7	33.3
Public health officials	100.0	100.0	66.7	50.0	25.0	75.0	100.0	100.0	100.0	83.3	75.0	75.0
Public media	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Not Applicable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of cooperatives	6	6	6	4	4	4	2	2	2	12	12	12

**Table 34: What guidance/information has your cooperative already received from the government about how to safely proceed with cooperative business?, Malawi**

<u>What guidance/information has your cooperative already received from the government about how to safely proceed with cooperative business?</u>	Malawi								
	Dairy			Horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
- <b>Responses</b>									
Maintaining social distancing	N/A	N/A	100.0	N/A	N/A	50.0	N/A	N/A	66.7
Procedures for handling materials/product	N/A	N/A	0.0	N/A	N/A	0.0	N/A	N/A	0.0
Personal protective equipment usage	N/A	N/A	0.0	N/A	N/A	0.0	N/A	N/A	0.0
Cease of all non-essential activities	N/A	N/A	0.0	N/A	N/A	0.0	N/A	N/A	0.0
No guidance/information received	N/A	N/A	0.0	N/A	N/A	50.0	N/A	N/A	33.3
Don't know	N/A	N/A	0.0	N/A	N/A	0.0	N/A	N/A	0.0
Number of cooperatives	0	0	1	0	0	2	0	0	3

**Table 35: What guidance/information has your cooperative already received from the government about how to safely proceed with cooperative business?, Rwanda**

<u>What guidance/information has your cooperative already received from the government about how to safely proceed with cooperative business?</u>	Rwanda											
	Dairy			Maize			Horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
- <b>Responses</b>												
Maintaining social distancing	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Procedures for handling materials/product	100.0	100.0	100.0	25.0	100.0	100.0	100.0	50.0	100.0	70.0	91.7	100.0
Personal protective equipment usage	100.0	100.0	100.0	100.0	100.0	100.0	0.0	100.0	100.0	90.0	100.0	100.0
Cease of all non-essential activities	60.0	83.3	0.0	75.0	100.0	0.0	100.0	100.0	50.0	70.0	91.7	9.1
No guidance/information received	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Don't know	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of cooperatives	5	6	6	4	4	3	1	2	2	10	12	11

**Table 36: What strategies do you use to provide information to your members about COVID-19?, Malawi**

<u>What strategies do you use to provide information to your members about COVID-19?</u>	Malawi								
	Dairy			Horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
- <b>Responses</b>									
Bulletin board (Poster/flyer at cooperative)	50.0	50.0	50.0	0.0	0.0	0.0	16.7	16.7	16.7
In-person visits	100.0	50.0	50.0	100.0	75.0	100.0	100.0	66.7	83.3
In-person meetings	50.0	50.0	50.0	25.0	100.0	0.0	33.3	83.3	16.7
Online meetings	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Radio/TV	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SMS/phone	50.0	100.0	50.0	25.0	50.0	100.0	33.3	66.7	83.3
WhatsApp	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Do not provide information directly to members	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of cooperatives	2	2	2	4	4	4	6	6	6

**Table 37: What strategies do you use to provide information to your members about COVID-19?, Rwanda**

<u>What strategies do you use to provide information to your members about COVID-19?</u>	Rwanda											
	Dairy			Maize			Horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
- <b>Responses</b>												
Bulletin board (Poster/flyer at cooperative)	0.0	50.0	0.0	0.0	0.0	25.0	0.0	50.0	0.0	0.0	33.3	8.3
In-person visits	33.3	66.7	66.7	25.0	50.0	50.0	100.0	100.0	100.0	41.7	66.7	66.7
In-person meetings	16.7	50.0	33.3	75.0	50.0	50.0	100.0	100.0	100.0	50.0	58.3	50.0
Online meetings	33.3	0.0	33.3	0.0	0.0	0.0	0.0	50.0	100.0	16.7	8.3	33.3
Radio/TV	66.7	50.0	66.7	0.0	0.0	0.0	100.0	50.0	100.0	50.0	33.3	50.0
SMS/phone	100.0	83.3	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	91.7	100.0
WhatsApp	50.0	33.3	50.0	50.0	75.0	100.0	0.0	100.0	100.0	41.7	58.3	75.0
Do not provide information directly to members	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of cooperatives	6	6	6	4	4	4	2	2	2	12	12	12

**Table 38: What are important types of information related to COVID-19 that your cooperative is currently providing to members?, Malawi**

<u>What are important types of information related to COVID-19 that your cooperative is currently providing to members?</u>	Malawi								
	Dairy			Horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
<b>Responses</b>									
Appropriate measures for personal safety	100.0	100.0	100.0	50.0	75.0	75.0	66.7	83.3	83.3
Linkages to external sources of support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Information about changes in coop services, operational and management practices, etc. in response to C19	50.0	0.0	0.0	0.0	25.0	25.0	16.7	16.7	16.7
Information about symptoms, transmission/infection	100.0	100.0	100.0	50.0	100.0	100.0	66.7	100.0	100.0
Safety protocols for collection/handling products	50.0	50.0	100.0	25.0	25.0	50.0	33.3	33.3	66.7
What to do if a household member gets sick	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
No Information provided	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of cooperatives	2	2	2	4	4	4	6	6	6

**Table 39: What are important types of information related to COVID-19 that your cooperative is currently providing to members?, Rwanda**

<u>What are important types of information related to COVID-19 that your cooperative is currently providing to members?</u>	Rwanda											
	Dairy			Maize			Horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
<b>Responses</b>												
Appropriate measures for personal safety	100.0	100.0	83.3	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	91.7
Linkages to external sources of support	16.7	0.0	33.3	25.0	50.0	0.0	50.0	100.0	50.0	25.0	33.3	25.0
Information about changes in coop services, operational and management practices, etc. in response to C19	100.0	66.7	83.3	100.0	75.0	75.0	50.0	100.0	100.0	91.7	75.0	83.3
Information about symptoms, transmission/infection	50.0	83.3	83.3	0.0	25.0	0.0	100.0	100.0	50.0	41.7	66.7	50.0
Safety protocols for collection/handling products	100.0	100.0	83.3	0.0	75.0	75.0	100.0	50.0	50.0	66.7	83.3	75.0
What to do if a household member gets sick	66.7	66.7	33.3	0.0	0.0	0.0	100.0	50.0	50.0	50.0	41.7	25.0
No Information provided	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of cooperatives	6	6	6	4	4	4	2	2	2	12	12	12

**Table 40: What challenges do you face in communicating important information about COVID-19 to your members?, Malawi**

<u>What challenges do you face in communicating important information about COVID-19 to your members?</u>	Malawi								
	Dairy			Horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
- <u>Responses</u>									
Do not have phone numbers / contact information for all members	100.0	0.0	0.0	50.0	25.0	25.0	66.7	16.7	16.7
Poor phone network / connectivity issues	100.0	50.0	0.0	50.0	0.0	0.0	66.7	16.7	0.0
Cost of communications	100.0	100.0	100.0	75.0	75.0	50.0	83.3	83.3	66.7
Relevant and accurate information not readily available	50.0	0.0	50.0	50.0	50.0	25.0	50.0	33.3	33.3
Not needed (Information readily available from other sources)	0.0	0.0	0.0	25.0	25.0	0.0	16.7	16.7	0.0
Lack of time/staff capacity	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
No challenges	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of cooperatives	2	2	2	4	4	4	6	6	6

**Table 41: What challenges do you face in communicating important information about COVID-19 to your members?, Rwanda**

<u>What challenges do you face in communicating important information about COVID-19 to your members?</u>	Rwanda											
	Dairy			Maize			Horticulture			All Cooperatives		
	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3	Round 1	Round 2	Round 3
- <u>Responses</u>												
Do not have phone numbers / contact information for all members	83.3	100.0	100.0	75.0	100.0	100.0	100.0	100.0	100.0	83.3	100.0	100.0
Poor phone network / connectivity issues	50.0	100.0	83.3	50.0	100.0	50.0	100.0	100.0	100.0	58.3	100.0	75.0
Cost of communications	66.7	100.0	83.3	75.0	100.0	75.0	50.0	100.0	100.0	66.7	100.0	83.3
Relevant and accurate information not readily available	16.7	33.3	16.7	0.0	0.0	0.0	100.0	100.0	100.0	25.0	33.3	25.0
Not needed (Information readily available from other sources)	16.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8.3	0.0	0.0
Lack of time/staff capacity	16.7	0.0	33.3	0.0	0.0	0.0	50.0	0.0	100.0	16.7	0.0	33.3
No challenges	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of cooperatives	6	6	6	4	4	4	2	2	2	12	12	12

## Other Qualitative Responses

### Rwanda: Dairy

#### Major impacts of COVID-19 on cooperatives (top 3)

- Buyers breaking contracts: Widespread and growing problem
- Closed markets: initially a problem for some coops, but none reported by round 3
- Government restrictions: Some reported in round 1, but none in later rounds
- Slowdown in operations due to mobility/social distancing: increased slightly, to 30% by round 3
- Reduced deliveries by members: low and then none rounds 2 and 3
- Problems in access to inputs: Low and then none by round 3
- Illness of staff: low then none rounds 2 and 3
- Reduced sales quantity: 67% round 1 and round 3
- Reduced sales prices: increased to 50% by round 3
- Reduced revenue: 50% round 1 and 3

#### Other reported impacts:

Impacts	Times reported (over all 3 Rounds)
Increased rejection of milk (quantity limits)	3
Inability to find new buyers	2
Delay of payments to members	2
Delay of payments from buyers	2
Increased competition from middlemen able to pay immediately	1

Summary: major problems for dairy that continued over the round related to sales and revenue (buyers breaking contracts, prices, quantities sold). Some increase in reporting of slowdown of operations. Deliveries of products and access to inputs not major problems by round 3

#### Impacts of government restrictions

- Social distancing restrictions: widespread across all rounds
- Lack of equipment: has increased over the three rounds

#### Other impacts reported:

Impacts of government restrictions	Times reported (over all 3 Rounds)
Limitations on transport:	
Loss of access to inputs and services	10
Loss of buyers	2
Inability of members to supply milk	2
Reduced ability to meet with coop members (assemblies)	4
Milk rejection increased (quantity limitations)	1

#### Impacts on coop members

- Lower income: 50% in round 1, decreased to 33% in rounds 2, 3
- Lower prices: Increased from 33% round 1 to 50% rounds 2, 3
- Reduced access to inputs: High 67% in round 1, reduced in later rounds
- Reduced sales of product: 50% in round 1 and round 3
- Stress, domestic violence: not reported
- Delays in payments from coop: increased from 50% round 1 to 100% in rounds 2, 3

Other impacts on members reported:

<b>Impacts on members</b>	<b>Times reported (over all 3 Rounds)</b>
High price of inputs	3
Limitations in access to financial services	4
Milk rejections	1
Lack of access to vet services, coop services	5
Lack of milk buyers	2
Farmer savings groups suspended	1
Cancellation of coop meetings	1
Delays in payments from coop	1

Summary: Reduced sales, lower prices, delays in payments from coop were high, and increased over the rounds. Reduced access to inputs declined over time. Stress and domestic violence not reported

### Coping strategies adopted by coop members

- All reported members leaving coops, all 3 rounds
- No reports of taking out loans
- Planting less (lower production of feed? Less production of milk?) 33% in rounds 1 and 3, 50% in round 2
- Staying home: reduced in round 3

Other coping strategies reported:

<b>Coping strategies</b>	<b>Times reported (over all 3 Rounds)</b>
Reduce travel	1
Social distancing	3
Improved hygiene/PPE: 8	8
Careful management of HH resources	5
Bulk purchases of feeds, improved cattle management	1
Started new activities	1

### Requests for additional support from members

Most frequently cited requests (at round 3)

- Increased payments
- Access to loans
- Assistance with transport

Other requests from members reported:

<b>Actions</b>	<b>Times reported (over all 3 Rounds)</b>
Other income-generating activities	1
Seek new buyers	4
Reinvest profits rather than pay out dividends	1
Provide livestock insurance	2

Establish emergency funds	1
Improve access to services	5

### Actions undertaken by coops

Most frequently cited actions in round 3 (at least 50%):

- Provided information about COVID-19 to members
- Provided loans/grants to members
- Changed in coop decision-making procedures (move away from in-person meetings, votes)
- Developed new operating procedures to ensure the safety of coop staff and members
- Used the cooperative's collective reserves to pay members for their product
- Looked for new buyers
- Provided personal protection equipment to members
- Provided personal protection equipment to staff
- Engage in new value-added activities
- Install/improve storage facilities

Other actions reported:

Actions	Times reported (over all 3 Rounds)
Provide member bonus	1
Provide storage equipment	1
Provide/support access to feed	3
Training on pasture development/storage	1
Linking farmers with MFIs	1
Link farmers to vet services	1
Linking farmers to food traders	2
Support for members savings	2
Training on COVID-19 safety measure	1
Search for new markets	1
Provide health insurance to members	1

### Planned actions by coops

Most frequently cited actions in round 3 (at least 50%):

- Providing information about COVID-19 to members
- Developing new operating procedures to ensure the safety of coop staff and members
- Looking for new buyers
- Pursue alternative activities
- Providing personal protection equipment to staff
- Changes in coop decision-making procedures (move away from in-person meetings, votes)
- Changes in operations to address mobility/social distancing requirements
- Developing a business continuity plan
- Providing personal protection equipment to members
- Reducing in-person contacts (use electronic communication)
- Social assistance support for cooperative members

Other planned activities reported:

Actions	Times reported (over all 3 Rounds)
Establish vet/pharmacy business	2
Training to members on emergency management	1
Establish animal feed operation	1
Establish emergency funds/savings scheme	6
Increase member share capital through reinvestment of profit	1
Support mobilization of members' savings	1

Provide milk cans to members	1
Establish canteen at cooperative	1
Support to pasture farming	1

### Planned new activities by coops

Most frequently cited actions in round 3 (at least 50%):

- Engage in new value-added activities
- Install or improve storage facilities
- Produce new products

Other reported activities planned:

Planned Activities	Times reported (over all 3 Rounds)
Vet/pharmacy business	3
Set up emergency funds	5
Increase member share capital through reinvestment of profit	1
Mobilization of members' savings	2
Provide milk cans to members	1
Set up cooperative savings scheme	1
Support pasture production	1
Set up animal feed business	1

### Kinds of support coops currently receiving

Most frequently cited support in round 3 (at least 50%):

- Information about safe operating procedures

### Needed additional support

Most frequently cited support in round 3 (at least 50%):

- Access to finance/loans to cover revenue losses
- Access to technology to maintain business operations (i.e. internet access, remote technologies)
- Coaching to shift business strategies and/or revise operations to manage burdens
- Support for developing emergency response and/or business continuity plans
- Support for access to or purchase of inputs
- Access to other buyers (decreased from round 1)

Other kinds of support requested:

Support requested	Times reported (over all 3 Rounds)
Help setting up new services (canteen/vet services)	8
Help to set up emergency fund	3
Transport/storage equipment	2
Milk cans	1
Help to set up livestock insurance	1
Training on ownership and membership engagement	1

Reported reasons for needed additional support

Buy milk transport truck, opening Milk Collection Point and canteen
To increase services delivered to cooperative members and expand cooperative business, start new businesses: selling inputs to coop members and lease access to vet services

Increase and help us to overcome these covid19 challenges
Setting up vet pharmacy business, buyer milk cans for farmers setting up canteen
Increase revenue of coops lost, buying equipment and in-kind support to the members
Expansion of vet pharmacy business, open canteen
Maize milling business, open selling point of milk product, milk transport truck
To set up vet pharmacy business, animal feedings, expand storage facilities
Most of it is to compensate for the lost revenues due to covid19; and as well to learn how to adapt our operations to it.
Vet pharmacy business, solve working capital problem I.e paying farmers regularly .
Recovered lost and Expand our activities
Loan
Planned BDF loan for 3m
Help us to resume activities
Increase need of coops members and buy input
Construction of maize drying shed and establishment of irrigation system
Bank collateral
They can be used to prevent spread of Covid 19 and improve business performance
Prevention against spread of covid 19 and improvement of financial performance of the cooperative
Improve management of cooperative operations, cooperative production and business performance
Support will be used to increase production and to improve management of cooperative operations
Support will be used to kmprove proper management of cooperative operations and to improve production
We need finance to pay for outstanding loans, and to increase our planting capacities. The development of an emergency fund will be useful for future emergency situations.

### Top 3 most needed additional support

Most frequently cited support in round 3 (at least 50%):

- Access to finance/loans to cover revenue losses
- Coaching to shift business strategies and/or revise operations to manage burdens
- Access to other buyers (decreased from round 1)

### Sources of information

Most frequently cited sources of information in round 3 (at least 50%):

- Public media
- Direct communications from government agencies
- Public health officials
- Government websites

### Types of information providing to members

Most frequently cited types of information in round 3 (at least 50%):

- Maintaining social distancing
- Procedures for handling materials
- Usage of PPE

Other information provided to members:

Type of information provided	Times reported (over all 3 Rounds)
Updates on COVID-19 situation	4
Government restrictions	2

#### Means of communication with members

Most frequently cited in round 3 (at least 50%):

- SMS/phone
- In-person visits
- Radio/TV
- Whatsapp

#### Types of information provided to members

Most frequently cited in round 3 (at least 50%):

- Appropriate measures for personal safety
- Information about changes in coop services, management practices
- Information about symptoms, means of transmission
- Safety protocols for collecting/handling products

#### Challenges in communicating with members

- Lack of phone contacts
- Poor phone network/connectivity issues
- Cost of communications

## Maize

- Major impacts of COVID-19 on cooperatives (top 3) (A2)

Other reported impacts:

<b>Impacts</b>	<b>Times reported (over all 3 Rounds)</b>
Delayed payments from buyers	2
Limit on amount of money that could be withdrawn from the bank	2

### Impacts of government restrictions (A9)

<b>Impacts of government restrictions</b>	<b>Times reported (over all 3 Rounds)</b>
Delayed investments	1
Slowdown in operations because limits on bank withdrawals	3
Lack of alternative crops to market	1

### Impacts on coop members (B1)

Other impacts on members reported:

<b>Impacts on members</b>	<b>Times reported (over all 3 Rounds)</b>
Difficulties to pay back bank loans	1
Delayed preparation of fields for next season	1

### Coping strategies adopted by coop members (B4)

Other coping strategies reported:

<b>Coping strategies</b>	<b>Times reported (over all 3 Rounds)</b>
Social distancing	1
Hygiene practices	1
Increase agricultural production	2
Increase savings	1

### Requests for additional support from members (B6)

Other requests from members reported:

<b>Actions</b>	<b>Times reported (over all 3 Rounds)</b>
Request for payment of dividends	1
Postpone payment of membership fees	1
Postpone repayment of loans made to members	1
Improved access to inputs	1
Establish emergency plan	1

### Actions undertaken by coops (C1 & C2)

Other actions reported

<b>Actions</b>	<b>Times reported (over all 3 Rounds)</b>
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Postponed payment of membership fees	1
Bank transfer instead of cash payment	1
Cooperative set up contingency fund	1
Provided food donations to members	1
Extended loan repayment period	1

#### Planned actions by coops (C4 & C5)

Other planned activities reported:

Actions	Times reported (over all 3 Rounds)
Cooperative to make loan payments for members, to be repaid later	1
Increase area planted to maize	2
Provide support to members to pay school fees	1
Provide loans to members	1
Procure sources for crop insurance	1
Build collective drying shed	1
Sell agricultural inputs	3
Removal of penalties for late loan payments to banks	1

#### Kinds of support coops currently receiving (C6)

Other kinds of support reported:

Support received	Times reported (over all 3 Rounds)
Banks remove penalties for late repayment of loans	1

#### Needed additional support (C7)

Other kinds of requested support reported:

Support requested	Times reported (over all 3 Rounds)
Investments (Maize drying shed, irrigation system, scale threshing machine, transport equipment)	6
Technical support to farmers (extension services)	2
Collateral for loans from banks	2

#### Sources of information (D1)

None

#### Means of communication with members

Other means of communication reported:

Means of communication	Times reported (over all 3 Rounds)
Written communication (announcements)	1

## Horticulture

- Major impacts of COVID-19 on cooperatives (top 3) (A2)

Other reported impacts:

None reported

Impacts of government restrictions (A9)

None reported

Impacts on coop members (B1)

Other impacts on members reported:

None reported

Coping strategies adopted by coop members (B4)

Other coping strategies reported:

<b>Coping strategies</b>	<b>Times reported (over all 3 Rounds)</b>
Hygiene practices	1

Requests for additional support from members (B6)

Other requests from members reported:

None reported

Actions undertaken by coops (C1 & C2)

Other actions reported

None reported

Planned actions by coops (C4 & C5)

Other planned activities reported:

None reported

Kinds of support coops currently receiving (C6)

Other kinds of support reported:

Needed additional support (C7)

Other kinds of requested support reported:

None reported

Sources of information (D1)

None

Means of communication with members

Other means of communication reported:

None reported

**Malawi: Dairy**

(A2) Other reported impacts of COVID-19 on cooperatives:

<b>Impacts</b>	<b>Times reported</b>
Stopped door-to-door extension services	1

(A9) Impacts of government restrictions on cooperatives

(no additional impacts reported)

(B1) Specific impacts on members reported:

<b>Impacts on members</b>	<b>Times reported</b>
Moral decay of youth staying home	1

(B4) Other coping strategies reported by coop members:

<b>Coping strategies</b>	<b>Times reported</b>
Establish village banks	1

(B6) Other requests from members reported:

<b>Actions</b>	<b>times reported</b>
Find new milk buyers	1
Provide training/coaching on business sustainability	1

(C1 & C2) Actions and new activities undertaken by cooperative in response to COVID-19

Other actions reported:

<b>Actions</b>	<b>times reported</b>
Establish village banks	1
Acquire loans to support coop and members	1

(C4 & C5) planned activities by cooperatives to respond to COVID-10

No additional activities reported

(C7) Other kinds of support requested:

<b>Support requested</b>	<b>times reported</b>
New processing plant	1
New warehouse	1
Transport for COVID-10 patients	1

(D1) Other sources where cooperative gets information about COVID-19 and available support services?

<b>Source of information</b>	<b>times reported</b>
Churches	3
Local chiefs	1
Funeral (?)	3
Political rallies (?)	2

(D4) Other strategies used to provide information to members

<b>Strategies to provide information</b>	<b>times reported</b>
During milk delivery time	1

(D5) other types of information provided to members

No other types of information reported

**Malawi: Horticulture**

(A2) Other reported impacts of COVID-19 on cooperatives:

<b>Impacts</b>	<b>Times reported</b>
Members not buying shares	1

(A9) Impacts of government restrictions on cooperatives

<b>Impacts</b>	<b>Times reported</b>
High cost of transport of produce to markets	1

(B1) Specific impacts on members reported:

No other impacts reported

(B4) Other coping strategies reported by coop members:

<b>Coping strategies</b>	<b>Times reported</b>
Grow more and wider range of vegetables	1

(B6) Other requests from members reported:

<b>Actions</b>	<b>times reported</b>
Assist with input purchase	3

(C1 & C2) Actions and new activities undertaken by cooperative in response to COVID-19

No other actions reported

(C4 & C5) planned activities by cooperatives to respond to COVID-19

No additional activities reported

(C7) Other kinds of support requested:

<b>Support requested</b>	<b>times reported</b>
Access to land for cooperative activities	1

(D1) Other sources where cooperative gets information about COVID-19 and available support services?

<b>Source of information</b>	<b>times reported</b>
Churches	3
Local chiefs	1
Political rallies (?)	1

(D4) Other strategies used to provide information to members

<b>Strategies to provide information</b>	<b>times reported</b>
At funerals	1

(D5) other types of information provided to members

No other types of information reported



## II. Annexes

- Survey Protocol and Tool
- Briefs from all three rounds
- Cleaned Dataset
- Training Webinar Materials (PPT)