

A photograph of two women sitting on the ground, sorting through grain on large, shallow, circular trays. The woman on the left is wearing a patterned headwrap and a colorful, intricately patterned shuka. The woman on the right is wearing a patterned headwrap and a shuka with a prominent checkered pattern. They are both looking down at the grain. The background is a textured, light-colored wall.

# Republic of Uganda

## Country Strategy and Programme Evaluation (CSPE)

Virtual National Workshop

5 February 2021

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Independent Office  
of Evaluation

 **IFAD**  
Investing in rural people

# CSPE objectives and scope

■ Second independent country strategy and programme evaluation in Uganda

■ Objectives:

- To assess the results and performance of the IFAD-financed strategy and programme
- To generate findings and recommendations for new **Country Strategic Opportunities Programme (COSOP)** and partnership between IFAD and Government

■ Scope

- 2013 COSOP and IFAD-lending and non-lending programme from 2013 to 2020
- Projects included: RFSP, PROFIRA, CAIIP1, ATAAS, DLSP, PRELNOR, VODP2, NOPP, NOSP



# Portfolio (2013–2020)

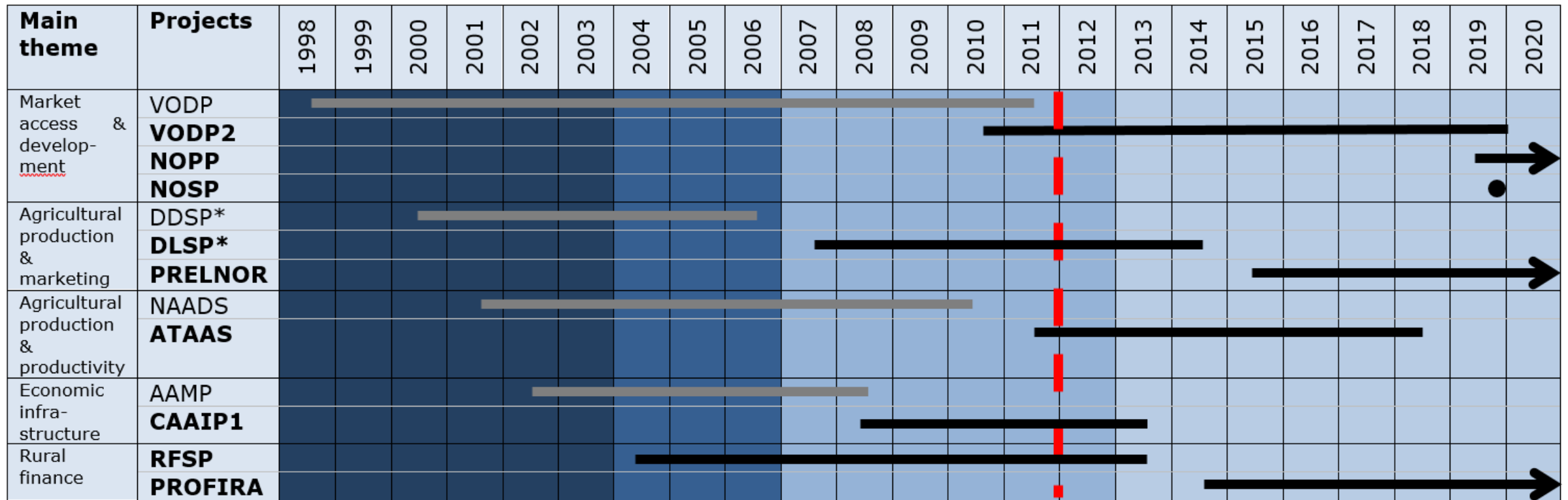
Evaluated portfolio	Total: US\$ 1.45 billion
Government	US\$ 575 million
IFAD	US\$ 430 million
Intl. co-financing	US\$ 325 million
Local co-financing	US\$ 86 million
Beneficiaries	US\$ 30 million
Loan projects	9 projects (5 closed, 3 ongoing and 1 approved)
Grants	50 global, regional, country-specific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



# Strategic Focus of COSOP 2013

Strategic objectives	<ol style="list-style-type: none"><li>1. Production, productivity and climate resilience of smallholder agriculture are sustainably increased</li><li>2. Integration of smallholders into the markets is enhanced</li><li>3. Access to and use of financial services by the rural population are sustainably increased</li></ol>
Target area	<ul style="list-style-type: none"><li>• Highest incidence of poverty (North)</li><li>• Greatest density of poor people (East)</li></ul>
Target group	<ul style="list-style-type: none"><li>• Poor smallholder households</li><li>• Highly vulnerable households</li><li>• Women and young people</li></ul>

# Timeline of projects and COSOPs



Key: ■ COSOP 1998; ■ COSOP 2004; ■ COSOP 2004 (superseded); ■ COSOP 2013; — CPE (1997 – 2011);  
 — Project (from effectiveness to completion); ➔ Ongoing project; ● Approved project  
 \* Integrated rural development

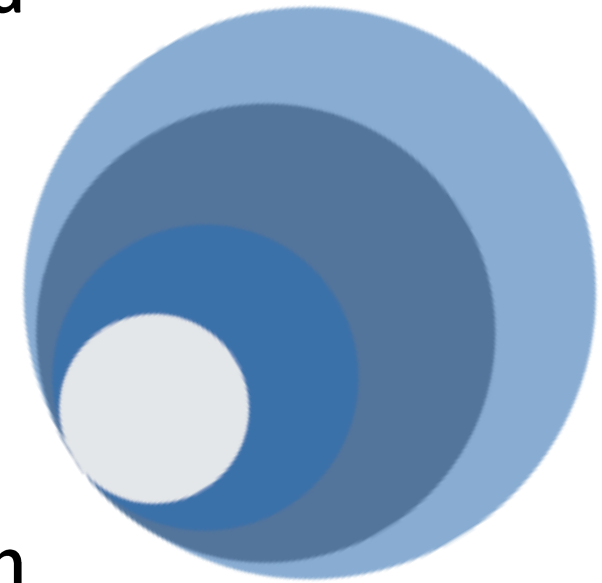


# Findings



# Relevance

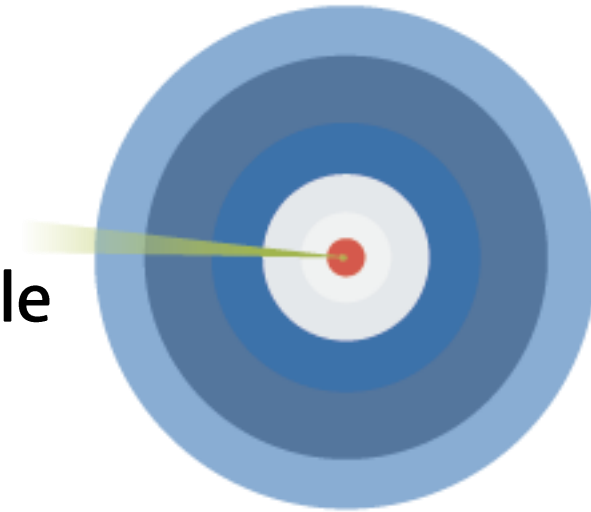
- Relevant project sequencing and strategic shift to value chains, although tension between commercialization and poverty aims
- Good poverty targeting by investing in the north and east, but lacked attention to needs of youths and to transforming the role of women
- Designs consultative but with increasing complexity with limited political economy analysis to manage risks





# Effectiveness

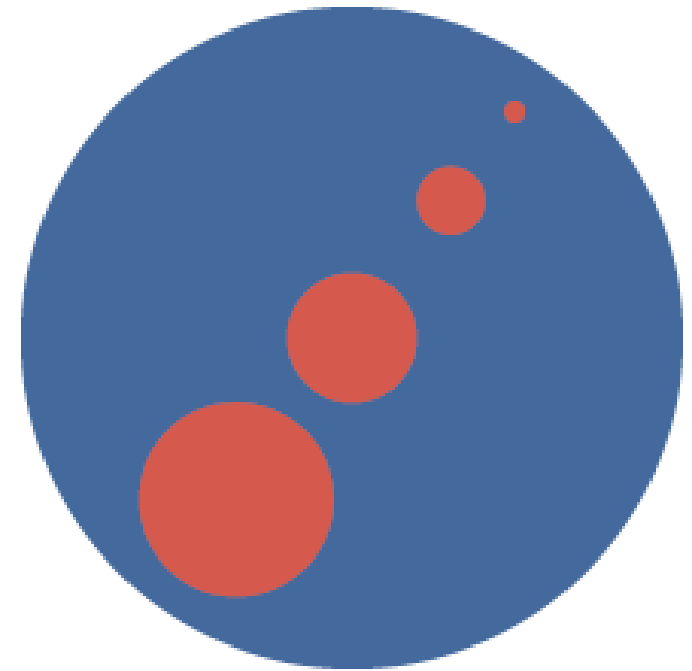
- SO1: Projects succeeded in developing and disseminating technologies through enhanced research capability and building smallholder farmer capacity
- SO2: Agro-processing and market linkages strengthened with extensive construction of roads benefiting poor, while markets show low usage
- SO3: Strengthened outreach and sustainable access to financial services at community level with improvements in selected SACCOs





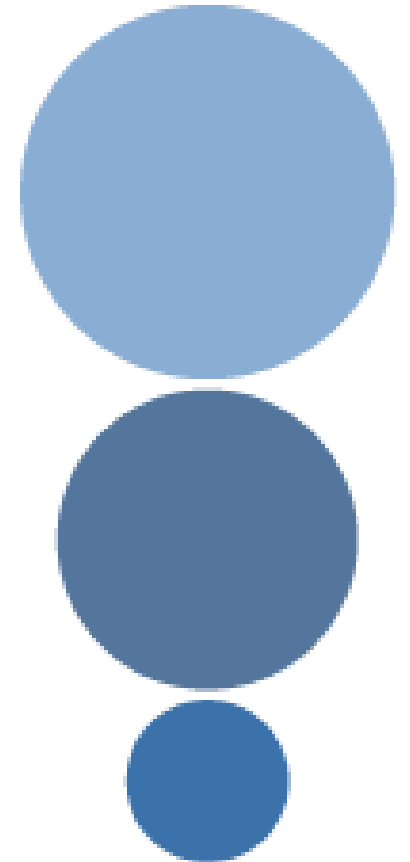
# Major outputs achieved

- **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)



# Efficiency

- Good overall disbursement levels (99%), sound financial management and positive rates of return
- Efficiency reduced by implementation delays, lengthy fiduciary, procurement and contracting processes, and high staff turnover in PMUs
- Generally satisfactory financial systems, but there were several instances of ineligible expenditures



# Rural poverty impact

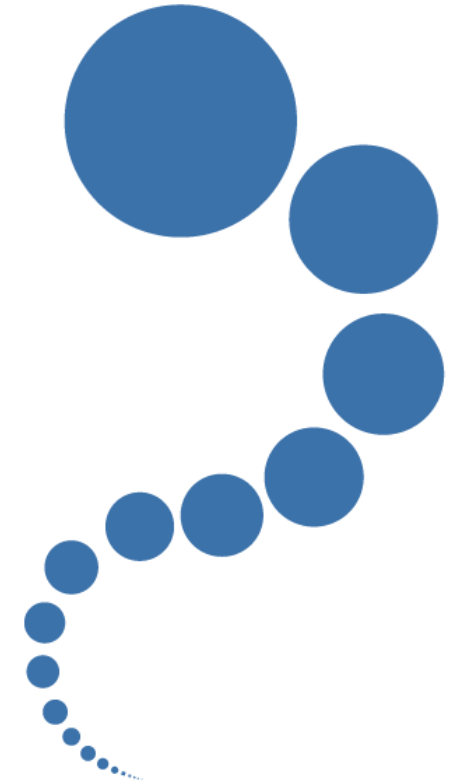
- Increased beneficiary **incomes and assets**, driven by greater use of improved technologies and market access
- Improved **food security, agricultural productivity** and income diversification, but nutrition gains less clear
- Strengthened **human and social capital and empowerment** through skills development and capacity building of existing social groups. Household mentoring effective though limited in reach
- Strengthened grassroots **institutions**, including production and credit-based groups, but limited influence on **policy**, except for in rural finance (Tier IV Act) and value chains





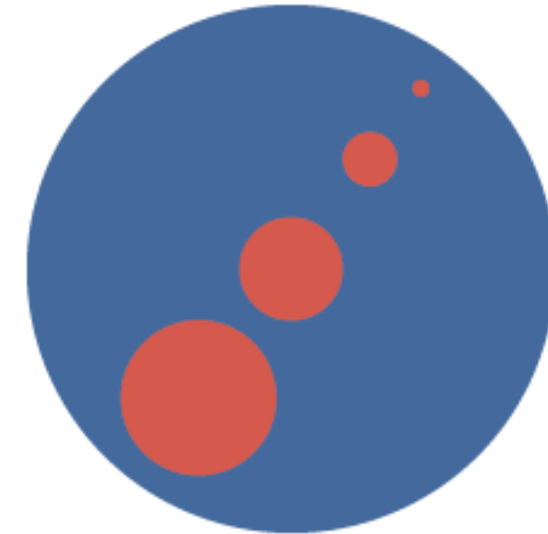
# Sustainability of benefits

- Viable smallholder farming in profitable value chains
- Sustainable farmers organizations, particularly where financial viability was established or strong community ties built
- Sustainability of savings and credit organizations is mixed; weakened by the prospects of support from apex organizations and private support 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



# Innovation and scaling-up

- Most innovations in the portfolio were inherited from the previous COSOP period, plus there were some missed opportunities
- Support for agricultural research has led to a range of technologies being disseminated - some innovative in Uganda
- Some examples of scaling up beyond IFAD projects:
  - improved agricultural technologies; the 4P and nucleus estate model; household mentoring and GALS; and, institutional strengthening of rural savings and credit organizations



# 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 addressing systemic gender constraints and inequitable power relations; women's workloads largely remain the same
- Good youth participation but anecdotal evidence of the benefits gained





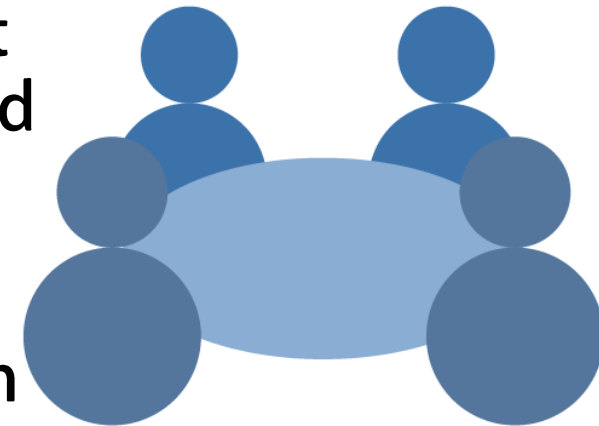
# Natural resources management and climate change adaptation

- Provision of technical and financial support empowered communities to mitigate NRM risks
- Challenges from more stringent environmental management requirements and guidelines from IFAD and the Government
- Resilience was enhanced within communities thanks to growing awareness and uptake of climate change adaptation measures at project level
- Climate change related activities had limited regional engagement or policy action; achievements modest in relation to the broad climate change challenges facing Uganda



# “Non-lending activities”

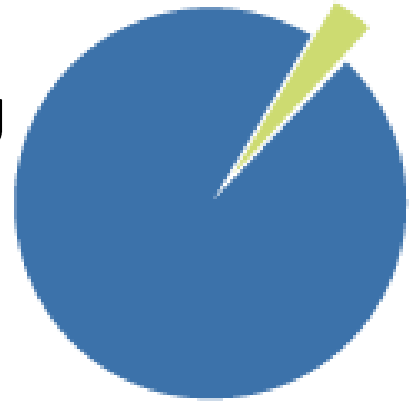
- Knowledge management has enabled learning from past projects, supported by grants, but it lacked resources and linkages across the country programme
- The COSOP’s ambition to achieve policy influence and build partnerships was limited by the lack of resources in the ICO and the transfer of the CD to Nairobi
- Mixed results in policy engagement relative to COSOP targets and 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	Unachieved

# Conclusions

- COSOP SOs have been pursued through sequencing rather than a programmatic approach facilitating lessons learned but limiting cross-fertilization
- Targeting in the north and east has 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
- Climate variability is increasing and needs to be addressed more extensively to avoid negating the portfolio's positive achievements on rural livelihoods
- The transfer of the CD from Kampala to Nairobi is a significant limitation to partnership building and policy-engagement





# Recommendations

- 1 **Expand IFAD's effective value chain approach** to other commodities with greater beneficiary outreach potential.  
**Mainstream climate change** more extensively with direct approaches in the new COSOP, given the growing urgency in Uganda. 2
- 3 **Deliver more transformative approaches** and interventions tailored to the specific needs of women and the youth.  
**Develop a non-lending strategy** that systematizes KM, partnerships and country-level policy engagement as well as provide the necessary resources for its implementation. 4
- 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

Learn more: [www.ifad.org/en/ioe](http://www.ifad.org/en/ioe)

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