



Republic of Uganda

Country Strategy and Programme Evaluation (CSPE)

Presentation to the 112th Evaluation Committee session

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Independent Office
of Evaluation



Investing in rural people



CSPE objectives and methodology

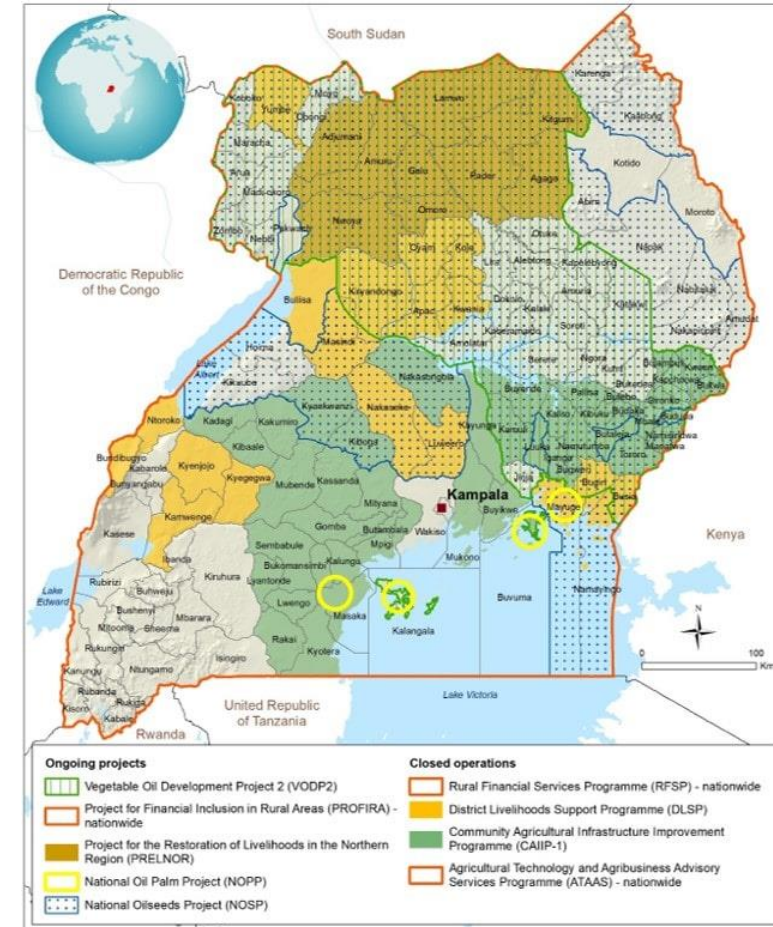
Aimed to assess the strategy and programme performance, and generate findings & recommendations

Mixed methods and reconstructed theory of change of the country strategy and programme

COVID-19 sensitive methodology

- Desk review and data analysis
- Field visit (July 2020) to 18 districts in north and east with national team supervised remotely
- 204 interviews with government, donors, the private sector, CSOs, NGOs, IFAD and project staff
- Focus group discussions with 30 farmer organizations, 12 savings/loans groups and 7 SACCOs

Virtual national workshop held in February 2021



Portfolio (2013-2020)

Evaluated portfolio	Total: US\$ 1.45 billion
Government	US\$ 575 million
IFAD	US\$ 430 million
Intl. co-financing	US\$ 325 million
Local co-financing	US\$ 86 million
Beneficiaries	US\$ 30 million
Loan projects	9 projects (5 closed, 3 ongoing and 1 approved)
Grants	50 (38 funded by IFAD)
COSOPs	2013

Strategic Focus of COSOP 2013

Strategic objectives	<ol style="list-style-type: none">1. Production, productivity and climate resilience of smallholder agriculture2. Integration of smallholders into the markets3. Access to and use of financial services by the rural population
Target area	<ul style="list-style-type: none">• Highest incidence of poverty (North)• Greatest density of poor people (East)
Target group	<ul style="list-style-type: none">• Poor smallholder households• Highly vulnerable households• Women and young people

Overall strategy and programme

- COSOP SOs pursued through project sequencing, but limited instances of cross-learning / operational linkages
- Modest linkages between lending and non-lending activities
- Relevant strategic shift to value chains and the private sector, although tension between commercialization and poverty aims existed
- Increasing geographic coherence and good poverty targeting in the north and east, but lacked attention to youths and transforming role of women
- Project designs consultative but increasingly complexity with limited political economy analysis to manage risks

Effectiveness, Efficiency & Rural Poverty Impact

The three Strategic Objectives were achieved:

- 1) Technologies developed and disseminated
- 2) Agro-processing and market linkages strengthened; and
- 3) Improved outreach and sustainable access to financial services at community level

Good disbursement levels (99%) and rates of return but efficiency reduced by delays, administrative processes and staff turnover

Positive and wide-ranging impact on rural poverty

Impact less clear on nutrition and limited on policy, except for in rural finance and value chains



Major outputs achieved and targets reached

- **17 million people reached** (All household members; Excludes rural finance projects)
- **3 million members reached in rural savings and credit organizations**
- **7,727 km of rural roads constructed/rehabilitated**
- **11,348 ha under oil palm production**
- **Improved seeds/new technologies disseminated and adopted by farmers** (data gaps)



Sustainability of benefits

■ Viable smallholder farming in profitable value chains

■ Sustainable farmers organizations where financial viability was established or strong community ties built

■ Sustainability of savings and credit organizations mixed, weakened by:

- prospective support from apex organizations and private services, as well as
- unsupportive legislative changes

■ Government financial support critical for the agricultural sector as well as for local government to support farmers post-project



Gender equality & women's empowerment / Youth

- Positive results in women's participation, access to assets, income generation, representation in leadership roles and gender relations
- Less attention given to systemic gender constraints and inequitable power relations; women's workloads largely the same
- Good youth participation but anecdotal evidence of the benefits gained



Natural Resources Management and Climate Change Adaptation

- Provision of technical and financial support empowered communities to mitigate NRM risks
- Challenges from more stringent environmental management requirements and guidelines
- Resilience in communities enhanced by growing awareness and uptake of climate change adaptation measures
- Limited regional or policy engagement in climate change related activities



“Non-lending activities”

- Knowledge management enabled learning from past projects with grant support, but lacked resources and linkages across the country programme
- Policy influence and partnership building limited by lack of resources in the IFAD Country Office and transfer of the Country Director to Nairobi
- Mixed results in policy engagement
- Capacity building of Government and rural organizations did not take place

Policy target area	Results
Inclusive rural finance	Achieved
Support rural institutions	Partly achieved
Extension services	Not achieved

Conclusions

- COSOP SOs pursued through sequencing rather than a programmatic approach facilitating lessons learning, but limiting cross-fertilization
- Targeting in the north and east reached poor communities, but there is scope to better address the underlying inequalities faced by women and youth
- Projects have contributed to growing productivity and incomes, particularly through the value chain approach
- Increasing climate variability needs to be addressed more extensively to maintain the portfolio's positive rural livelihoods achievements
- Transfer of the Country Director from Kampala to Nairobi significantly limits partnership building and policy-engagement

Recommendations

- 1 Expand IFAD's effective value chain approach** to other commodities with greater beneficiary outreach potential
- 2 Mainstream climate change** more extensively with direct approaches in the new COSOP, given the growing urgency in Uganda
- 3 Deliver more transformative approaches** and interventions tailored to the specific needs of women and the youth
- 4 Develop a non-lending strategy** that systematizes KM, partnerships and country-level policy engagement as well as provide the necessary resources for its implementation
- 5 Strengthen M&E, reporting and financial management** to bolster governance and anti-corruption measures and improve the assessment of results, especially at impact level

Thank you for your attention



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