

Uganda Country Strategy and Programme Evaluation
National Workshop
(*virtual*) 5 February 2020

**Introductory Statement by Mr Fabrizio Felloni Deputy
Director and Interim Officer-in-charge of the Independent
Office of Evaluation of IFAD**

Excellencies,

Mr Chairman, Honourable Minister of State for Finance, Planning and
Economic Development of General Duties; and

Honourable Minister of State for Agriculture,

Distinguished representatives of the Government of Republic of
Uganda

Esteemed representatives of international organizations and partner
institutions,

Ladies and Gentlemen,

I am delighted to be here at this National Workshop, co-organized
by the Government of Uganda and the Independent Office of
Evaluation of IFAD, in collaboration with the East and Southern
Africa Division of IFAD. During this final step of the Country
Strategy and Programme Evaluation in Uganda, we hope to have a
candid and productive discussion of the findings and
recommendations.

I would like to start by expressing my heartfelt appreciation to the
Government of Uganda, in particular to the Ministry of Finance,
Planning and Economic Development for their invaluable support

throughout this evaluation and for co-organizing today's workshop. I would also like to thank the Ministry of Agriculture, Animal Industry and Fisheries, the Ministry of Local Government, and the IFAD-funded projects for their support during the field mission.

Allow me also to thank the IFAD Programme Management Department starting with its Associate Vice-President, Mr Donal Brown and Ms Sara Mbago-Bhunu, Director of IFAD's East and Southern Africa Division.

My sincere appreciation goes to the IFAD Country Director of Uganda, Ms Lakshmi Moola, who took over the portfolio in mid-2018, and to Mr Pontian Muhwezi, Country Programme Officer, who has provided consistent support to IFAD's operations in Uganda over the past fifteen years and has been a strong advocate of IFAD's mandate in the country.

Finally, I would like to thank the evaluation team, led by Ms Chitra Deshpande, Senior Evaluation Officer in the Independent Office of Evaluation of IFAD, and ably supported by a team of national and international consultants as well as Ms Manuela Gallitto, who provided great administrative support.

Ladies and Gentlemen,

Uganda's economy has grown strongly in the past 20 years, although poverty rates show one-fifth of Ugandans live below the poverty line, and inequality persists in rural areas, the north and

amongst women, young people and refugees. Agriculture provides just a quarter of national GDP, but it employs nearly three-quarters of the labour force and is the main driver of poverty reduction. The transformation of the agricultural sector into an inclusive, resilient and commercially-viable sector is needed to tackle poverty, inequality, food insecurity and poor nutrition.

Our evaluation shows that the IFAD-supported projects have been overall successful at reaching poor rural people in Uganda. They have resulted in increased productivity and better access to markets and rural financial services. The projects have also contributed to growing productivity and incomes, and strengthening individual and group capacities.

More recently, the IFAD-supported portfolio has put greater emphasis on **value chain approaches**. This has increased household incomes and these approaches remain vital for the future economic viability of smallholder farming. Our evaluation recommends expanding IFAD's effective value chain approach to other commodities, like livestock and horticulture, ensuring that they have high beneficiary outreach potential.

The capacity of farmers and rural communities to **adapt to climate change** has also improved, thanks to better access to sustainable land management practices, climate information systems and all-weather roads. Yet, these local achievements are modest when set against the increasing climate variability in Uganda, requiring the new country strategy and projects to mainstream climate change more extensively.

The IFAD-supported portfolio has successfully promoted high levels of participation by women and young people and contributed to their social and economic empowerment. Some **gender transformative approaches** that tackle the root causes of discrimination are also proving successful. Our evaluation recommends that they be delivered across the portfolio, tailored to the specific needs of women and young people.

Finally, IFAD alone cannot bring about the scale of change required for Uganda to transform agriculture into an inclusive, resilient and commercially viable sector. IFAD needs to translate its wealth of experience into useful knowledge products that can benefit other development efforts. The ability to form productive partnerships and influence policies to strengthen impact and scale up results also requires resources. Our evaluation recommends developing a strategy for **knowledge management, partnerships and country policy engagement** that is backed by sufficient resources.

As evaluators, we have provided an impartial assessment of IFAD's programme in Uganda. Now, with your support and active participation, we can gain a better understanding of future opportunities and ways to overcome constraints, and promote more inclusive, sustainable and resilient transformation in smallholder farming. I look forward to a fruitful discussion.

Thank you for your attention.

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**Closing Remarks by Mr Fabrizio Felloni Deputy Director and
Interim Officer-in-charge of the Independent Office of
Evaluation of IFAD**

Excellency,
Authorities of the Government of Uganda,
Development partners,
Ladies and gentlemen,

The Independent Office of Evaluation of IFAD undertakes impartial and evidence-based evaluations of projects, country programmes and corporate policies, to assess the results achieved, and to generate lessons that can be used for greater impact on the quality of performance, and on people's lives. In order for these lessons to translate into greater impact they need to be discussed openly, fully understood and agreed upon. I believe that today's candid and engaging discussion has contributed to this objective.

Furthermore, we hope that the findings, conclusions and recommendations of the Uganda country strategy and programme evaluation presented and discussed today will provide valuable inputs for the finalization of the agreement at completion point - a short document that will summarize the main evaluation recommendations and follow-up actions agreed upon by the Government of Uganda and IFAD Management. Given the excellent

collaboration thus far among IFAD's Independent Officer of Evaluation, the East and Southern Africa division and the Government of Uganda, we also believe that they will be reflected in the new Country strategic opportunities programme between IFAD and the Government.

As we conclude today's national workshop on the country strategy and programme evaluation of Uganda, I would like to reiterate my gratitude to the Government of Uganda, especially the Ministry of Finance, Planning and Economic Development; the Ministry of Agriculture, Animal Industry and Fisheries; and Ministry of Local Government.

I also wish to thank the project implementation teams and the development partners for participating in interviews, supporting the field visit and for generally providing excellent inputs that have contributed to shaping the evaluation findings.

Finally, I warmly thank all of you who have participated and shared so generously your views. We hope that today's workshop may spark further exchange and discussion amongst yourselves towards a country programme that has a greater impact on eliminating poverty and improving the rural livelihoods for women, men and youths of Uganda.

Thank you.