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Support for Development of Inclusive Markets in Agriculture and Trade (DIMAT) Project (2011-2015)



Terminal Project Evaluation Report

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LIST OF ACRONYMS AND ABBREVIATIONS

ACDI/VOCA	Agricultural Cooperation Development International and Volunteers in Overseas Cooperation Assistance
ACE	Area Cooperative Enterprise
APSEDEC	Acholi Private Sector Development Centre
AWP	Annual Work Plan
BL	Business Linkage
BSA	Business Support Association
BYACE	Bukusu Yetana Area Cooperative Enterprise
CAADP	Comprehensive Africa Agriculture Development Program
CDR	Combined Delivery Report
CEO	Chief Executive Officer
CICS	Competitiveness and Investment Climate Strategy
CO	Country Office
CPAP	Country Programme Action Plan
CPD	Country Program
DCO	District Commercial Officers
DIMAT	Development of Inclusive Markets in Agriculture and Trade
DPC	District Production Coordinator
DSIP	Development Strategy and Investment Plan (Agriculture)
EPSEDEC	Eastern Private Sector Development Centre
EUg	Enterprise Uganda
FGD	Focus Group Discussions
GDP	Gross Domestic Product
GoU	Government of Uganda
IMD	Inclusive Markets Development
IP	Implementing Partner
KT	Kilimo Trust
LG	Local Government
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding

MSME	Micro, Small & Medium Enterprise
NDP	National Development Plan
PRICON	Private Sector Development and Consultancy Centre
RA	Research Associate
RPO	Rural Producer Organization
SACCO	Savings and Credit Co-operative
SMS	Short Message Service
SPSS	Statistical Package for the Social Sciences
TAC	Technical Advisory Committee
TOR	Terms of Reference
UNADA	Uganda National Agro-Input Dealers Association
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
VSLA	Village Savings and Loan Association

EXECUTIVE SUMMARY

Government of Uganda, with support from the UNDP, has been implementing a 5-year Support for Development of Inclusive Markets in Agriculture and Trade (DIMAT) project aimed at contributing to the transformation of the agriculture sector from small-scale production/subsistence agriculture to commercialized production, in line with DSIP's Programme 2 on "Market Access and Value Addition." Its objective is to enable the poorest and most vulnerable segment of the population to actively participate in agricultural value chains so as to increase their income, improve livelihood and build resilience at the household and at community level. More specifically, the project was expected to achieve the following outputs illustrated below:

Output 1:	20 business linkages (BLS) established and operationalized
Output 2:	Capacity of small holder producer groups and Business Support Associations (BSAs) strengthened
Output 3:	Innovative pro-poor business concepts developed and operationalized
Output 4:	MSME's access to productive assets (finance, inputs, market information and technology) increased

The total project budget was USD4.112 million of which 2.6million (i.e. 63%) was contribution from UNDP's core resources. The project Implementing Partner (IP) is Enterprise Uganda (EUg) working with 4 Responsible Parties (RPs) namely Kilimo Trust (KT), Eastern Private Sector Development Centre (EPSEDEC), Acholi Private Sector Development Company Limited (APSEDEC), and Private Sector Development and Consultancy Centre (PRICON). The project has been carrying out activities in Northern, Eastern, Western and Central Uganda.

In July 2015, UNDP Country Office commissioned a Consultant (Devinovit Associates Ltd) to undertake the Terminal Evaluation of the DIMAT Project. The main purpose of the evaluation was to find out what worked, why and in what context; and the extent to which, intended and unintended results have been achieved, and their impact on the stakeholders. The evaluators adopted highly participatory and interactive approach. This provided an opportunity for the relevant respondents to share experiences and views. The evaluation was based on 'Ex-ante' and "Ex-post" design. The methodology entailed review of documents, conducting focus group discussions and key informant interviews. The sample size was drawn from all the 4 regions. The Area Cooperative Enterprises (ACEs) were the entry point, from which 2 Rural Producer Organizations (RPOs) were randomly selected. One was from the "most successful" and the other from "least successful" sampling frames of RPOs. Further, from each of the RPOs, 2 farmers were drawn each from a sampling frame of "most and least successful".

The sample size was determined using the formula below (based on the work of Arsham (2005).

$$\frac{rd(1 - rd) \text{ popsize}}{rd(1 - rd) + ((me/c)^2 (\text{popsize} - 1))}$$

Where: sample size = the sample size required for the desired margin of error and population size, c = confidence level z score (95%=1.96), popsize = the size of the population of interest = 63,222, me = the desired margin of error (i.e., 5% = 0.05), rd = response distribution (50% = 0.5). Using this formula, a credible sample size of the primary beneficiaries would be 382. The evaluators were able to interview 508 primary beneficiaries, well above the requisite minimum. Thus, the results of the evaluation were used to draw statistical credible inferences about the target population. Furthermore, sampling took account of the youth, women and men. Overall, 46.3% of the respondents were females and 53.7% were males. Among the youth respondents, 43.7% were females and 56.3% were males. In addition to the beneficiary farmers, 35 key informants (KIs) were interviewed. These were drawn from UNDP, Enterprise Uganda, APSEDEC, EPSEDEC, PRICON, suppliers, off-takers, financiers, District Agricultural and Commercial Officers, and market information providers.

The main findings of the evaluation in terms of the 5 evaluation parameters specified in the Terms of Reference (TORs) namely relevance, effectiveness, efficiency, impact and sustainability are summarized below.

Relevance of the Project: The project was designed in line with Government of Uganda agricultural sector policies, priorities and strategies; National Development Plan (2010-2015), United Nations Development Assistance Framework (2010–2014) and the UNDP Country Programme (2010-2014). The relevance of DIMAT was further endorsed by all the respondents contacted by the evaluators. Respondents feel that the project addresses their felt needs. These include: improvement in agricultural practices, access to markets, enhanced income at household level, gender and youth empowerment, among other benefits. Respondents were equally satisfied with the choice of enterprises being supported under the project.

Effectiveness: Results of **Outputs 1, 2 and 4** were satisfactorily achieved given the short implementation period. However, realization of anticipated results of **Output 3** was constrained by conceptual issues and weak linkages with the other outputs.

Efficiency: The overall project delivery rate attained as at the end of 2014 was 77.9% which reflects a relatively satisfactory performance given the time period involved. This rate will be higher when the 2015 CDR is released.

Impact: Despite the short period of implementation, several outcomes have been achieved under the various outputs. Notable under **Output 1** are: i) adoption by the farmers of a business-like outlook towards the agricultural value chain and ii) improved household income, food security and welfare including paying school fees, medical bills, and acquisition of household assets.

Average area planted increased from 1.766 acres to 3.071 acres. Beneficiaries pointed out that output also increased. For the rice crop, average yield also increased from 328 Kgs per acre to 614 Kgs per acre. Before the project, farmers indicated that they were receiving on average, US\$1,166/Kg. With skills gained from the project, they now receive US\$1,916/Kg. This is a significant improvement. If these parameters are applied to the entire population of beneficiaries (i.e. 63,222) one can envision significant improvement in livelihood. Increased incomes are judged from increased acreage farmed, output, yields and prices as indicated in the table below.

“Before” and “After” Project analysis for Area planted, Output, Yield and Prices received by Rice farmers in Northern Uganda

	Parameter	Mean	N	Std. Deviation	Std. Error Mean	Sig. (2-tailed)
Pair 1	Area (Acres) planted before the Project	1.766	34	0.903	0.154	0.000
	Area (Acres) planted after the Project	3.071	34	1.173	0.201	
Pair 2	Output (Kgs) before the Project	409.091	34	128.992	22.121	0.000
	Output (Kgs) after the Project	1660.001	34	400.151	68.625	
Pair 3	Yield (Kgs/Acre) before the Project	328.030	34	123.266	21.140	0.000
	Yield (Kgs/Acre) after the Project	614.166	34	246.763	42.319	
Pair 4	Price (US\$Kgs) before the Project	1166.666	34	100.503	17.236	0.000
	Price (US\$Kgs) after the Project	1916.667	34	179.927	30.857	

Regarding **Output 2**, the most significant outcomes include i) acquisition by farmers of modern agronomic practices being applied regardless of size of land holding (cited by 97% of the 508 primary beneficiaries), ii) improved agronomic practices including planting in lines, and soil and water conservation, iii) visible spirit of self-reliance and empowerment especially among women and youth. Women have increased ability to pay fees (cited by 15.3% of the respondents), saving own money (15.0%), being self-reliant (14.6%) and use of VSLAs. In addition, women mentioned increased investment in agriculture (10.1%), buying of assets (8.4%), and reduced domestic violence (8.1%). Among the youth, the major project outcomes were training (mentioned by 51.2%, which is 260 of the 508 respondents) and buying of assets (43.5%) such as land, solar panels, farming tools, bicycles

and motorcycles. Additionally, they sited advice from elders (34.1% of the respondents), self-reliance and improved behaviour (including reduced drinking).

With regard to **Output 3**, has initiated awareness about the BCtA concept among private sector companies and farmers. According to progress reports, passion fruit farmers in Kabale and Kanungu were assisted to strengthen their linkages with innovative private sector companies, although the prospective linkage with Inyange Industries of Rwanda is yet to materialize.

Output 4, the major outcomes include: i) strengthening the saving culture and spurring establishment of functional VSLAs and SACCOs. These were sources of loans for about 70% of the farmers, ii) using available communications technologies to access and share market information e.g. FIT Uganda that uses Short Service Messages (SMS) to deliver information, and iii) creation of capacity for the ACEs and RPOs to prepare business plans and funding proposals in order to access productive assets from financial institutions and development partners. Cases in point include Latyeng and Muhorro ACEs that have secured loans in the amount of UGX500 million and UGX400 million, respectively. The one of Muhorro had attracted funding from African Development Bank (ADB).

Sustainability

The Evaluators believe that the project has a high potential for sustainability. This is evidenced by the following factors: i) Acquisition of knowledge, skills and mind-set change by the farmers for engaging in agriculture as a business, ii) availability of other projects and programmes supported by other agencies such as Africa 2000, ABi Trust, USADF, Integrated Seed Sector Development (ISSD), Action Against Hunger, WFP, ACDI-VOCA. These provide opportunities for farmers' groups to continue building technical and financial capacities necessary for sustainability, iii) willingness of the District Local Governments to support the project also presents an opportunity for integration of project activities in the district development plans and activities. However, factors that will affect sustainability include: i) the limited involvement of relevant Local Government departments, ii) unpredictable weather conditions, iii) lack of crop finance, iv) inadequate agricultural extension services, v) fake/poor quality inputs supplied by some suppliers, and vi) unfavourable terms set by some off-takers .

Conclusions

The major conclusions of the evaluation with regard to project design, Implementation and project results are as follows;

Design:

i) The DIMAT Project was prepared in accordance with UNDP guidelines with a clear logical framework and relevant Government Policies and priority enterprises, ii) late incorporation of the Value Chain Studies into the project greatly delayed the implementation of core project activities, and iii) failure to involve other critical stakeholders such as Local Governments, weakened the process and potential benefits of integrated development planning at Local Government level.

Implementation

i) The project initially experienced some challenges in regard to role clarity, relationships and coordination arrangements that took some time to resolve. Subsequently, the Responsible Parties executed their assigned roles and responsibilities effectively, especially with regard to Outputs 1, 2 and 4. However, results on Output 1 in the Western and Central regions are being achieved without necessarily using formal linkages as is the case of Muhorro ACE, ii) implementation of core project activities was delayed by nearly a year due to the duration of the Value Chain studies undertaken. This limited the potential impact that the DIMAT project should have had on the targeted beneficiaries, iii) the project was adequately monitored and supervised as evidenced both by the project monitoring and progress reports as well as observations by respondents interviewed, and iv) the IP and RPs executed their roles and responsibilities competently.

Project results

i) Capacity building (Output 2) has been the most successful intervention of the project, having empowered the project beneficiaries with knowledge, skills and positive business orientation. This will propel sustainability of agricultural and trade transformation at community level, and ii) the biggest learning experience is attributed by the respondents to the model demonstration farms and the exchange visits facilitated by the RPs.

Recommendations

The evaluators have made the following recommendations:

Design

i) Prior to project design, there is need to undertake relevant baseline studies to adequately inform project design, ii) there is need for stakeholder analysis in order to establish possible collaboration to maximize synergies and avoid duplication, iii) to the extent possible, effort should be made to involve Local Government actors in project management cycle to enhance ownership and sustainability, iv) more efforts should be geared towards supporting farmers to increase productive capacity and competitiveness as the major strategy for empowering the farmers in the market place, v) there is need to identify and support the special development needs of the marginalized groups especially women, youth and persons with disabilities to facilitate full exploitation of their potential role in agricultural and trade development, vi) incorporate a component to strengthen and support VSLAs to access financial services in order for them to help their members, vii) projects like DIMAT need to

ensure better linkage with the UNDP Climate Change Programme, to enable farmers to access reliable and timely information on weather, in light of the increasingly unpredictable climatic conditions, viii) UNDP should consider enhancing its visibility with downstream projects like DIMAT.

Implementation

i) There is need to strengthen further the capacity of ACEs to offer services to their members. This would include enhanced capacity building in business plan preparation, post-harvest handling, secure and cost effective storage facilities, ii) more resources should be allocated to model demonstration farms and farmer exchange visits given the high potential benefits associated with this capacity building initiative, iii) farmers' groups should be assisted to acquire appropriate and affordable agricultural technologies and transport facilities that can be accessed by their members cost effectively, vi) UNDP should continue reviewing its policies and procedures to improve disbursement of project funds to support timely project implementation, vi) the seed stockists should be given specialised training to ensure that the farm inputs supplied to farmers are of the right quality.

Project Results

The project should be continued in order to realize more fully the original intended objectives. Empowering communities takes time and should not be hurried given their low level "Ex-ante" status.

Lessons learned

i) Building linkages between farmers' groups on the one hand and off-takers and suppliers on the other takes more than merely signing MOUs and takes time to actualize, ii) demonstration sites and farmer field visits are effective mechanisms for mind-set change, learning and adoption of modern agronomic practices, iii) the project has demonstrated that when women are given the opportunity to participate, and lead, they make very effective and innovative change agents at community and family levels.

1.0 BACKGROUND AND CONTEXT

1.1 BACKGROUND

The agriculture sector in Uganda is characterized by a large number of smallholder producers, where over 80% of farmers operate on plots between 1 and 5 acres. The sector contributes to over 20% of GDP and employs over 70 % of the population. However, over the past decade, the sector's growth has been below the target of 6% set by the Comprehensive Africa Agriculture Development Program (CAADP). Government of Uganda's Agriculture Development Strategy and Investment Plan 2010/2015 (DSIP) emphasizes the need to transform the agriculture sector from small-scale production/subsistence agriculture to commercialization, listing 17 priority commodities¹. The primary aim of the DSIP is to ensure sustainable and market-oriented production, food security and household incomes in the country. Also recognized are the key sector players that include the private sector and the farmers who engage in farm production, agro-processing and marketing of agricultural outputs; the financial institutions that provide finance and credit to the farmers and cooperatives at various levels of value chains.

Support for Development of Inclusive Markets in Agriculture and Trade (DIMAT) project was aimed to contribute to the transformation of the agriculture sector from small-scale production/subsistence agriculture to commercialized production in line with DSIP's Programme 2 on "Market Access and Value Addition." The concept of 'inclusive markets' refers to market arrangements that extend choices and opportunities to the poor (and other marginalized groups) as consumers, producers, and wage earners. Inclusive markets aim at creating affordable goods and services needed by the poor while promoting participation by all relevant actors. A Value Chain is a sequence of related value adding business activities for a specific product or service, from primary production through processing, transformation, marketing, and up to the final sale of the particular product to consumers. It also includes the provision of specific inputs needed in the different stages of production (see UNDP, Inclusive Markets Development Handbook, 2010).

Uganda's National Development Plan (NDP) 2011/15 and the Competitiveness and Investment Climate Strategy (CICS) 2006-2010 further highlight the importance of introducing measures to improve competitiveness and agriculture market integration as a way of ensuring sustained economic growth. These include activities aimed at improving market access, encouraging value addition and conformity to international standards and infrastructure development. Other needs include improved market information flows, logistics and storage facilities, interventions aimed at bulking production to attain economies of scale, and assistance with registration and certification arrangements. Strengthening of Business Linkages (BLs) is recognized as being a central part of this commercialization strategy.

¹Background in the terms of reference for the Terminal Evaluation of DIMAT

The DIMAT Project was designed with specific reference to the UNDP Country Programme Document (CPD), the United Nations Development Assistance Framework (UNDAF), and the National Development Plan (NDP) 2010-2015 as well as the Agriculture DSIP as illustrated in the table below.

Table 1: Linkages between DIMAT Outputs Country Level Outcomes

NDP (2010/11-2014/15)	258 Objective 1 Enhance agricultural production and productivity 259 Objective 2: Improve access to and sustainability of markets
DSIP (2010-2014; and National Agricultural Policy)	Market Access and Value Chains
UNDAF Outcome 2:2	Vulnerable segments of the population increasingly benefit from sustainable livelihoods and in particular improved agricultural systems and employment opportunities to cope with population dynamics increasing economic disparities, economic impact of HIV/AIDS, environmental shocks and recovery challenges by 2014.
CP Outcome 2:2	Increased productivity, competitiveness and employment in agriculture, trade and tourism sectors, particularly women and youth
Expected CP Output 2:2:2	Functional inclusive markets in agriculture and trade in place
Project Document Title	Support for the development of Inclusive Markets and Trade

Data Source: NDP1 (2010-2015), UNDAF and DIMAT Project Document

DIMAT, which began in the last quarter of 2011 was originally planned to end in 2014. It was intended to improve the competitiveness of markets in three selected commodities, namely, beans, cassava and rice. In addition it was to enhancing the participation of low-income smallholder farmers as producers, consumers, employers and employees in the selected value chain. The primary objective of DIMAT was to enable the poorest and most vulnerable segment of the population to actively participate in agricultural value chains so as to increase their income, improve livelihood and build resilience at the household at community level.

The interventions provided under DIMAT at all levels were expected to be demand-driven in order to foster sustainability of the agriculture transformative process upon expiry of the project assistance. Sustainability would be assessed in terms of viable products, profitable farmers groups, and farmers with the knowledge, skills and right mind-set earning increasing incomes to improve the welfare of their families.

According to the project document, the total project budget was USD 4.112 million of which 2.6 million (that is 63.2%) was contribution from UNDP's core resources. The project implementing partner is Enterprise Uganda (EUG) working with four (4) Responsible Parties namely Kilimo Trust (KT), Eastern Private Sector Development Centre (EPSEDEC), Acholi Private Sector Development

Company Limited (APSEDEC), and Private Sector Development and Consultancy Centre (PRICON). The project has been carrying out activities in Northern, Eastern, Western and Central Uganda.

More specifically, the project was expected to achieve the following outputs and activities outlined in the table below:

Table 2: Summary of Project Outputs and Activities

<p>Output 1: 20 business linkages established and operationalized</p> <p>To attain the target under this Output, the Implementing Partner and Responsible Parties were to ensure that the following key activities are carried out:</p> <p><i>A1: Identify and select potential business linkage partners (suppliers and off-takers)</i></p> <p><i>A2: Provide business development services to selected enterprises</i></p> <p><i>A3: Create formal business linkages, and</i></p> <p><i>A4: Mentor established business linkages</i></p>
<p>Output 2: Capacity of small holder producer groups and Business Support Associations (BSAs) strengthened</p> <p>The key activities under this Output include:</p> <p><i>A1: Identify capacity gaps of the small holder producer groups and BSAs</i></p> <p><i>A2: Develop and implement capacity building initiatives by the small holder producer groups and BSAs</i></p> <p><i>A3: Disseminate timely market information</i></p>
<p>Output 3: Innovative pro-poor business concepts developed and operationalized</p> <p>The key activities under this Output include:</p> <p><i>A1: Identify and sensitize corporate private sector companies and MSMEs</i></p> <p><i>A2: Facilitate development of pro-poor business solutions, and</i></p> <p><i>A3: Mentor established business partnerships</i></p>
<p>Output 4: MSME's access to productive assets (finance, inputs, market information and technology) increased</p> <p>Key activities include:</p> <p><i>A1: Conduct mapping exercise of MSME's access to productive assets and</i></p> <p><i>A2: Facilitate access to financial services, market information and appropriate technologies</i></p>

Data Source: DIMAT Project Document

In July 2015, UNDP Country Office commissioned a Consultant (Devinovit Associates Ltd) to undertake the Terminal Evaluation of the DIMAT Project following the outcome level evaluation of the CPAP that was conducted at the end of 2014. The CPAP Outcome Evaluation provided important insights for evaluation of DIMAT. The rest of the sections below describe the evaluation intervention

including the purpose of the evaluation, the strategy adopted by the Consultant to ensure successful execution of the evaluation exercise. The evaluation scope, objectives, criteria and key questions posed to the target respondents, the methodology used, the sampling frame, data collection methods and data analysis methodology are also articulated. The findings, conclusions, lessons learned and the recommendations are presented.

1.2 EVALUATION SCOPE AND OBJECTIVES

This section highlights the scope of the evaluation in terms of geographical coverage, outputs and outcomes assessed. It also presents the objectives of the evaluation spelling out issues to aid decision making; further it details the evaluation criteria used as well the evaluation questions.

1.2.1 Evaluation Scope

The DIMAT Project Terminal Evaluation covered the activities undertaken in Central, Western, Eastern and Northern Uganda. The value chain enterprises include beans, cassava and rice. The project was planned to begin in the last quarter of 2011 and end in December 2014, but was extended in line with the extended CPAP. It targeted primary beneficiaries i.e. Area Cooperative Enterprises (ACEs), Rural Producer Organizations (RPOs) and individual farmers. Also covered were other key players including, input suppliers, market Off-takers, Business Support Associations (BSAs), service providers such as financial institutions, market information providers, transporters, major implementing actors namely; APSEDEC, EPSEDEC, PRICON, Kilimo Trust (KT) and EUg (the Implementing Partner). Other key informants include the Senior Supplier (UNDP), Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Ministry of Trade Industry and Cooperatives (MTIC), Uganda National Farmers Federation (UNFFE), Uganda National Agro-input Dealers Association (UNADA) and Private Sector Foundation - Uganda (PFSU).

1.2.2 Evaluation Objectives

The main objective of the evaluation was to find out what worked, why and in what context and the extent to which, intended and unintended results have been achieved, and their impact on stakeholders. The evaluation results will primarily be used by UNDP and its partners to improve future project design and implementation; to inform decision on allowing for scaling-up or to re-direct future projects in agriculture value chain and inclusive business; and to examine replicability.

1.2.3 Specific Objectives

Specifically, this evaluation is meant to provide information to users (UNDP and its partners) as they make decisions concerning whether to continue with the project interventions based on the outcomes and impact realized. The report also provides information to decision makers with regard to the future project performance improvement based on the analysis of successes and shortcomings during project formulation and implementation. Thirdly, decisions will be made regarding the aspects

of project extension modifications and adjustments in order to maintain its relevance. The evaluation has highlighted the successes, challenges, recommendations and documented lessons learned during implementation of the project to guide decision making. In a nutshell, the evaluation results should be used by the UNDP as senior supplier and its relevant partners to improve future project design and implementation as well monitoring and support supervision.

1.2.4 Evaluation Criteria

The Project was evaluated in accordance with the guidelines provided by Development Assistance Committee (DAC) and focussed on 5 key result areas namely; relevance, efficiency, effectiveness, impact and sustainability.

- Relevance refers to the extent to which the project objectives, selected enterprises, and ecological zones, map against national priorities, policies, strategies and the needs of the target beneficiaries.
- Effectiveness refers to the extent to which the project deliverables met the set targets.
- Efficiency was evaluated in terms of achievement of expected benefits commensurate with the inputs.
- Impact refers to change attributed to of the project interventions on the target populations and communities. This is in terms of skills acquisition, adoption of new and modern farming practices, increase in household assets and community empowerment with special focus on women and youth empowerment.
- Sustainability on the other hand refers to the acquired capacities for continuation of the project benefits following closure of project assistance.

1.2.5 Evaluation Questions

Based on the above mentioned criteria, and guided by the terms of reference, the evaluation team developed a set of questions intended to address the 5 variables stated above. The questions revolved around what worked, why and in what context and were designed to capture data on the functionality of three major project phases i.e. project formulation, project implementation and project results (See **Annex 1**) for further reference.

1.3 EVALUATION APPROACH AND METHODOLOGY

1.3.1 Approach

The approach that was adopted was highly participatory and interactive, to provide opportunity for the relevant actors in the DIMAT project arrangements to share their experiences, views and possible

recommendations for improvement in future projects. The target respondents and key informants were encouraged to be as candid as possible in their responses so as to achieve the purpose of the project terminal evaluation exercise. Inclusiveness in selecting respondents was emphasized with particular interest in gender to assess the level of women and the youth participation in the activities covered by the project.

1.3.2 Methodology

Upon award of contract, the evaluation team prepared and presented an Inception Report (IR) to the UNDP Country Office (CO). This report was subsequently reviewed and approved at a joint meeting attended by UNDP, EUg and Kilimo Trust (see **Annex 2**). The evaluation team incorporated the comments and suggestions made at the above mentioned meeting into the Draft Report after which a Final Evaluation Report together with a Popular (abridged) version was submitted to the client – UNDP/CO, as per the terms of reference. By and large, the study adopted a cross-sectional design, and utilized both quantitative and qualitative approaches. An “Ex-ante” and “Ex-Post” approach against outputs and targets was used to gauge project performance along value chain of the 3 enterprise viz: Beans, Cassava and Rice.

1.3.3 Data Sources

Both secondary and primary data were used. Secondary data was used to understand the full project context covering the different phases of design, implementation, monitoring and reporting. Key documents reviewed include the UNDP Country Program Document (CPD), CPAP Outcome Evaluation report, the Agricultural Development Strategy and Investment Plan, National Development Plan, DIMAT project document, annual work plans, monitoring and progress reports, Combined Delivery Reports (CDRs) 2011-2014, and minutes of meetings, among others.

Primary data was collected from the primary beneficiaries who are the farmers. These respondents were interviewed both in groups (ACEs & RPOs) as well as individually including visits to selected farms. Besides farmers, KI include; input stockists, market information providers, off-takers, financiers and project implementers, UNDP, Enterprise Uganda, Ministry of Trade, Industry and Cooperatives (MTIC), Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) DIMAT Board, DIMAT Technical Advisory Committee (TAC).

1.3.4 Sample and Sampling Frame

The study population consisted of 63,222 farmers in 33 districts across Central, Eastern, Western and Northern Uganda where DIMAT is being implemented. The evaluation was conducted in a sample of 10 districts targeting 860 respondents.

The sample districts were selected purposively basing on the beans, cassava and rice value chains using a criteria of production and trading activities as documented in the baseline reports². The selected districts within the respective regions are indicated in Table1. In each of the districts, the ACEs were the entry point and these were selected as per available performance reports and the recommendations of the Responsible Parties. From each of the selected ACEs, two sampling frames of RPOs were compiled using the criteria of “successful” and “not so successful”.

Success was based, inter alia, on volume bulked, contracts signed and vibrancy of leadership. From each of these sampling frames, one RPO was randomly selected with whom FGDs were held. While taking gender into account, 2 farmers were selected from a sampling frame of 6 in each of the selected RPOs. In consultation with the key contact in the selected ACE, one ‘successful’ farmer and another considered ‘not so successful’ or “poorly performing” were selected. These farmers were visited and interviewed on site. A minimum membership of thirty (30) was assumed per RPO for focus group discussions.

The sample size was determined using the formula below (based on the work of Arsham (2005)³.

$$\frac{rd(1 - rd) \text{ popsize}}{rd(1 - rd) + ((me/c)^2 (\text{popsize} - 1))}$$

Where:

- sample size = the sample size required for the desired margin of error and population size.
- c = confidence level z score (95%=1.96)
- popsize = the size of the population of interest = 63,222
- me = the desired margin of error (i.e., 5% = 0.05)
- rd = response distribution (50% = 0.5)

Using this formula, a credible sample size of the primary beneficiaries would be 382. This sample size would ordinarily be adequate for statistical inferences based on the parameters describe above. However, for credibility the evaluators opted for a larger sample size of 792. Out of this, the actual number of primary beneficiaries interviewed was 508. In addition to the beneficiary farmers, 68 key informants were to select to be interviewed. Of these, 35 were interviewed as indicated in the table below.

² Value Chain Analysis Reports

³ Arsham, H. (2005). Tight Bounding of Continuous Functions over Polyhedrons: A New Introduction to Exact Global Optimization. International Journal of Pure and Applied Mathematics 19(3)

Table 3: Sample Size for ACEs, RPOs and Individual Farmers

Enterprise	Region /District	Responsible Party	ACE	Number of Respondents					
				ACE board / Management		2 RPOs per ACE (30 members per RPO)		Farmers (2 per RPO)	
				Planned	Achieved	Planned	Achieved	Planned	Achieved
	Northern	APSEDEC							
Rice	Nwoya		Anaka	2	2	60	31	4	2
Rice	Nyoya		Alero Labala CS	2	4	60	45	4	4
Rice	Gulu		Latyeng	2	4	60	76	4	4
			Sub Total	6	10	180	152	12	10
	Western	PROCON							
Rice	Kibaale		Muhorro - MACE	2	6	60	12	4	2
	Hoima		Buhimba-Buhaguzi	2	1	60	27	4	2
Beans	Kyenjojo		Butunduzi-Rugorrra	2	2	60	19	4	-
Cassava	Hoima		Bulindi	2	2	60	22	4	4
			Sub Total	8	11	240	80	16	8
	Eastern	EPSEDEC							
Rice, Cassava	Namutumba		Namutumba Farmers Association	2	7	60	34	4	4
Beans	Manafa		Bukusu Yetana Area Cooperative(BYACE)	2	1	60	66	4	1
Cassava	Budaka		Bugwere Rural Development Organisation	2	3	60	89	4	4
			Sub Total	6	11	180	189	12	9
	Central	Kilimo Trust							
Rice									
Beans	Mubende		Kitumbi	2	-	60	-	4	-
			Myanzi	2	1	60	27	4	-
Cassava									
			Sub Total	4	1	120	27	8	-
			Total	24	33	720	448	48	27
			Total Sample Size	792				508	

Sampling clearly took account of the youth, women and men as indicated in the table 4 below.

Overall, 46.3% of the respondents were females while 53.7% were males. Among the youth respondents, 43.7% were females and 56.35 were males. This indicates that farmer groups were still dominated by men.

Table 4: Distribution of respondents by sex

Category	Female	Male	Total
Youth	80	103	183
Adults	155	170	325
Total	235	273	508

Data source: SPSS data analysis

In addition to the beneficiary farmers, 68 key informants were to select to be interviewed. Of these, 35 were interviewed as illustrated in the table below.

Table 5: Informants at the regional and districts levels

Region/District	Key Informants per Responsible Party	District officials and other project actors (District Production Coordinator, District Commercial Officer, Input Suppliers, Financiers, Off-takers and market information Providers)	
Northern	APSEDEC Officials	Planned	Achieved
Kitgum	3	6	
Gulu		6	9
Nwoya		6	2
Sub total	3	18	11
Western	PRICON Officials		
Fortportal	4		
Hoima		6	2
Kibaale		6	1
Kyenjojo		6	2
Sub total	4	18	5
Eastern	EPSEDEC Officials		
Mbale	3		6
Jinja			1
Namutumba		6	2
Manafwa		6	7
Budaka		6	3
Sub total	3	18	18
Central	Kilimo Trust Officials		
Kampala	3		2
Mubende		6	
Sub total	3	6	2
Overall Total	13	60	35

The actual target number was realized due to a number of challenges faced by the evaluation team (see section 1.5). A comprehensive list of all respondents interviewed is provided in **Annex 3**.

1.3.5 Data Collection Procedures

Pre-Field Activities

A number of preparatory activities were undertaken in preparation for data collection. These included; preliminary discussions between the Consultant and the Client (UNDP), Implementing Partner–Eug and Responsible Parties to clarify issues in the terms of reference, share the detailed work plan, level expectation.

Overall quality assurance

To ensure that quality data was collected the consultants engaged adequately trained Research Associates (RAs) with experience in conducting one-on-one and key informant interviews.

The Consultant team, led by the project manager liaised closely with UNDP and EUg through regular communications and meetings in order to address technical and operational issues affecting the progress of the exercise. The team also made regularly to review process and any quality assurance matters. In addition, the consultant submitted draft report for review and comments by the client prior to preparation and submission of final evaluation report.

1.3.6 Data Processing and Analysis

Processing and Analysis of Quantitative Data

The data from individual farmers were coded, entered and analyzed using SPSS (Version 18). MS Excel was used to make graphs and the report written using MS Word. An analysis plan was formulated in line with the key variables in the study. Data were analyzed using frequencies, percentages and descriptive statistics that include; measures of central tendency (e.g. means) and measures of dispersion (e.g. standard deviation and ranges). To compare “Before” and “After” scenarios, Pairwise Analysis was used. Cross-tabulations were also used to compare regions where deemed necessary.

Processing and Analysis of Qualitative Data

Qualitative data from key informant interviews will be transcribed and typed out. Content and thematic analysis procedures were used to establish answer patterns to the raised issues and in tandem with the survey objectives. Themes and sub-themes relevant to the objectives of the study were identified to enable coding. Frequencies and percentages were also used for some selected variables.

1.4 COMPLIANCE WITH UN STANDARDS

The Consultant was cognisant of the need for compliancy with the UN standards guiding project evaluation studies. Consequently, due regard was given to aspects of stakeholder participation, independence and ethical considerations⁴. Each consultant involved in the evaluation has signed UNEG Code of Conduct as required by the guidelines (see **Annex 4**).

1.5 MAJOR LIMITATIONS OF THE EVALUATION

Time was the major limitation to undertaking of a comprehensive evaluation of the project. Evaluators had to complete the exercise within a very short period of 20 days including review of a large compendium of documents, collection of primary data from geographically distant respondents in all four regions of the country, analysis of massive data and preparation and submission of draft and final reports.

Firstly, communication delays between ACEs and RPOs. Secondly, delays in reaching the targeted ACEs and RPOs due to some roads undergoing construction. Thirdly some roads were impassable as a result of rain and blockage by other road users. Fourthly, meetings with RPOs were also affected by on-going political activities. For example there was a dispute on creation of counties in which most of the target beneficiaries were involved. It was then difficult to fully re-mobilize them.

⁴ UNEG Guidelines & UNDP/EO handbook on Monitoring & Evaluating for Results, New York 2003

2.0 FINDINGS

This section presents the major findings of the evaluation. The evaluation focused on project performance in terms of parameters already elaborated in **Section 1.2.4** above. The evaluation findings are as highlighted below.

2.1 RELEVANCE OF THE PROJECT

From the review of several policy and strategy documents, it is clear that the project was designed to address critical national development priorities reflected in National Development Plan 2010/11-2014/15. These priorities include the need for transition from subsistence to commercialized agriculture. Government of Uganda believes this can only take place through emphasis on competitiveness, wealth creation and inclusive growth. Further, the need for trade promotion through expansion of markets is crucial to Uganda's development agenda.

The United Nations Development Assistance Framework (2010–2014) and the UNDP Country Programme (2010-2014) also recognize Uganda's development challenges to include, among other things, inadequate investment in agriculture and trade and provided the framework for UN agencies to support Government in its endeavours towards economic transformation. In view of the above, therefore, DIMAT maps Uganda's agricultural and trade transformative agenda to UNDP's CPD and CPAP.

The relevance of DIMAT was further endorsed by all the respondents contacted by the evaluators. Respondents feel that the project addresses their felt needs. These include: improvement in agricultural practices, access to markets, enhanced income at household level, gender and youth empowerment, among other benefits. Respondents were equally satisfied with the choice of enterprises being supported under the project.

2.2 EFFECTIVENESS

Evaluators assessed effectiveness in relation to performance out-turns by reference to the approved annual work plans and annual progress reports prepared by the IP (see **Annex 5**). The findings with regard to this parameter are presented below.

Output 1: Business linkages established and operationalized

Project Target:

- i) 20 BLs (annual work plan 2011 set a target of 50 BLs)
- ii) 4,000 MT of disaggregated commodities traded

Output indicators:

- i) No. of BLs identified, supported and fully functional
- ii) Volume of produce actually traded (disaggregated by selected commodities)

Actual performance over the project duration:

- i) 47 MOUs were signed
- ii) A total of 22 supply contracts (6,000MT) worth over UGX6 billion was signed (see Progress Report 2014)
- ii) 90 RPOs in 28 MSMEs were mentored covering, 234 farmers (164 male and 70 female)
- iii) Training manuals were developed and a total of 533 linkage facilitators from 24 linkages trained in selected areas

Performance on this output exceeded the project target of 20 BLs by over 100%. However, the evaluators note that in 2011 when the first work plan was approved the target set was 50 BLs. It is therefore, necessary to reconcile the actual target agreed by the contracting parties.

Key activities undertaken under this output include: scoping studies on agricultural subsectors, value chain mapping and analysis; off-taker identification and profiling, MSMEs identification, profiling and capacity building, development standard MOU template, provision of business development services, and facilitation of exchange visits. All these are important interventions for improving market access.

The establishment of BLs was more successful in the Eastern and Northern regions where active linkages have been established between rice growing RPOs and ACEs on the one hand and large off-takers on the other hand. The major success factors behind this arrangement include: i) older and well-established farmers groups with strong governance structures and ii) the commitment and adherence by both parties to the terms and conditions in their MOU. For instance, Upland Rice Millers support the functionality of the business relationship with farmers by providing i) free training ii) free extension, drying and storage facilities iii) value addition and branding and iv) free laboratory analysis and test-milling of the quality of farmers produce. Bulk volumes among these ACEs ranged between 3 MT and 15MT for Rice and Beans per season,

However, the ACEs visited in Central and Western regions had not yet established functional linkages with off-takers yet. A major reason for this is the fact that most of the RPOs under these ACEs are still relatively young. On the other hand, the ACEs visited in Hoima and Kibaale Districts had not developed functional business linkages due to the unfavourable terms and conditions offered by the prospective off-takers. For instance, Cereal World wanted the ACEs to deliver their produce to the off-taker's stores in Kampala, a proposition that was considered unprofitable. Accordingly, ACEs

like Muhorro opted out of this arrangement and instead continued to bulk and sell to whomever offered favourable terms. This ACE bulked Beans (up to 10MT) and Rice (up to 60MT). Furthermore, in the case of Myanzi ACE in Mubende District, the farmers were cheated by an off-taker who never paid them for their produce resulting in demoralization regarding large off-takers. A major challenge pointed out by off-takers is the failure by the farmers groups to meet the volumes of quality produce agreed upon in the MOUs. This constraint cuts across all three enterprises and regions.

The potential for bulking farmers produce is increasingly evident as many of the ACEs and RPOs have storage facilities of varying capacity. In addition, several ACEs have set up processing facilities to add value to their produce. These ACEs have leveraged the support from DIMAT with that provided by other partners. For example United States African Development Foundation (USADF) which has supported Muhorro ACE and Buhimba ACE to acquire storage and processing facilities.

Output 2: Capacity of small holder producer groups and Business Support Associations (BSAs) strengthened

Project target:

13 BSAs strengthened

Output indicator:

No of BSAs supported to increase productivity and market power

Actual performance over the project duration:

37 MSMEs were mentored and coached 12 BSAs selected and profiled

Key activities undertaken under this output include: capacity assessment and profiling, development of capacity building models, use of demonstration site, conducting farmer group exchange visits, training (in post-harvest handling, use of ICT to access markets, access to credit, TOT, mentoring and coaching).

Performance on this output was excellent, registering a success rate of over 92%. 37 MSMEs were coached and mentored benefiting a total of 132 farmers (41 female and 91 males) in various skills which they were already applying to improve yield and post-harvest handling including drying sorting and storage, resulting in increased household incomes.

The 12 BSAs have used the knowledge acquired to deliver customized capacity building interventions to member groups of 32 MSMEs in various areas including farming as a business, production and marketing management.

Output 3: Innovative pro-poor business concepts developed and operationalized

Project target:

5 pro-poor business models in agriculture sector developed and operationalized

Output indicators:

- i) No. of signed contracts
- ii) No. of innovative pro-poor business innovations developed and operational

Actual performance over the project duration:

- i) Activities and budgets for 5 BCtA models were prepared and agreed upon.
- ii) According to progress reports, Kilimo Trust assisted farmers in Kabale and Kanungu to construct a model nursery house with a 10,000 litre fero tank which enabled the farmers to supply 32MT of passion fruits to a large off-taker (Inyange Industries of Rwanda).

Key activities under this output include a BCtA mapping study undertaken, development of concept papers, mobilization of private sector corporate companies to participate in the BCtA initiative, development of BCtA models, training of Board members and management in different areas including cooperative management skills, technical and financial evaluation skills, and provision of technical support and dissemination of appropriate information to key actors.

Evaluators learnt that operationalization of this output, which was largely championed by an expert, experienced some difficulties that impacted its performance. The UNDP might wish to reflect on the specific performance on this output and draw relevant lessons.

Output 4: MSME's access to productive assets (finance, inputs, market information and technology) increased

Project Target:

At least 200 MSMEs facilitated to access financial services and availed information on appropriate technologies

Output indicator:

No. of MSMEs accessing and utilizing agricultural extension services, financial services, technology and market information

Actual performance over the project duration:

The 600 MSMEs and 30 ACEs representing 13,507 farmers were empowered with skills to access productive assets. According to the Progress Report for 2014, nearly 40% of the farmers project beneficiaries are women.

Key activities include completion of a diagnostic study on MSMEs constraints to accessing productive assets, capacity assessment of service providers to access market information, training of MSMEs, facilitation of MSMEs to access productive assets, facilitation of Village Savings and Loan Association (VSLAs) to negotiate with financial institutions, and development of business plans, among other skills.

Performance under this output was also found to have exceeded the target by 300%. Farmers were using modern technology namely mobile phone and FM radio stations to access and share market information. In some districts, the District Commercial office endeavours to source and share market information on the district notice boards which farmers can access.

Technology use was, however, still largely primitive relying largely on the hand hoe. Farmers are still largely unable to bear the cost of tractor hire and even animal traction ploughs.

The evaluators found that sustainable access to financial services is still largely undeveloped. While the ACEs and some RPOs have bank accounts, only a few, like Bukusu Yetana Area Cooperative, have borrowed funds to support their agricultural activities. A number of ACEs have initiated Savings and Credit Cooperatives (SACCOs) while several RPOs have formed VSLAs. These measures augur well for the development of not only financial literacy among the communities, but also the financial independence and sustainability of both the farmers groups and their members. The evaluators noted with some satisfaction the vibrant role of women in championing the VSLAs, in particular, and promotion of farmers groups in general.

Growth in youth membership is increasing due to the mind change among the youth resulting from sensitization by various stakeholders including the RPs, ACEs, RPOs, family members and the community at large. A major constraint to youth involvement in farming, which also affects women, is lack of access to land. There is need to put more efforts to mobilize youth to take keen interest in agriculture as a business through value chains.

2.3 EFFICIENCY

Table 6 : Analysis of Annual Work Plan Budgets and Combined Delivery Reports (CDR 2011-2014)

Project Outputs	Year 2011		Year 2012		Year 2013		Year 2014		Year 2015
	Annual Budget	CDR	Annual Budget	CDR	Annual Budget	CDR	Annual Budget	CDR	
Core Programme (UNU)	0	0	0	25,595	0	-1,956	0	23,136	
1. Business Linkages established and operationalized	71,356	0	568,510	347,099	293,990	310,987	210,153	234,445	
2. Capacity strengthening	15,938	0	137,900	52,867	132,096	124,703	163,480	179,182	
3. Pro-poor business concepts developed and operationalized	45,350	0	159,013	31,855	142,317	59,201	129,520	63,665	
4. Access to Assets – productive use	13,984	0	18,910	44,268	172,814	81,121	181,080	337,156	
5. Project Management Costs	74,779	58,816	212,202	136,777	200,437	91,350	215,432	209,045	
Total	221,302	58,816	1,025,635	636,325	941,654	665,406	899,615	1,045,856	
Disbursement by UNDP		-261.48		57,821		58,185		108,540	
% of UNDP disbursement		-0.44%		9.09%		8.74%		10.38%	

Source: UNDP Combined Delivery Reports (2011 – 2014)

Table 7: Efficiency of project performance

Expenditure against approved annual budget (%)				
Outputs	2011	2012	2013	2014
Business Linkages established	0	61.1	105.8	111.6
Capacity Strengthening	0	38.3	94.4	131.1
Pro-poor business concepts	0	20.0	41.6	49.1
Access to productive assets	0	234.1	46.9	186.2
Project management	78.7	64.5	45.6	97.0
Overall	26.6	62.0	70.7	116.3

Source: Annual Work Plans and Combined Delivery Report for the Years 2011 to 2014

Note: The % is calculated as CDR/AWP*100

The Project was approved with a total budget of USD 4,112,000 of which 2,600,000 i.e. 63.2% contributed by UNDP from core resources; the balance of USD 1,512,000 was to be mobilized as non-core resources (see **project document**). The available evidence presented in above table suggests that UNDP's contribution increased from the initial USD 2,600,000 to USD 3,088,256 at end of 2014 (see **Approved Annual Work Plans**) and to USD 3,438,006 by end of 2015. There were no additional extra-budgetary resources mobilized for the project. Tables 1 and 2 above show that in terms of expenditure there was a slow start yet USD 58,816 (26.6%) was spent on management in 2011.

Despite the slow start, efforts were made by the parties to fast-track project implementation, including some activities being directly implemented by the UNDP Country Office. As a result the overall project delivery rate attained at the end of 2014 was 77.9%. This level of performance falls short of expectation in resource utilization. In addition, following the decision to extend the CPAP by an extra one year to align the Country Programme and UNDAF to the National Development Plan (NDP), most projects including DIMAT were extended with additional budgetary resources. In the case of DIMAT an additional USD 349,750 was allocated and these funds will be accounted for in 2015.

2.4 IMPACT

This project has been implemented for just over two years which is too short to realize significant impact. Impact was, therefore, assessed in terms of the results associated with each of the outputs. These are discussed below.

In relation to **Output 1**, the major results include i) adoption by the farmers of a business-like outlook towards the agricultural value chain ii) adoption and promotion of quality assurance practices in order to enjoy better prices for their commodities iii) enhanced revenue for input suppliers and off-takers iv) improved governance and management practices (strong leadership, business planning, records management, among others) v) enhanced commitment to working in groups, demonstrated by the establishment of new RPOs during the project period vi) improved household income, food security and welfare including paying school fees, medical bills, and acquisition of household assets including land and vii) enhanced potential for increased financial transactions between financial institutions and farmers.

Regarding **Output 2**, the most significant results include i) acquisition by farmers of modern agronomic practices being applied regardless of size of land holding ii) development of in-house capacity for training fellow farmers iii) improved agronomic practices iv) visible spirit of self-reliance and empowerment especially among the women and youth. A large number of rural producer organizations have had their leadership and managerial skills especially among women strengthened.

This is demonstrated by the relatively large number of women members of the RPOs (40%), some of which are led by women chairpersons.



A picture taken from Anaka depicting modern agronomy practice of planting rice in lines

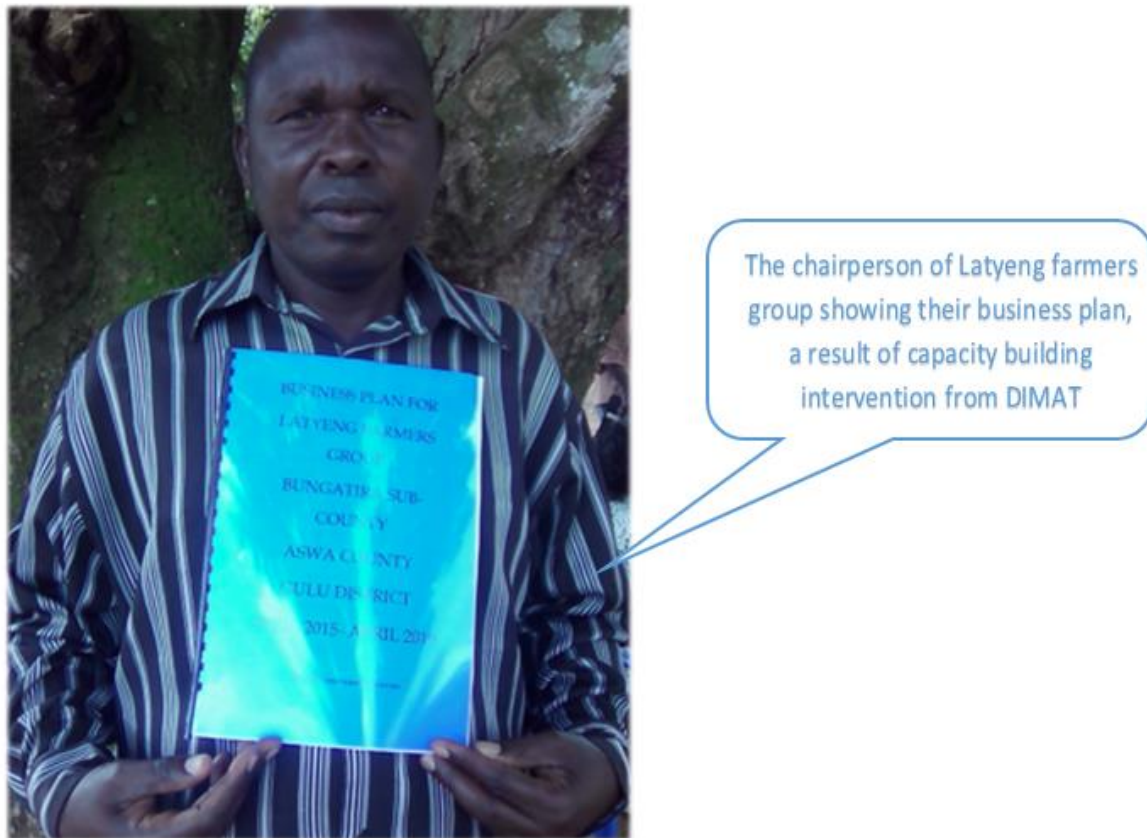
Picture taken on the 6th August, 2015

Output 3, has initiated awareness about the BCtA concept among private sector companies and farmers. According to progress reports, passion fruit farmers in Kabale and Kanungu were assisted to strengthen their linkages with innovative private sector companies, although the prospective linkage with Inyange Industries of Rwanda is yet to materialize.

Regarding **Output 4**, the major results include i) successful leveraging of extension services support to their members ii) enhanced relationships between farmers groups and financial institutions iii) strengthened the saving culture and spurred establishment of functional VSLAs and SACCOs iv) improved agricultural practices using animal traction technology v) value addition to farmers produce (wine from beans and coffee in Manafwa District) vi) using available communications technologies to access and share market information. A case in point is the linkage between ACE and FIT Uganda for purposes of accessing market information.

The project also created capacity for the ACEs and RPOs to prepare business plans and funding proposals in order to access productive assets from financial institutions and development partner. Cases in point include Latyeng and Muhorro ACEs that have secured loans in the amount of UGX500

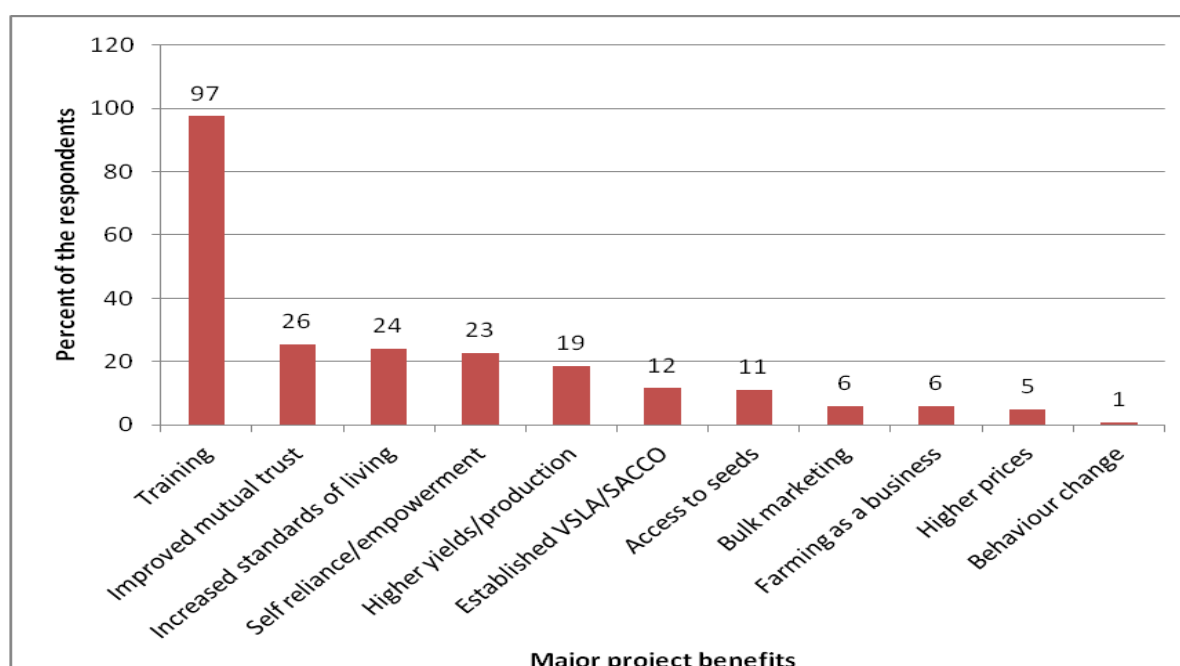
million and UGX400 million, respectively. The business plan for Muhorro ACE has attracted funding from African Development Bank.



Picture taken on the 5th August, 2015

The most glaring impact of the DIMAT project to the primary beneficiaries was capacity building and this was mentioned by the majority of the respondents (495 of the 508 which constitutes 97% of the primary beneficiaries) (**Figure 1**). The training was in various forms including; use of demonstration gardens for recommended agronomic practices, planting in lines, records management, control of pests and diseases, soil and water conservation at individual farmer level. At the ACE and RPOs level, records management, and business planning were indicated. Improved mutual trust has increased appreciation of the importance and value of working together in groups. This was mentioned by 130 (26%) of the respondents. Cohesion has increased and this has positive implications to social capital making it easier to handle challenges such as deaths, health and wedding. Improved standards of living were also among the dominant project outcome indicators that were mentioned (123 of the 508 respondents which is 24%). Examples that were given as indicators of improved living standards were; ability to pay school fees, better quality clothes and improved diets among others.

Figure 1: Distribution of Project impact on the primary beneficiaries



Data source: SPSS data analysis

Beneficiaries also pointed out an important benefit of easier mobilisation among the members. Owing to this benefit there has been establishment and re-enforced operationalization of village savings and loan associations (VSLAs) and SACCOs as important mechanisms for fostering group sustainability and independence. The farmers are in better position to save and get loans under more friendly terms (this benefit was ranked sixth in descending order among the key project success pointed out). Other benefits were; access to quality seeds, bulk marketing, farming as a business and higher prices.

Since 19% of the respondents (95 out of the 508 respondents) cited increase in yields as a result of the project, it was deemed necessary to critically analyses this submission. It was supported by a Pairwise ('Before and After') analysis of acreage, output and yields. This analysis was done for Rice in the Northern region. Results show that the acreage, output and yields of Rice had significantly increased (**Table 8**). Area planted increased from 1.766 acres to 3.071 acres. Beneficiaries pointed out that output also increased. Yield increased from 328 Kgs per acre to 614 Kgs per acre. Although there was no opportunity to fully triangulate this information, this is a proxy indicator that farmers were realizing better yields partly due to the training acquired that enable them to plant in lines and use of quality seeds that they had received. It was not possible to undertake a thorough analysis of Cassava and Beans value chains with regard to these parameters, partly due to lack of records. Further, some farmers had planted only one project season and could not compare the "Before" and "After" situations.

Table 8: “Before” and “After” Project analysis for Area planted, Output, Yield and Price received among Rice farmers in Northern Uganda

Parameter		Mean	N	Std. Deviation	Std. Error Mean	Sig. (2-tailed)
Pair 1	Area (Acres) planted before the Project	1.766	34	0.903	0.154	0.000
	Area (Acres) planted after the Project	3.071	34	1.173	0.201	
Pair 2	Output (Kgs) before the Project	409.091	34	128.992	22.121	0.000
	Output (Kgs) after the Project	1660.001	34	400.151	68.625	
Pair 3	Yield (Kgs/Acre) before the Project	328.030	34	123.266	21.140	0.000
	Yield (Kgs/Acre) after the Project	614.166	34	246.763	42.319	
Pair 4	Price (US\$ /Kg) before the Project	1166.666	34	100.503	17.236	0.000
	Price (US\$ /Kg) after the Project	1916.667	34	179.927	30.857	

Data source: SPSS data analysis

The project had enhanced farmers’ awareness of market dynamics including the value of quality assurance, post-harvest handling, bulking and negotiation for better prices with markets off-takers. This was further supported by the analysis of prices received by Rice farmers in Northern Uganda, “Before” and “After” the project. Before the project, farmers indicated that they were receiving on average, US\$ 1,166/Kg. With skills gained from the project, they now receive US\$ 1,916/Kg. This is a significant improvement. This benefit has spurred improved household income and welfare enabling families to meet domestic obligations including school fees for their children, improved food and nutrition security and purchase domestic assets.



A primary beneficiary in Budaka exhibiting how DIMAT interventions have improved his livelihood (4th August 2015)

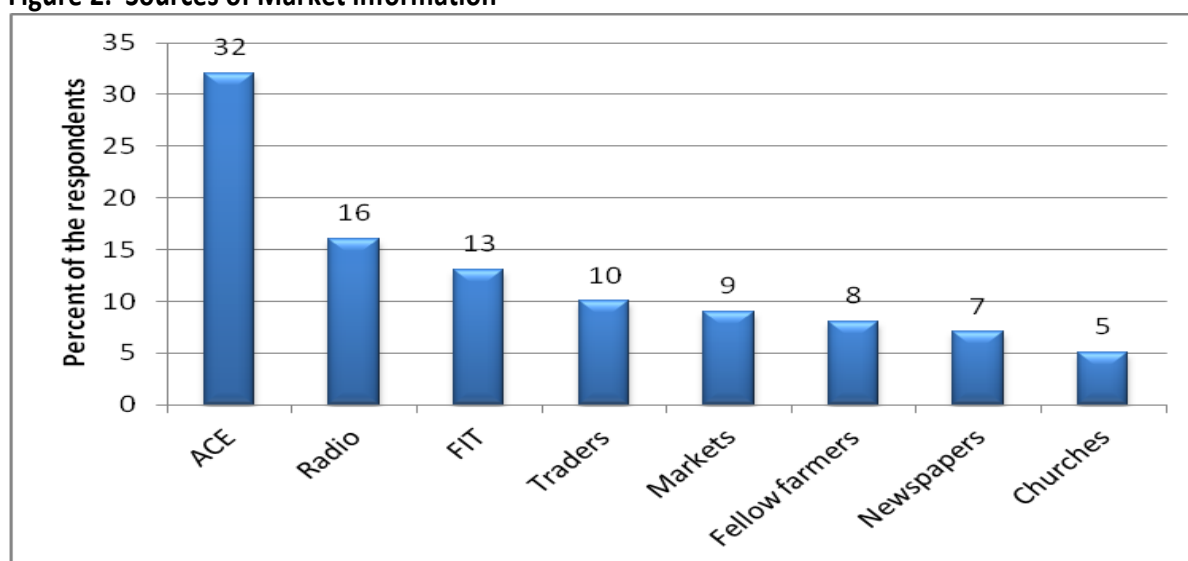
In addition, there has been sharpened leadership and managerial skills especially among women demonstrated by the relatively large number of women members of the RPOs some of which are led by women chairpersons. Besides, the project has created capacity for the ACEs and RPOs to prepare business plans and funding proposals in order to access productive assets from financial institutions and development partners.

The evaluators noted further that the project had ignited the interest of youth into agriculture as a business undertaking which augurs well with sustainability and addressing youth and employment, even though this varied across regions. Field visits and study tours were highly appreciated by the beneficiaries as they were in position to learn from one another to improve their farming approaches. Under this arrangement, they visited their successful counterparts to appreciate what they do and learn from them. The beneficiaries pointed out that they are now more confident to undertake farming. They are more self-reliant unlike in the past.

Key successes registered by the primary beneficiaries

One of the project results is the ability to access market information. The ACEs are most dominant source of market information accessed by farmers. They receive information from various sources and write it on boards at the offices. Some do disseminate the information during trainings and meetings with members. This was cited by 163 out of the 508 respondents (35%). Figure 2 below illustrates this achievement. Radio, FIT Uganda and Traders were the other critical sources of market information. Access to such information helps the farmers to make informed decisions regarding to where to sell and the price to sell at.

Figure 2: Sources of Market information

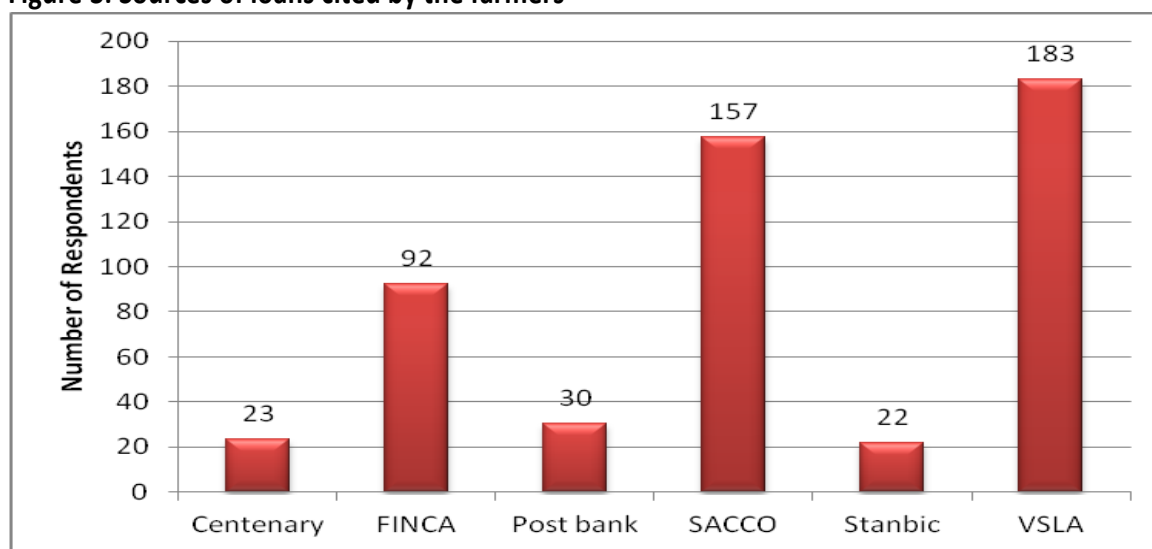


Data source: SPSS data analysis

Access to loans had increased over the project period. This was true across most RPOs. Farmers are able to borrow mainly from VSLAs (183 of the 508 respondents) and SACCOs (157 out of the 508 respondents) (**Figure 3**).

Among the dominant Microfinance Institutions that farmers patronise, is FINCA-Uganda. The predominant commercial banks that were mentioned were; Post Bank, Centenary and Stanbic. Access to loans comes with a pre-requisite of opening accounts, which has invariably increased also over the project period.

Figure 3: Sources of loans cited by the farmers



Data source: SPSS data analysis

The major sources of inputs and for which BLs were established by ACEs are provided by region in in table 9. In the Central region, Kilimo Trust was cited as the major input supplier, but no off-taker was given. In the Eastern region, Africa 2000, El Shadai and Namutumba District Farmers Association (NADIFA) were cited as suppliers while Busia MPDCs, Upland Rice and Kampala traders were the major off-takers. In the Northern region, Alero, a private company Equator seeds and Naitonal Crops Resources Research Institute (NaCCRI), and Namulonge, an Institute under the National Agricultural Research Organisation (NARO) were the some of the suppliers. The Off-takers are Opit Millers, Schools and Hospitals and Payero Millers. For Western region, Muhorro ACE and FICA are the major suppliers while Nyati, Cereal World and Oloya trust are the major off-takers.

Table 9: Major sources of inputs and off-takers by region

Input suppliers			
Central	Eastern	Northern	Western
Kilimo Trust	African 2000	Alero	Muhorro ACE
	El Shadai	Equator Seeds	FICA
	NADIFA	Namulonge	
Off-takers			
Central	Eastern	Northern	Western
	Busia MPDCs	Opit Millers	Nyati
	Kampala Traders	Schools	Cereal World
	Upland Rice Millers	Hospitals	Oloya Trust
		Payero Millers	

Data source: SPSS data analysis

With regard to men, the major indicator of progress resulting from the project was paying fees (mentioned by 31.0% of the respondents) see **Table 10** bellow. Buying assets was also highly ranked as an indicator of progress among men (25.9%). The assets that were mentioned included; livestock, bicycles, motorcycles, radios and TVs. Farming as a business was also cited as a strong pointer of progress. Other major ones were; business expansion, building houses and paying dowry.

Table 10: Indicators of progress among male members

Indicator	Frequency	Percentage
Ability to pay fees	158	31.0
Bought assets	132	25.9
Doing farming as a business	65	12.7
Expanded the business	50	9.8
Savings	41	8.1
Build house	39	7.6
Paid dowry	14	2.8
Able to keep records	9	1.7
Opened bank accounts	2	0.4
Total	508	100

Data source: SPSS data analysis

2.5 SUSTAINABILITY

The findings show that the project interventions can be sustained by the following;

- i) The acquired knowledge, skills and mind-set by the farmers
- ii) the ability of farmers' organizations to mobilize and empower members

- iii) The availability of other projects and programmes supported by other agencies such as Africa 2000, ABI Trust, USADF, Integrated Seed Sector Development (ISSD), Action Against Hunger, WFP, ACDI-VOCA, etc.
- iv) Willingness of the District Local Governments to integrate project activities in the district development plans.

However, factors that will affect sustainability include;

- i) the limited involvement of relevant Local Government departments in the critical stages of the project cycle especially project design, monitoring and evaluation,
- ii) high operating costs (for rented offices and stores) faced by ACEs and, especially RPOs,
- iii) unpredictable weather conditions,
- iv) lack of crop finance compounded by high interest rates charged by financial institutions,
- v) lack of access to affordable productive assets including access to land,
- vi) inadequate agricultural extension services, and
- vii) pests and diseases.

Other parameters assessed by the evaluators include gender and youth involvement, governance and management arrangements and UNDP visibility. These are discussed below.

2.6 GENDER AND YOUTH

The main findings are as follows:

Overall, men are the dominant members of farmers groups (about 60%) followed by women (40%).

⁵The youth, across gender, represent a smaller percentage of about 10%.

The evaluators found that farmers groups led by women were outstanding in their vibrancy, commitment and organization, and also enjoying the support and admiration of male members

The DIMAT project benefitted various sexes and age groups in various ways. For women, paying fees was the major one (with 15.3% of the total respondents cited this) (Table 11). This further shows the value that farmers attach to education. Being able to save money ranked second among the indicators 15.0% of the respondents). Self-reliance and being united under VSLAs were also key indicators of progress. Increased investment in agriculture, buying assets such bicycles, ox ploughs and radios were also critical indicators cited.

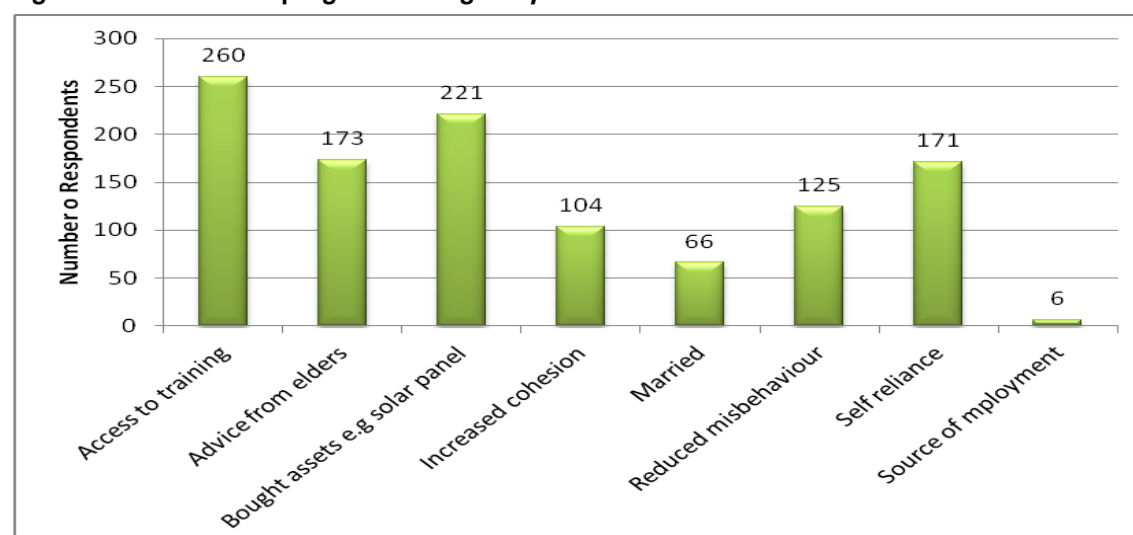
⁵ Annual WPs and Annual Progress reports

Table 11: Indicators of progress among women members

Indicator	Frequency	Percentage
Paying fees	78	15.3
Save Own money	76	15.0
Self-reliance	74	14.6
United for VSLA	74	14.6
Increased investment in Agric	51	10.1
Bought assets	43	8.4
Reduced domestic violence	41	8.1
Access to good health service	23	4.6
Food security	23	4.5
Nutritional security	13	2.5
Financial stability	7	1.4
Increased investment in trade	5	1
Building houses	1	0.2
Total	508	100

Data source: SPSS data analysis

For the youth, the major progress indicator was the training that they underwent. This was mentioned by 51.2% of the respondents (which is 260 of the 508 respondents) (Figure 4). This has equipped them with skills to progress in farming as a business. Many a youth also cited buying of assets (43.5%) such as solar panels, farming tools, bicycles and motorcycles. The advice got from elders through interacting with them as members of farmer groups was highly ranked among the benefits (mentioned by 34.1% of the respondents). Self-reliance and improved behaviour (including reduced drinking were also highlighted and attributed to DIMAT project).

Figure 4: Indicators of progress among the youth

Data source: SPSS data analysis

2.7 GOVERNANCE AND MANAGEMENT ARRANGEMENTS, AND UNDP VISIBILITY

The main findings are as follows:

In the initial stages of project implementation, there were significant gaps relating to the roles, responsibilities and relationships among the key actors (Senior Supplier, Board, TAC, IP and RPS) that impacted effective coordination of the project. The evaluators, however, noted that remedial measures were taken to resolve the identified constraints including, for instance, appointment of a co-Chair for the Board; co-opting the TAC Chair on the Board; clarification of TAC's role and relationship to Board; streamlining funds disbursement; and resolution of the tensions between some the RPs.

Joint monitoring visits were conducted involving the Senior Supplier, IP, the RPs and reports thereof were prepared. Board meetings were held, albeit late on some occasions, to consider and action the Annual Work Plans and Budgets as well as the Progress Reports submitted by RPs through Enterprise Uganda. Some Board members were not able to attend scheduled meetings on regular basis thereby possibly affecting the quality of decisions made. However, the project monitoring and tracking is in the UNDP Atlas system which has updated indicators at output, outcome and strategic levels. Results Oriented Annual Reporting is based on this framework that informs decision making and programme processes. The evaluators also noted that the visibility of UNDP in the project areas was inadequate with many beneficiaries not even aware that UNDP provided the funds. Since UNDP works with Government, the two need to be known and appreciated at the grassroots level.

2.8 Challenges facing project beneficiaries

The most predominant challenge mentioned was climate unpredictability (57.3% or 291 of the respondents) (Table 12). This curtails planning and timely planting. It also reduces optimal resource use. Secondly, farmers face lack of adequate capital to invest in farming remains a big challenge among farmers (cited by 50.2% of the respondents). Pests and diseases, lack of transport and land scarcity are also critical to address to improve farmers' welfare. Delay in seed delivery was cited which also highly compromises planning. Other challenges given are; low adoption partly due to low literacy and lack of funds, and price fluctuations. High bank rates still limit borrowing rates of farmers. One of the key challenges is failure of contractors to honor contracts with farmers which has led to loss of funds and morale. These challenges ought to be addressed in future projects to increase benefits.

Table 12: Major challenges faced by individual farmers, RPOs and ACEs

Challenge	Frequency	Percentage (based on respondents)
Climate changes / unpredictability	291	57.3
Lack of capital	255	50.2
Pests and diseases	231	45.5
Lack of transport	211	41.5
Land scarcity	158	31.1
Delay in seed delivery	100	19.7
Low adoption of new technologies	95	18.7
Price fluctuations	91	17.9
High Bank interest rates	89	17.5
Information gap among stakeholders	89	17.5
Failure of suppliers to honour contracts	66	13.0
Lack of packaging materials	64	12.6
No hardware support	61	12.0
Inadequate storage facilities	54	10.6
Lack of value addition equipment	54	10.6
Poor quality inputs	54	10.6
Long period to maturity	39	7.7
Few people trained	36	7.1
Insecurity of produce in the field	5	1.0

Data source: SPSS data analysis

3.0 CONCLUSIONS, RECOMMENDATIONS, AND LESSONS LEARNED

The DIMAT project was well conceived because it was well anchored and drew support from the existing Government strategies to transform agriculture. Among the many aspects of agricultural transformation are; commercialising agriculture, empowering the marginalised including women and youth to engage in gainful employment, improve their livelihood and contribute to national development. However, some local government and MAAIF officials were not consulted during the project design which compromises implementation and sustainability.

3.1 CONCLUSIONS

The major conclusions of the evaluation with regard to project design, Implementation and project results as follows;

Design:

- i) The DIMAT Project was prepared in accordance with UNDP guidelines with a clear logical Project Monitoring and evaluation framework and relevant Government Policies and priority enterprises
- ii) Late incorporation of the Value Chain Studies into the project greatly delayed the implementation of core project activities, and
- iii) Failure to fully involve other critical actors such as Local Governments weakened the process and potential benefits of integrated development planning at Local Government level.

Implementation

- i) While the project initially experienced some challenges in regard to role clarity, relationships and coordination arrangements that took some time to resolve, subsequently, the Responsible Parties executed their assigned roles and responsibilities effectively, especially with regard to Outputs 1, 2 and 4. However, results on Output 1 in the Western and Central regions are being achieved without necessarily using formal linkages, as is the case of Muhorro ACE.
- ii) Implementation of core project activities was delayed by nearly a year due to the duration of the Value Chain studies undertaken. This limited the potential impact that the DIMAT project should have had on the targeted beneficiaries.
- iii) The project was adequately monitored and supervised as evidenced both by the project monitoring and progress reports as well as observations by respondents interviewed.
- iv) The IP and RPs executed their roles and responsibilities competently.
- v) Mobilization of farmers to form groups enables them to appreciate the benefits of produce bulking, accessing to good markets, attracting own initiated financial support and ultimately benefiting from their efforts and resources.

Project results

- i) Capacity building (Output 2) has been the most successful intervention of the project, having empowered the project beneficiaries with knowledge, skills and business orientation. This will propel sustainability of agricultural and trade transformation at community level.
- ii) The biggest learning experience is attributed by the respondents to the model demonstration farms and the exchange visits facilitated by the RPs.

3.2 UNINTENDED RESULTS

Positive

- i) Enhanced political leadership skills among members of the ACEs, RPOs and individual farmers.
- ii) Within the community, capacity has been built to amicably resolve family and domestic conflict. As result of increased household income, and reduced domestic violence. In addition, the youth reported that they have been able to pay bride price for their wives.
- iii) The capacity built spurred innovativeness among the beneficiaries, for example, in Manafwa, Busuku ACE is currently producing wine out of beans and coffee.



One of the RPOs in Manafwa displaying the wine distilled from beans. This is among the many innovative value addition ideas fostered by DIMAT's capacity building concepts. (5th August 2015)

Negative

- i) Misconception by the local politicians that the promoters of the ACEs and RPOs are potential political rivals.

3.3 RECOMMENDATIONS

The evaluators have made the following recommendations for consideration by UNDP and GOU.

Design

- i) Prior to project design, there is need to undertake relevant baseline studies to adequately inform project design
- ii) There is need for stakeholder analysis in order to establish possible collaboration to maximize synergies and avoid duplication
- iii) To the extent possible, effort should be made to involve Local Government stakeholder in project management cycle to enhance ownership and sustainability
- iv) Incorporate a component that supports farmers to increase their productive capacity and competitiveness as the major strategy for empowering the farmers in the market place
- v) There is need to identify and support the special development needs of the marginalized groups especially women, youth and persons with disabilities to facilitate full exploitation of their potential role in agricultural and trade development
- vi) Strengthen and support VSLAs to access financial services in order for them to help their members
- vii) Projects like DIMAT need to ensure better linkage with the UNDP Climate Change Programme, to enable farmers to access reliable and timely information on weather, in light of the increasingly unpredictable climatic conditions
- viii) UNDP should consider enhancing its visibility with downstream projects like DIMAT

Implementation

- i) There is need to strengthen further the capacity of ACEs to offer services to their members. This would include enhanced capacity building in business plan preparation, post-harvest handling, secure and cost effective storage facilities



The farmers in Bulindi expressed their concern that this traditional way of drying cassava limits them from large scale production and affects the quality of the cassava chips. (Picture taken on 3rd August 2015)

- ii) More resources should be allocated to model demonstration farms and farmer exchange visits given the high potential benefits associated with this capacity building initiative
- iii) Farmers' groups should be assisted to acquire appropriate and affordable agricultural technologies and transport facilities that can be accessed by their members cost effectively
- iv) UNDP should continue reviewing its policies and procedures to improve disbursement of project funds to support timely project implementation
- v) The seed stockists should be given specialised training to ensure that the farm inputs supplied to farmers are of right quality.

Project Results

- i) The project should be continued in order to realize more fully the original intended objectives. Empowering communities takes time and should not be hurried given their low level "Ex-ante" status.

3.4 LESSONS LEARNED

- i) Building linkages between farmers' groups on the one hand and off-takers and suppliers on the other takes more than merely signing MOUs and takes time to actualize.
- ii) Demonstration sites and farmer field visits are effective mechanisms for mind-set change, learning and adoption of modern agronomic practices
- iii) The project has demonstrated that when women are given the opportunity to participate, and lead, they make very effective and innovative change agents at community and family levels.

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ANNEX 1: DATA COLLECTION INSTRUMENT**Terminal Evaluation for Support for Development of Inclusive Markets in Agriculture and Trade (DIMAT) Project****Questionnaire / Interview Guide**

Date of Interview	
Name of Respondent	
Designation (if applicable)	
Age (years)	
Gender	
Telephone Contact	
Region	
District	
Sub-county	
ACE Name	
RPO Name	
Interviewer(s)	

Responsible Parties (KT, EPSEDEC, APSEDEC, PRICON)	
i.	Did your organization clearly understand its role and responsibilities in the DIMAT project?
ii.	What strategy did your organization put in place to ensure successful execution of its role?
iii.	How much funding have you received to date under the project?
iv.	What other support did you get from the Implementing Partner to enable you carry out your role?
v.	How much funds have you disbursed to the respective recipients under your area of jurisdiction?
vi.	What is the total disbursement to the planned allocation?
vii.	In your opinion have been efficiently utilized?
viii.	What support did you provide to the ACEs to improve their performance?
ix.	What collaborative linkages were established among the Responsible Parties?
x.	What have been the main challenges faced in this collaboration?
xi.	In your opinion, has the project achieved its objectives in regard to the 4 outputs?
xii.	Is there a mechanism in place to facilitate reporting and feedback between you and the ACEs?

xiii.	What do consider to have been the main challenges associated with the project?
xiv.	What do you consider to be the major successes of this project?
xv.	What are the key lessons learnt from the DIMAT project?
xvi.	What recommendations would you make to improve similar projects in the future?

DIMAT Board& TAC	
i.	Are you satisfied with the composition of the DIMAT Board and TAC?
ii.	Are the roles and responsibilities of the 2 organs clearly spelt out?
iii.	Comment on the effectiveness and efficiency of the Board and TAC in terms of member participation, quality of meetings held and decision making.
iv.	Comment of the relationship between the Board and the Technical Advisory Committee (TAC)
v.	Comment on your relationship with the Implementing Partner.
vi.	Comment on the your relationship with the Senior Supplier
vii.	What have been the key challenges faced in the course of executing your mandate?
viii.	In your opinion, has the project achieved its objectives?
ix.	What recommendations would you make for improving governance and management of similar projects in future?

Area Cooperative Enterprises (ACEs)	
i.	When was the group formed?
ii.	What motivated you to form this group?
iii.	How many RPOs are registered under your ACE?
iv.	What is the current total number of farmers involved under ACE?
v.	In terms of the project, what services do you offer to RPOs?
vi.	How much funding have you received under this project?
vii.	What is the percentage of funds received to your overall annual budget?
viii.	How many business linkages have you established under the project?
ix.	In what ways has the capacity of the ACE been built under the project? (type of training received etc.)
x.	What new and innovative ideas project introduced and adopted by members to improving productivity and access to market?
xi.	Do you have a bank account for the ACE?
xii.	Have you accessed bank loans and other agricultural services to support project activities? Specify.
xiii.	How do you obtain information on markets for your members' produce?
xiv.	Do you buy members' produce and bulk it for sale? If so, who are your major customers?
xv.	Do you buy agricultural inputs in bulk on behalf of your members? If so who are your major suppliers?
xvi.	What is the estimated shilling value of the supplies and amount bulked annually?
xvii.	In what ways has the project contributed to the progress of women, men and the youth?
xviii.	What have been the successes of this project?

xix.	What have been the main challenges experienced by your group?
xx.	What recommendations would you make to improve the support provided to farmers under similar projects in future?

Small Holder Farmer Groups (RPOs)	
i.	When was the group formed?
ii.	What motivated you to form this group?
iii.	What services/benefits do you offer to your members?
iv.	How many active members does the group have?
v.	Why did you choose to participate in the project?
vi.	What crops do your members grow under this project?
vii.	How much funding have you received under this project?
viii.	What is the percentage of funds received to your overall annual budget? (establish average annual budget)
ix.	How much produce was bulked annually (metric tonnes)?
x.	What is the estimated shilling value of the amount bulked annually?
xi.	How much funding have you received under this project?
xii.	Who have been your major suppliers under DIMAT?
xiii.	Who have been your main customers (off-takers) under DIMAT?
xiv.	What new and innovative ideas project introduced and adopted by members to improving productivity and access to market?
xv.	How many of your members have opened bank account as a result of this project?
xvi.	How many of your members have accessed bank loans to support project activities?
xvii.	Which banks/ financial institutions have extended loans and other agricultural services to members?
xviii.	Has the project introduced any new and innovative ideas for improving productivity and market access for your members?
xix.	How do you obtain information on markets for your produce?
xx.	In what ways has the project contributed to the progress of women, men and the youth?
xxi.	What have been the successes of this project?
xxii.	What have been the main challenges experienced by your group?
xxiii.	What recommendations would you make to improve the support provided to farmers under similar projects in future?

Individual Farmers	
i.	For how long have you been participating in the DIMAT project?
ii.	What motivated you to join the project?
iii.	What support do you get from the project? (Inputs, training, advisory services, marketing, field visits)

iv.	What crops do you grow under this project?		
v.	What is the acreage per season?		
	Performance	Before	After
i.	On average, what is your acreage cultivation per season?		
ii.	What is the output/produce per season?		
iii.	Market price		
iv.	Who are your major customers?		
v.	On average, how much do you bulk per season?		
vi.	How much do you sell directly without bulking?		
vii.	To what extent has your participation in the project increased your yield?		
viii.	How do you obtain information on markets for your produce?		
ix.	In what ways has the project improved your capacity to engage in modern agriculture?		
x.	In your opinion, what are the main benefits of the DIMAT project?		
xi.	In what ways has the project improved the welfare of your family?		
xii.	In what ways has the project contributed to the progress of women, men and youth in your area?		
xiii.	What have been the successes of this project?		
xiv.	What have been the main challenges experienced by your group?		
xv.	What recommendations would you make for similar projects in future?		
xvi.	Would you be able to continue with the modern agricultural practices when the project ends? Please elaborate.		

KIIIs - DPC & DCO	
i.	Were you involved in the project formulation and design? If yes, elaborate.
ii.	Is DIMAT incorporated in the District Development Plan?
iii.	What is your role in the project implementation?
iv.	What support did you receive from the DIMAT project to enable you execute your roles?
v.	What do you consider to be the major successes of this project?
vi.	What do you consider to have been the main challenges associated with the project?
vii.	What recommendations would you make to improve similar projects in the future?

Off-takers	
i.	When did you learn about the DIMAT project?
ii.	How did you get to know about it?
iii.	Do you receive any support from the project to enable you execute your roles?
iv.	What support do you offer to the farmers under the project?
v.	What is the major commodity you deal in under the DIMAT project?
vi.	How much and how often do you buy?

vii.	What prices do you offer currently?
viii.	Where do you sell the produce?
ix.	Do you have formal contracts with the farmers? Are they honored?
x.	What benefits have you realized so far under the DIMAT project?
xi.	In your opinion, what would you consider to be the major successes of this project?
xii.	What do you consider to be the main challenges associated with the project?
xiii.	What recommendations would you make to improve similar projects in the future?

Input Suppliers	
i.	When and how did you learn about the DIMAT project?
ii.	Do you receive any support from DIMAT to enable you execute your roles?
iii.	What inputs do you supply to the farmers under the project?
iv.	Do you offer discounted prices to the farmers under the project? If yes, how much?
v.	What other support do you offer to the farmers under the project?
vi.	Do you have formal contracts with the farmers? Are they honored?
vii.	What benefits have you realized so far under the DIMAT project?
viii.	In your opinion, what would you consider to be the major successes of this project?
ix.	What do you consider to be the main challenges associated with the project?
x.	What recommendations would you make to improve similar projects in the future?

Financiers	
i.	When and how did you learn about the DIMAT project?
ii.	What support do you offer to farmers under the DIMAT project? (Probe for grace period, interest rate, special info)
iii.	Do you have formal contracts with the farmers? (groups or individuals)
iv.	Comment on the general performance loan repayment under the project?
v.	As a financial institution, how have you benefited from the DIMAT project?
vi.	What do you consider to be the main challenges associated with the project?
vii.	What recommendations would you make to improve similar projects in the future?

Inception Report

Terminal Project Evaluation for Support for Development of Inclusive Markets in Agriculture and Trade (DIMAT) Project

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1.0 Introduction and Background

1.1 Background

This is an Inception Report for The Terminal Project Evaluation for Support for *Development of Inclusive Markets in Agriculture and Trade (DIMAT) Project*. The Report outlines approaches that will be used towards accomplishment of the consultancy assignment, including detailing the tasks to be undertaken, the methodology and schedule of activities as well as the working programme. The report also presents the consultant's detailed understanding of the assignment as set out in the terms of reference.

It is noted at the outset that the DIMAT Project is funded by the United Nations Development Programme (UNDP) Uganda Country Office, and implemented by Enterprise Uganda (EUG) in collaboration with pre-selected Responsible Parties (RPs) that include Kilimo Trust (KT) and 3 Private Sector Development Companies (PSDCs) each based in Eastern, Northern and Western regions of the country. The project was designed to achieve outcomes and outputs premised on United Nations Development Assistance Framework (UNDAF) 2010-2014 and the Country Programme (CP) outcomes as well as Uganda's Development Strategy and Investment Plan (DSIP).

This report has been prepared following the extensive review of several documents, some of which were provided by UNDP and EUG, analysis and consultations. Based on this, below we present:

- The Consultant's understanding of the broader context of the project including the project objectives and definition of the concept of inclusive markets;
- Proposed scope of work;
- Approach and methodology including proposed data collection and analysis tools;
- Proposed work plan, schedule and staffing; and
- Overview of risks and proposed mitigation measures.

1.2 Project goal, purpose, outputs and outcomes

The DIMAT project aims to contribute to the transformation of the agriculture sector from small-scale production/subsistence agriculture to commercialized production in line with DSIP's Programme 2 on **"Market Access and Value Addition."**

The project was planned to begin in the last quarter of 2011 and end in June 2015. The project is intended to improve the competitiveness of markets in selected commodities, namely, **beans, cassava and rice**, enhancing the participation of low-income smallholder farmers as producers, consumers, employers and employees in the selected value chain.

The overall project objective is to enable the poorest and most vulnerable segment of the Ugandan population to actively participate in the selected agricultural value chains so as to increase their income, improve livelihood and build resilience at the household and community level.

More specifically, the project is expected to achieve the following outputs:

- 20 business linkages established and operationalized;
- Capacity of small holder producer groups and Business Support Associations (BSAs) strengthened;
- Innovative pro-poor business concepts developed and operationalized, and
- MSME's access to productive assets (finance, inputs, market information and technology) increased.

2.0 Our Understanding of the Consultancy Assignment

We have studied the terms of reference and we do understand that this is a terminal evaluation given that the project is nearing completion and closure. We appreciate that while there was no mid-term evaluation an Outcome Evaluation was conducted and this provides useful insights into the project implementation and performance of the project.

2.1 Definition of inclusive markets

We understand the concept of 'inclusive markets' to refer to market arrangements that extend choices and opportunities to the poor (and other marginalized groups) as consumers, producers and wage earners. Inclusive markets aim at creating affordable goods and services needed by the poor while promoting participation by all relevant actors. Inclusive markets development (IMD) focuses on entire markets or sub-sectors that are important to the poor by addressing barriers to IMD at micro, meso and macro level. Common barriers include lack of appropriate policies, limited access to finance and markets, weak value chain linkages, capacity constraints and lack of infrastructure.

2.2 The context for market development

The DSIP emphasizes the need to transform the agriculture sector from small-scale production/subsistence agriculture to commercialized production. Furthermore, Uganda's National Development Plan (NDP) 2011/15 and the Competitiveness and Investment Climate Strategy (CICS) 2006-2010 highlight the importance of introducing measures to improve competitiveness and agriculture market integration as a way of ensuring sustained economic growth. These include activities aimed at improving market access, encouraging value addition and conformity to international standards and infrastructural development. Other needs include improved market information flows, logistics and storage facilities, interventions aimed at bulking production to attain economies of scale, and assistance with certification arrangements. Business Linkages strengthening is recognized, as being a central part of this commercialization strategy.

Market access and growth potential for a number of products including beans, cassava and rice are constrained by a number of factors. These include; low purchasing power in producing areas, weak market chains, inadequate economies of scale, difficulties of linking SMEs with market off-takers and difficulties in conforming to food standards. Other constraints are, apathetic attitudes to pursuit of commercialization, and inappropriately located or inadequate distribution of storage facilities.

These and other challenges of bringing together small and medium sized farmers to undertake collective production and marketing were some of the problems that DIMAT was intended to address thereby contributing to DSIP's Programme 2 on **"Market Access and Value Addition."**

The main purpose of the terminal evaluation, therefore, is **to find out what worked, why and in what context and the extent to which, intended and unintended results are achieved, and their impact on stakeholders.** The evaluation results will primarily be used by UNDP and its partners to improve future project design and implementation; to inform decision on allowing for scaling-up or to re-direct future projects in agriculture value chain and inclusive business; and to examine replicability.

2.3 *Comments on the terms of reference*

In general, the TORs pertaining to this assignment are clear, logical and comprehensive and we have in this inception report been completely responsive to each of the stipulations and requirements contained therein. We believe that the assignment, as described within the TORs, has been designed thoroughly and that the sequence of product deliverables and support activities is appropriate to the goals and objectives of the consultancy.

3.0 *Scope of Work*

The terminal evaluation will cover activities undertaken in the 4 geographical regions covered by the project with particular focus on the selected value chain enterprises- Beans, Rice and Cassava. The evaluation will cover at minimum, three general thematic areas including **project formulation, implementation and results**. The project results in particular will be evaluated in terms of at least five criteria, which are **relevance, efficiency, effectiveness, impact and sustainability**.

4.0 *Approach and methodology*

4.1 *Approach*

The approach to be adopted by the Consultant will be highly participatory and interactive, to provide opportunity for the relevant actors in the DIMAT project implementation arrangements to share their experiences, views and possible recommendations for improvement in future projects. The Consultant will encourage the target respondents/key informants to be as candid as possible in their responses so as to achieve the purpose of the project terminal evaluation exercise. Inclusiveness in selecting respondents will be given special attention to gender balance which will take care of women and the youth among the primary beneficiaries. Overall, an “Ex-ante” and “Ex-Post” approach against targets set out will be used to measure project performance.

4.2 *Methodology*

4.2.1 *Study Design and Data collection*

This will be a cross-sectional study that will use a combination of methodologies to undertake the assignment. The data collection methodologies will comprise:

Document Review

Review of relevant documents including the Project Documents (e.g. Annual work plans, financial and technical progress reports and studies) and other relevant Government and Development partner reports listed in the secondary data collection part of Data Collection methods and Processes. Document review will be conducted and internet searches made to supplement the primary data that will be collected from the field.

The documents to be reviewed will include;

- i) National Development Plan (2010/11-2014/15)
- ii) the Agricultural Development Strategy and Investment Plan (DSIP) – 2010/2015

- iii) the Uganda Vision 2040, (iv) the Draft National Development Plan (2015/16 – 2019/20)
- iv) the United Nations Development Assistance Framework (UNDAF)
- v) Results Oriented Annual Report (ROAR)
- vi) the UNDP Country Program Document (CPD)
- vii) UNDP Country Program Action Plan Document (CPAP) terminal evaluation report
- viii) the UNDP project document “Support for Development of Inclusive Markets in Agriculture and Trade (DIMAT)”
- ix) the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results.

Other documents to be reviewed will be project level reports, financial and progress reports (quarterly and annual), work plans, monitoring reports as well as minutes of DIMAT board meeting. A template will be developed to guide data/information gathering from documents that will be reviewed.

Consultations/Interviews

One-on-one consultations/interviews with selected leaders of Area Cooperative Enterprises (ACEs), Business Support Associations (BSAs), individual farmers, and focus Group discussions with Rural Producer Organizations (RPOs).

Key informant interviews (KIIs) with officials of UNDP (the client), Enterprise Uganda (the implementing partner), officials of Responsible parties that include; Kilimo Trust, Eastern Private Sector Development Center (EPSEDEC) Acholi Private Sector Development (APSEDEC), Private Sector Development and Consultancy Centre (PRICON). KIIs will be held with the following institutions that have been involved in one way or the other with project formulation and implementation including Local government officials (District Production Coordinators and Commercial Officers), Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), and Ministry Trade, Industry and Cooperatives (MTIC).

Observations

Observations will be made during site visits including obtaining photographic evidence of the reality on the farms visited. Specifically, observations will be made at household and community levels to ascertain the existence and status of farming activities being undertaken by households. This will include observation of crops grown, size of land owned, size of land under cultivation, farming tools, post-harvest storage facilities, value addition and other observable features. Occasional and permanent markets will be visited to observe activities that are related to the value chain of interest. Photographs of various activities will be taken and used as evidence of facts related to the project. The different data collection methods and processes highlighted above will help the team in information triangulation. A list of some of the key contacts is in Annex 1. The study design therefore, encompasses quantitative and qualitative methods.

4.2.2 Study Population

The study population will consist of farmers who are located in the 33 districts where UNDP – DIMAT project has been implemented since 2011. Altogether, the project has targeted 63,222 farmers across Central, Eastern, Western and Northern Uganda.

4.2.3 Study Sites and Sample Size

The evaluation will be conducted in a sample of 10 districts selected from the 33 project districts located in 4 regions of the country which represent the different agro-ecological zones. The sample districts have been selected purposively basing on the beans, cassava and rice value chains using a criteria of production and trading activities. The selected districts within the respective regions are indicated in table 1. In each of the districts, the ACEs will be the entry point and these will be selected as per available performance reports. From each of the selected ACEs, 2 RPOs will be randomly selected with whom focus group discussions will be held. While taking gender into account, 2 farmers will be selected from a sampling frame of 6 in each RPO. In consultation with our key contact in the selected ACE, one for these farmers, one will be considered successful and the other poorly performing farmer successfully. These will be visited and interviewed. It is assumed that each RPO has a minimum membership of thirty (30). This makes the total sample of beneficiary farmers 768.

In addition to the beneficiary farmers, the board and management of the selected ACEs will also be interviewed. At least 2 representatives from this category will be interviewed making the total number 24. The grand total of primary beneficiaries will therefore be 792.

The sample size was determined using the formula below (based on the work of Arsham (2005).

$$\frac{rd(1 - rd) \text{ popsize}}{rd(1 - rd) + ((me/c)^2 (\text{popsize} - 1))}$$

Where:

- sample size = the sample size required for the desired margin of error and population size.
- c = confidence level z score (95%=1.96)
- popsize = the size of the population of interest = 63,222
- me = the desired margin of error (i.e., 5% = 0.05)
- rd = response distribution (50% = 0.5)

Using this formula the sample size is 382. Ideally, this sample would be adequate for statistical inferences based on the parameters describe above. However, the larger the sample size, the more sure one can be that the answers truly reflect the population.

Table 1 details the final sampling process which gives a total number of primary beneficiaries 792.

Table 13: Sample Size for ACEs, RPOs and Individual Farmers

Enterprise	Region /District	Responsible Party	ACE	Number of Respondents		
				ACE board / Management	2 RPOs per ACE (30 members per RPO)	Farmers (2 per RPO)
	Northern	APSEDEC				
Rice	Nwoya		Anaka	2	60	4
	Gulu		Latyeng	2	60	4
Beans	Gulu		Aketo Wanga	2	60	4
Cassava						
			Sub Total	6	180	12
	Western	PROCON				
Rice	Kibaale		Muhoro	2	60	4
	Hoima		Buhimba-Buhaguzi	2	60	4
Beans	Kyenjojo		Butunduzi-Rugorra	2	60	4
Cassava	Hoima		Bulindi	2	60	4
			Sub Total	8	240	16
	Eastern	EPSEDEC				
Rice	Namutumba		Bubago	2	60	4
Beans	Manafa		Bukusu	2	60	4
Cassava	Budaka		Bugwere RDO	2	60	4
			Sub Total	6	180	12
	Central	Kilimo Trust				
Rice						
Beans	Mubende		Kitumbi	2	60	4
			Myanzi	2	60	4
Cassava						
			Sub Total	4	120	8
			Total	24	720	48
			Total Sample Size	792		

Table 14: Key Informants at the regional and districts level

Region/District	Key Informants per Responsible Party	District officials and other project actors (District Production Coordinator, District Commercial Officer, Input Suppliers, Financiers, Off-takers and market information Providers)
Northern	APSEDEC Officials	
Kitgum	2	6
Gulu		6
Nwoya		6
Sub total	2	18
Western	PRICON Officials	
Fortportal	2	
Hoima		6
Kibaale		6
Kyenjojo		6
Sub total	2	18
Eastern	EPSEDEC Officials	
Mbale	2	
Namutumba		6
Manafwa		6
Budaka		6
Sub total	2	18
Central	Kilimo Trust Officials	
Kampala	2	
Mubende		6
Sub total	2	6
Overall Total	8	60

Note: The implementing partner (EUg) will provide to the consultant a list of service providers and actors involved in the project to supplement the sampling.

Other Key Information Interviewees

Other institutions from which Key informants will be drawn include;

- UNDP
- Enterprise Uganda
- Ministry of Trade, Industry and Cooperatives
- Ministry of Agriculture Animal Industry and Fisheries (MAAIF)
- DIMAT Board
- DIMAT Technical Advisory Committee (TAC)

4.2.4 Pre-Field Activities

A number of preparatory activities will be undertaken in preparation for data collection. There will be preliminary discussions between the consultant and the Client (UNDP) and the relevant parties to clarify

issues in the terms of reference and to receive additional relevant documents to be reviewed by the consultant. Key documents and a list of contacts have been provided by UNDP. Other activities will include:

- Fine tuning the interview guide (in Annex 2)
- Consultations with project staff on the interview guide questions.

Consultations will be held with UNDP staff for purposes of harmonization of our understanding of the concepts, methods and expectations from the study. The detailed work plan including timeframe, key activities and expected outputs/deliverables will also be agreed on.

4.2.5 Quality Control

Overall quality assurance

In terms of project management, the Chief Executive Officer (CEO) of DEVINOVIT Associates Ltd will be responsible for overall support and supervision of all required project evaluation implementation activities and tasks. The CEO and the client designated official will keep in constant consultation during the execution of the assignment.

Selection and composition of the research team

To ensure that quality data is collected the consultants will engage adequately trained Research Assistants (RAs) with experience in conducting Key Informant Interviews. Where necessary, interpreters will be hired to improve on the data quality to be collected.

Field interviewer training

During the training, the sections in the tools, the questions, and instructions will be discussed in detail. The training will cover the objectives of this assessment (to ensure a common understanding of the desired outputs), procedures, identification of eligible respondents, gaining consent, interviewing skills, facilitating and recording of responses techniques to ensure that quality data is collected.

Pretesting and Piloting

The data collection tools will be pre-tested by each interviewer. The pre-test will be done to assess for validity, reliability, consistency, ambiguity and congruence of themes and items. A feedback session will be held after the pre-test to share observations and experiences with the tools. Results of the pre-test will be used to validate and finalize the questionnaire.

Meetings and consultations

This will be in terms of constant consultations and briefings with the designated official of UNDP and Enterprise Uganda. The regular meetings, first to review the Inception Report, to review and validate the Draft Report, will all provide avenues for quality assurance. At the same time the Team Leader will also take charge of quality assurance through validating the drafts submitted to him by the team members.

Templates for data collection tools will be developed to harmonize data collection – especially in terms of literature review, and field consultations.

4.2.6 Data Processing and Analysis

Processing and Analysis of Quantitative Data

The data from individual farmers will be analyzed and graphics done using MS Excel and the report will be written using MS Word. An analysis plan will be formulated in line with the key variables in the study. Data will be analyzed using frequencies, percentages and descriptive statistics that will include; measures of central tendency (e.g. means) and measures of dispersion (e.g. standard deviation and ranges).

Processing and Analysis of Qualitative Data

Qualitative data from key informant interviews will be transcribed and typed out. Content and thematic analysis procedures will be used to establish answer patterns to the raised issues and in tandem with the survey objectives. Themes and sub-themes relevant to the objectives of the study will be identified to enable qualitative coding.

Preparation of the Project Evaluation Report

Based on the results of the data/information analysis the Consultant will prepare and present to UNDP and implementing partner a draft evaluation report for review. The comments and suggestions arising from the validation meeting will be incorporated to produce a final evaluation report.

Reporting conditions

We do understand that the overall management of contract will be done by UNDP the principal client. Therefore any reports produced in the course of this consultancy will be submitted to the UNDP Country Office through the designated responsible official.

There will be five types of reports to be delivered in the course of this consultancy:

- the Inception Report:
- the Draft Terminal Evaluation Report:
- PowerPoint Presentations;
- a final Terminal Evaluation Report following a standard reporting format of UNDP (Annex 3); and
- a Popular Version of the Final Terminal Project Evaluation Report.

The final terminal project evaluation report will be produced after a validation meeting with key stakeholders who will provide further input into the draft.

Minutes /or a record of all meetings regarding this consultancy shall be prepared and submitted to the client as part of the consultancy exit process.

4.2.7 Risks and Mitigation Measures

- i) Delayed release of funds by the contactor. It is a plea of the contractor that the client releases funds as soon as the Inception Report is approved to enable the consulting team to commence with data collection.
- ii) Delayed review and feedback on interim reports the client and key stakeholders. There is need to agree on timeframe to facilitate reporting and feedback.

4.2.8 Team Composition

- Dr. Steven Lwasa Consultant/Team Leader
- Mr. Grace Lwanga Musoke Consultant/Institutional Development

- | | |
|-------------------------|-------------------------------|
| • Constantine Bitwayiki | Consultant/M&E and ICT Expert |
| • Samuel Jamie Ibanda | CEO/Project Manager |
| • Ms. Agnes Munalitsi | Research Assistant |
| • Julius Uwimana | Research Assistant |
| • Adolf Masanyu | Research Assistant |

4.2.9 Project Work Plan

The schedule of project work plan as per the TOR is shown in exhibit below. The activities and deliverables are spread over a period of 20 working days within 4 weeks as per the timeframe stated in the TOR.

Key Activities	Weeks				
	1	2	3	4	Deliverables
Desk review and design of data collection tools					i. Inception Report
Preparation of Inception Report					
In-depth Key Informant Interviews and consultations at the national level					i. Draft Terminal Project Evaluation Report ii. A PowerPoint Presentation
Field visits, FGDs and consultations in the regional private sector development centers					
Data analysis and preparation of Draft Report					
Presentation of Draft Terminal Project Evaluation Report at a Stakeholder Validation Meeting					i. Final Terminal Project Evaluation Report ii. Popular version of the Final Terminal Project Evaluation Report
Incorporation of validation meeting comments and finalization of the Report					

Note: This work plan has been reviewed and appropriately adjusted at the Inception Stage – after clarification of pertinent issues between the consultant and the client.

This inception report has been guided by the Terms of References attached as Annex 4.

Indicative Key Milestones

- i) Submission and Presentation of the First Inception Report to Client (**13th July, 2015**)
- ii) Submission of the revised Inception report and presentation (**21st July, 2015**)
- iii) Field work (**2nd – 9th August, 2015**)
- iv) Submission of the First Draft Evaluation Report to Client (**18th August, 2015**)
- v) Review of the document by the client (**18th – 20th August, 2015**)
- vi) Incorporation of comments (**21st – 23rd August, 2015**)
- vii) Presentation of the Draft Report (**24th August, 2015**)
- viii) Incorporation of comments (**25th – 27th August, 2015**)
- ix) Submission of the Final Evaluation report (**31st August 2015**)

ANNEXES

Annex 1: List of Key contacts

No	Name	Organization	Email	Telephone Number
1	Wilson Kwamya	UNDP	wilson.kwamya@undp.org	0772 289 142
2	Luna Nagatomo	UNDP	Luna.nagatomo@undp.org	0779 490 193
3	Nicholas Burunde	UNDP	nicholas.burunde@undp.org	0772 289 143
4	Michael Kazooba	Enterprise Uganda	kazoobamichael@yahoo.com	0778 206200 / 0312 382 100
5	Babrah Busingye	Enterprise Uganda	babrah.busingye@enterprise.co.ug	0705 606704 / 0312 382 100
6	Rosemary Mutyabule	Enterprise Uganda	rosemary.mutyabule@enterprise.co.ug	0712 471622 / 0312 382 100
7	Charles Ocici	Enterprise Uganda	charles.ocici@enterprise.co.ug	0772 699808 / 0312 382 10
8	Nelson Tasenga	APSEDEC	nelsontasenga@yahoo.co.uk	0774 505904 / 0701 505904
9	Patrick Opobo	APSEDEC	Opobo2003@yahoo.co.uk	0782 525228
10	Nelson Kyagera	EPSEDEC	kyagera2000@yahoo.com	0772 619706 / 0701 619706
11	Geoffrey Nambafu	EPSEDEC	geoffreynambafu.epsedec@gmail.com	0774 630000 / 0702 630000
12	Paul Kasande	PRICON	paulkasande@yahoo.com	0772 482683
13	Patrick Muganga	Kilimo Trust	PMuganga@kilimotrust.org	0702 238391 / 0312 264980
14	Fiona Lukwago	Kilimo Trust	flukwago@kilimotrust.org	0757 526460 / 0312 264980

Annex 2: Interview Guide Questions

Key Informant Interviews

Note: The questions will relate to: (i) project objectives, formulation and implementation, (ii) project outputs 1-4 and (iii) project results (relevance, effectiveness, efficiency, impact, and sustainability).

Questions	Qualitative	Quantitative	Qualitative and Qualitative
(A) Project Sponsors (UNDP)			
i. What was the motivation for the DIMAT project?	✓		
ii. How was DIMAT project conceptualized?	✓		
iii. Who was involved in the project design?	✓		
iv. What was the overall approved budget?		✓	
v. Who contributed to the project budget and by how much?		✓	
vi. How much has been disbursed to the Implementing Agency to-date?		✓	
vii. What was each partner expected to contribute towards the realization of the project objectives?	✓		
viii. Were the roles and responsibilities of each partner clearly identified?(obtain evidence e.g. MOUs)	✓		
ix. How was the Implementing Partner and Responsible Parties selected?	✓		
x. What support was extended to the IP and RPs?		✓	
xi. How were the other key stakeholders identified and sensitized?	✓		
xii. What reporting arrangements were put in place to monitor and evaluate the performance of the implementing agency?	✓		
xiii. Please comment on the governance arrangements for the project	✓		
xiv. In your opinion, has the project achieved its objectives?			✓
xv. What do consider to have been the main challenges associated with the project?	✓		
xvi. What are the key lessons learnt from the DIMAT project?	✓		

xvii.	What recommendations would you make to improve the design implementation of similar projects in the future?	✓		
(B) Project Implementing Partner (Enterprise Uganda)				
i.	What was EUg level of participation during project formulation?	✓		
ii.	How were the Responsible Parties and ACEs selected?	✓		
iii.	What is the total budget for the project?		✓	
iv.	How much of the project budget was disbursed to EUg?		✓	
v.	How much was allocated to the core project activities/ target recipients?		✓	
vi.	How much was allocated per recipient?		✓	
vii.	What percentage was released as per the total allocation		✓	
viii.	Comment on the adequacy of the funds allocated to the core project activities targeting farmers?		✓	
ix.	In your opinion how efficiently were these funds utilized?		✓	
x.	What support was extended to the RPs and ACEs to enable them undertake their roles and responsibilities?	✓		
xi.	What reporting arrangements were put in place to monitor and evaluate the performance of the RPs and ACEs?	✓		
xii.	In your opinion have the RPs and ACEs executed their roles and responsibilities as expected?	✓		
xiii.	In your opinion, has the project achieved its objectives?			✓
xiv.	What do consider to have been the main challenges associated with the project?	✓		
xv.	What are the key lessons learnt from the BIMAT project?	✓		
xvi.	What recommendations would you make to improve the design and implementation of similar projects in the future?	✓		
(C) Responsible Parties/Lead Firms (KT, EPSEDEC, APSEDEC, PRICON)				
xvii.	Did your organization clearly understand its role and responsibilities in the DIMAT project?	✓		
xviii.	What strategy did your organization put in place to ensure successful execution of its role?	✓		
xix.	How much funding have you received to date under the project?		✓	

xx.	What other support did you get from the Implementing Partner to enable you carry out your role?		✓	
xxi.	How much funds have you disbursed to the respective recipients under your area of jurisdiction?		✓	
xxii.	What is the total disbursement to the planned allocation?		✓	
xxiii.	In your opinion have been efficiently utilized?		✓	
xxiv.	What collaborative linkages were established among the Responsible Parties?	✓		
xxv.	In your opinion, has the project achieved its objectives?			✓
xxvi.	What do consider to have been the main challenges associated with the project?	✓		
xxvii.	What are the key lessons learnt from the DIMAT project?	✓		
xxviii.	What recommendations would you make to improve the design implementation of similar projects in the future?	✓		
(D) Small Holder Farmer Groups (RPO)				
i.	What crops do your members grow under this project?			✓
ii.	What services do you offer to your members?			✓
iii.	Why did you choose to participate in the project?	✓		
iv.	How much funding have you received under this project?		✓	
v.	What is the percentage of funds received to your overall annual budget?		✓	
vi.	What other support do you get from the RPs?			✓
vii.	How has the Group benefitted from the project?			✓
viii.	How much produce was bulked annually(metric tonnes)		✓	
ix.	What of the estimated shilling value of the amount bulked?		✓	
x.	What have been the main challenges experienced during project implementation?	✓		
xi.	How does your group intend to ensure continuity of the activities supported under the project after it closes?			✓
xii.	What recommendations would you make to improve the support provided to farmers under similar projects in	✓		

future?			
(E) Individual Small Holder Farmers			
i. What crops do grow under this project?			✓
ii. What is the acreage for each of the crops?		✓	
iii. What is the total production volume before the project and during the project on annual basis?		✓	
iv. Out of the total production, how much was sold and at what prices?(before and after the Project)		✓	
v. What is the estimated production cost for each of the crops annually?		✓	
vi. Who are your customers?	✓		
vii. What support do you receive from the group to improve production, storage and marketing of your produce?			✓
viii. How much money have you received from the DIMAT project?		✓	
ix. What percentage does the amount above represent out of the total working capital?		✓	
x. What was your production before the DIMAT project and what is it now? (if possible capture year by year during the project period)?		✓	
xi. What is the estimated production cost per season?		✓	
xii. What tangible assets have you acquired through the project and what are their values?		✓	
xiii. In what ways has your participation in this project improved your household income and well- being?		✓	
xiv. What challenges have you experienced in the course of the project?	✓		
xv. What arrangements have you put in place for continuity of the project benefits when it comes to an end?	✓		
xvi. What recommendations would you make in order to improve similar projects in future?	✓		
(F) Large Market Off-Takers (MSMEs)			
i. How were you identified to participate in the project?	✓		
ii. What has been your role in the project?	✓		

iii.	How many farmers/ farmer groups do you deal with?		✓	
iv.	How much produce have you bought from these suppliers?		✓	
v.	What is the estimated value of the produce bought per year?		✓	
vi.	Do you a formal contract with the farmers/farmers group?	✓		
vii.	How much produce have you bought from farmers the under the project arrangements?	✓		
viii.	What is the estimated value of the produce bought?	✓		
ix.	Do you own the trucks used to transport the produce?	✓		
x.	Do you own storage facilities?	✓		
xi.	Do you own processing facilities?	✓		
xii.	What financial support have you received from the project?		✓	
xiii.	What support do you provide to farmers?	✓		
xiv.	What have been your challenges?	✓		
xv.	What recommendations would you make for improving future business linkages with farmers/farmers groups in the future?	✓		
(G) Financial and Business Development Partners				
i.	Are you familiar with the DIMAT project?	✓		
ii.	If yes, what services do you provide under this project?	✓		
iii.	What is the estimated value of the services provided under the project to date?		✓	
iv.	What are the key challenges faced in the partnership?	✓		
v.	What recommendations would you make to strengthen the business relations with farmers?	✓		
(H) DIMAT Board				
x.	Are you satisfied with the composition of the DIMAT Board?	✓		
xi.	Are the roles and responsibilities of the Board clearly spelt out?	✓		

xii.	Comment on the effectiveness and efficiency of the Board in terms of member participation, quality of meetings held and f decision making.	✓		
xiii.	Comment of the relationship between the Board and the Technical Advisory Committee (TAC)	✓		
xiv.	Comment on the relationship between the Board and the Implementing Partner	✓		
xv.	Comment on the relationship between the Board and the Senior Supplier	✓		
xvi.	What have been the key challenges faced by the Board?	✓		
xvii.	In your opinion, has the project achieved its objectives?	✓		
xviii.	What recommendations would you make for improving governance and management of similar products in future?	✓		

Annex 3: Structure of the Final Evaluation Report

Table of Contents

List of Tables

List of Figures, Photographs/Pictures

List of acronyms

1. Executive Summary (not more than 4 pages)
2. Introduction and Background (brief project description)
3. Evaluation purpose and Objectives
4. Evaluation Methodology (including scope of evaluation)
5. Major Findings (along key themes of relevance, efficiency, effectiveness, impact and sustainability etc.)
6. Summary of Facilitating and Constraining Factors
7. Lessons Learned
8. Recommendations and Conclusions
9. References
10. Annexes (for example; list of persons/officials consulted, Terms of Reference etc.)

Annex 4: Terms of Reference

Terms of Reference for Terminal Project Evaluation for Support for Development of Inclusive Markets in Agriculture and Trade (DIMAT) Project

1. BACKGROUND AND CONTEXT

The agriculture sector in Uganda is characterized by a large number of smallholder producers, where over 80% of farmers operate on plots between 1 and 5 acres. The sector contributes to over 20% of GDP and employs over 70 % of the population. However, over the past decade, the sector's growth has been below the target of 6% set by the Comprehensive Africa Agriculture Development Program (CAADP). Government of Uganda's Agriculture Development Strategy and Investment Plan 2010/2015 (DSIP) emphasizes the need to transform the agriculture sector from small-scale production/subsistence agriculture to commercialization, listing 17 priority commodities.

The Support for Development of Inclusive Markets in Agriculture and Trade (DIMAT) project aims to contribute to the transformation of the agriculture sector from small-scale production/subsistence agriculture to commercialized production in line with DSIP's Programme 2 on "Market Access and Value Addition."

The project, which begun in the last quarter of 2011 and ends in June 2015, is intended to improve the competitiveness of markets in selected commodities, namely, cassava, rice and beans, enhancing the participation of low-income smallholder farmers as producers, consumers, employers and employees in the selected value chain.

Its objectives is to enable the poorest and most vulnerable segment of the population to actively participate in agricultural value chains so as to increase their income, improve livelihood and build resilience at the household and community level.

More specifically, the project is expected to achieve the following outputs:

- 20 business linkages established and operationalized
- Capacity of small holder producer groups and Business Support Associations (BSAs) strengthened
- Innovative pro-poor business concepts developed and operationalized
- MSME's access to productive assets (finance, inputs, market information and technology) increased

The total project budget is USD 2.6 million funded by UNDP's core resources. Its implementing partner is Enterprise Uganda and the Responsible Parties are Kilimo Trust, Eastern Private Sector Development Center (EPSEDEC), Acholi Private Sector Development Company Limited (APSEDEC), and Private Sector Development and Consultancy Centre (PRICON). The project has been carrying out activities in Northern, Eastern, Western and Central Uganda.

The outcome level evaluation (CPAP evaluation) was conducted at the end of 2014 but there has been no project evaluation conducted for this project.

2. EVALUATION PURPOSE

The main purpose of the evaluation is to find out what worked, why and in what context and the extent to which, intended and unintended results are achieved, and their impact on stakeholders. The evaluation results will primarily be used by UNDP and its partners to improve future project design and implementation; to inform decision on allowing for scaling-up or to re-direct future projects in agriculture value chain and inclusive business; and to examine replicability.

3. EVALUATION SCOPE

The terminal evaluation will cover all activities undertaken by the project in the four geographic regions covered by the project. The evaluation should cover at minimum, three general areas, which are ***project formulation, project implementation and project results***. The project results in particular will be evaluated in terms of at least five criteria, which are ***relevance, efficiency, effectiveness, impact and sustainability***.

4. EVALUATION QUESTIONS

The key evaluation questions are listed below according to the evaluation area. The list is by no means exhaustive and to be discussed, flexibly adjusted and finalized at the inception meeting.

4.1 Project formulation (Ask these questions across all respondents?)

- Was the project design informed by a well-researched situation and problem analysis?
- Were the project's objectives and components clear and feasible within the time frame? (Results and Resource Framework)
- Were the stated assumption and risks logical and robust?
- Were the partnership arrangements properly identified and roles and responsibilities negotiated prior to project approval?
- Were management arrangements clear at the start of the project and appropriate for the nature of the project?
- Were the project's activities in line with UNDP's comparative advantage?
- Were there linkages between the project and other interventions within the sector?

4.2 Project Implementation (EUg and RPs?)

- Were baseline conditions, methodology and roles and responsibilities well-articulated in the M&E plan at the project start up?
- Was the M&E plan articulated sufficiently to monitor results and track progress toward achieving objectives?
- Was the M&E plan sufficiently budgeted and funded during project preparation and implementation?
- Were progress and financial reporting requirements/schedule, including quality and timeliness of reports compliant with UNDP policies and procedures?
- Were field monitoring visits carried out sufficiently and quality monitoring reports produced? Is there evidence that these were discussed with stakeholders and project staff?
- To what extent did follow up actions and/or adaptive management taken in response to monitoring reports?

- To what extent have the project's monitoring activities been efficient and effective?

Project Results (Farmer Groups?)

4.3.1 Relevance

The extent to which the activity is suited to the priorities and policies of the target group, recipient and UNDP.

- Are the project's outputs consistent with the focal areas/operational programme strategies and country priority areas?
- Are intended outcome and outputs of the project relevant to national and community needs and priorities?
- Are the activities and outputs of the project consistent with the County Programme Document (CPD) and Country Programme Action Plan's (CPAP) outputs and outcomes?

4.3.2 Effectiveness (All Respondents?)

A measure of the extent to which an activity attains its objectives.

- To what extent were the outputs and outcomes stated in the project document achieved?
- What were the major factors influencing the achievement or non-achievement of the outputs and outcomes?
- What were the factors beyond UNDP's control that influenced performance and success of the projects (including opportunities and threats)?
- To what extent has the project's interventions successfully reached the target groups and met their needs through project design and implementation?
- To what extent has the project's interventions engaged youth?
- To what extent has the project's interventions mainstreamed cross-cutting issues such as gender and environment?

4.3.3 Efficiency (All respondents?)

Efficiency measures the outputs - qualitative and quantitative - in relation to the inputs. It is an economic term which signifies that projects use the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.

- Were project activities cost-efficient?
- Were project objectives achieved on time?
- Was the project implementation delayed and if it was, then did that affect cost-efficiency?
- Was the project implemented in the most efficient way compared to alternatives?

4.3.4 Impact (All respondents?)

The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in economic and financial conditions.

- What has happened as a result of the project?
- What real difference has the activity made to the beneficiaries?
- How many people have been affected and to what extent?

4.3.5 Sustainability (All respondents?)

Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has ended. Projects need to be environmentally as well as financially sustainable.

- Are the results sustainable? (Will the outputs and outcome lead to benefit beyond the lifespan of the existing project?)
- To what extent will the benefits of the project continue after the project ends?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the project?

5. METHODOLOGY

The evaluation must provide evidence-based information that is credible, reliable and useful and combine a mix of quantitative and qualitative analysis. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, the UNDP Country Office, project team, beneficiaries and key stakeholders.

Below are the suggested methodologies to be used, however, final decision about the specific design and methods should be agreed during the inception meeting upon review and discussion of the proposal submitted by the evaluation team.

- Desk review of the relevant project documents and reports
- Field visit
- Key informant interviews
- Triangulation

The evaluators will review all relevant sources of information, such as the documents listed below, and any other materials that the evaluator considers useful for this assignment.

1. Project Document
2. Work Plans
3. Progress Reports
4. Financial Reports
5. Monitoring Reports
6. Minutes of board meetings, TAC meetings and project meetings
7. Documentary outputs and tools produced under the project
 - a. Value chain analysis
 - b. Situation analysis (base line study)
 - c. Tools developed for capacity building
 - d. Etc.

8. Results Oriented Annual Report (ROAR)
9. County Programme Action Plan (CPAP) terminal evaluation
10. Country Programme Document (CPD)
11. United Nations Development Assistance Framework (UNDAF)

6. EVALUATION DELIVERABLES

1. ***An Inception Report*** should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. It should include an evaluation matrix summarizing the evaluation questions, data sources, data collection, analysis tools or methods appropriate for each data sources, and the standard or measure by which each question will be evaluated. The inception report should also include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. The inception report should be submitted at least a day before the inception meeting to provide ample time for review by UNDP and its partners.
2. ***A Draft Terminal Project Evaluation Report*** should be submitted in the agreed timeframe, so as to provide ample time for UNDP and its partners to review before the debriefing meeting.
3. ***A PowerPoint Presentation*** covering the key points of the terminal evaluation with the main findings and recommendations.
4. ***A Final Terminal Project Evaluation Report*** of approximately 40 pages, excluding annexes, adhering to the reporting standard outlined in the UNEG Standards. The report will be in English and will be prepared and submitted in MS Word, with tables in Excel where necessary. The final report should include an executive summary, conclusion, recommendations, and lessons learned. The conclusion should be comprehensive and balanced, and highlight the strengths and weakness of the project. They should be well substantiated by evidence and logically connected to the terminal evaluation findings. The recommendations should be feasible and directed to the intended users of the evaluation about the actions to take and decisions to make. The report should also include lessons that can be learned from the evaluation, including best (and worst) practices that can provide knowledge gained from the particular circumstances (programmatic, evaluation method used, partnership, financial leveraging, etc.) that are applicable to other UNDP projects and evaluations.

If there are any significant discrepancies between the impressions and findings of the evaluation team and stakeholders these should be explained in an annex attached to the final report.
5. ***A Popular Version of the Final Terminal Project Evaluation Report*** summarizing the final evaluation report to 2-4 pages.

7. TEAM COMPOSITION AND COMPETENCIES

The team will be composed of 1 Team Leader (national or international consultant) and 2 national consultants. The competencies expected from the consultants are as below.

Team Leader (national/international consultant)

- Master's degree and at least 10 years of experience in agriculture, agri-business, economics, socio-science or related fields.
- Substantive knowledge and experience in participatory M&E processes and evaluation of technical assistance projects, if possible with UNDP or other UN development agencies and major donors, is required.
- Experience in agriculture value chain and/or inclusive business projects in Sub-Saharan African countries, either through managing or evaluating donor-funded projects.
- Familiarity with agriculture input market, finance, market information, technology, cooperative development, and market access.
- Demonstrated ability to assess complex situations in order to analyze critical issues succinctly and clearly and draw forward-looking conclusions.
- Experience in leading small multi-disciplinary and multinational teams to deliver quality products in high stress and short deadline situations.
- Excellent English writing and communication skills.

National Consultants

- Bachelor's degree and at least 5 years of experience in agriculture, business administration, economics, project management, socio-science or related fields.
- Knowledge and experience in participatory M&E processes and evaluation of technical assistance projects.
- Substantive knowledge of the agriculture sector in Uganda, including policies, regulation, key issues affecting the sector and latest developments to address the problems.
- Familiarity with agriculture value chains in Uganda, particularly, beans, rice and cassava.
- Familiarity with Area Cooperative Enterprises and Rural Producer Organizations in Uganda.
- Demonstrated ability to assess complex situations in order to analyze critical issues succinctly and clearly and draw forward-looking conclusions.
- Experience working with a multinational team to deliver quality products in high stress and short deadline situations.
- Excellent English writing and communication skill and knowledge of local languages.

8. EVALUATION ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in UNEG Norms and Standards and the Ethical Guidelines.

9. IMPLEMENTATION ARRANGEMENTS

- UNDP is the Commissioner of the evaluation and will safeguard the independence of the exercise, allocate adequate funding and human resources, and appoint an Evaluation Manager.
- The Evaluation Team (consultants) will liaise and report directly to the Evaluation Manager. The Evaluation Manager will provide the Evaluation Team with administrative support and required data, connect the Evaluation Team with the wider programme unit, senior management, and key evaluation stakeholders.
- The Evaluation Team is responsible to fulfil the contractual arrangement in line with the UNEG norms and standards and ethical guidelines; this includes developing an evaluation matrix as part of the inception report, drafting reports and briefing the commissioner and stakeholders on the progress and key findings and recommendations, as needed.
- A Reference Group consisted of key evaluation stakeholders will assist in collecting required data, oversee progress and conduct of the evaluation and review the draft evaluation report and ensure final draft meets quality standards.
- Quality Assurance Panel Members, external to the evaluation exercise, will review documents as required and provide advice on the quality of the evaluation and options for improvement.

10. TIME FRAME FOR EVALUATION PROCESS

The total duration of the evaluation will be 20 days according to the following plan:

Activity	Timing	Completion Date
Desk review of documents Briefing of evaluators Preparation and submission of Inception Report	3 days	
Inception Meeting (presentation of Inception Report)	1 day	
Fieldwork	6 days	
Preparation and submission of Draft Terminal Evaluation Report	5 days	
Debriefing Meeting (presentation of the Draft Terminal Evaluation Report)	1 day	
Preparation of Final Terminal Evaluation Report	3 days	
Submission of Final Terminal Evaluation Report and Popular Version of the Final Terminal Evaluation Report by Lead Consultant to UNDP	1 day	

11. Payment terms

This will be a lump sum contract payable as follows:

Deliverable	Estimated duration	Percentage
Inception report	4 working days	30%
Final Report	16 working days	70%

ANNEX 3: PERSONS INTERVIEWED**UNDP**

No	Name	Designation	Telephone Number
1	Wilson Kwamya	Team Leader, Growth and Poverty Reduction Unit	0772 289 142
2	Polly Mugisha	Team Leader, Management Support Unit	0772 289 150
3	Luna Nagatomo	DIMAT – Project Officer Programme Analyst, Growth and Poverty Reduction Unit	0772 289 180
4	Nicholas Burunde	Project Officer, Growth and Poverty Reduction Unit	0772 289 143
5	Jastine Kabirizi	Programme Assistant, Growth and Poverty Reduction Unit	0772 289 173
6	Harriet Karusigarira	Programme Finance Analyst, Management Support Unit	0772 289 151
7	Anne Marie Oyuga	Programme Finance Specialist, Management Support Unit	0772 289 181

Enterprise Uganda

No	Name	Designation	Telephone Number
1	Michael Kazooba	DIMAT - Project Manager	0778 206 200 0312 382100
2	Rosemary Mutyabule	Director Business Advisory Services	0712 471622 0312 382100

KILIMO TRUST

No	Name	Designation	Telephone Number
1	Fiona Lukwago	Former DIMAT focal point	0757 526460 0312 264980
2	Patrick Muganga	DIMAT focal point	0702 238391 0312 264980
3	Rita Muwase	M&E Associate	

WESTERN REGION

Attendance List: Focus Group Discussions (FGDs) With Rural Producer Organizations (RPOs)

DATE: 03/08/2015. Region: Western Sub-county: Kyabigambire ACE: Bulindi ACE RPO: Kiranga Rural Producer Cooperative Organization					
District: Hoima Village: Kiranga ACE Manager: Mr. Baliija Jackson RPO Chairperson: Mr. Tibwerindwa Yabez					
No	Names	Age (Years)	Gender	Designation	Telephone Contact
1	Baliija Jackson	52	2	ACE Chairperso	0772594762
	Tibaganjana Rose	42	1	Farmer	0771222567
3	Nyangoma Grace	57	1	Farmer	0782184755
4	Biingi Robina	38	1	Farmer	
5	Kaahwa Magdalena	58	1	Farmer	
6	Tibwerindwa Yabez	52	2	RPO Chairperson	
7	Baguma Willy	49	2	Farmer	
8	Irumba Cris	26	2	Farmer	
9	Baligenda Patrick	49	2	Farmer	
10	Kiiza Felix	40	2	Farmer	
11	Sunday Beatrice	42	1	Farmer	
12	Kato Charles	27	2	Farmer	
13	Barongo Robert	24	2	Farmer	
14	Kwesengereza John	54	2	Farmer	0773319898
15	Musinguzi Bosco	20	2	Farmer	
16	Katusiime Everse	51	1	Farmer	0787133860
17	Gonzaga Vincent	22	2	Farmer	
18	Rugonga Wilson	50	2	Farmer	
19	Bwonabye Heny	26	2	Farmer	

DATE: 04/08/2015. Region: Western Sub-county: Muhorro Town Council ACE: Muhorro ACE RPO: Nyamiti Rural Production Organization					
District: Kibaale Village: Nyamiti ACE Manager: Mr. Latif Biingi RPO Chairperson: Mr. Busingye Patrick					
No	Names	Age (Years)	Gender	Designation	Telephone Contact
1	Biingi Latif	38	M	ACE Manager	0782303491
2	Kabagambe Julius	48	M	Member	0782816024
3	Akugizibwe Kasaija	26	M	Member	0783177521
4	Mutabazi Gordon	50	M	Member	0782419244
5	Kabalaya Betty	38	F	Member	0774442197
6	Tibamanya Julius	27	M	Member	0785382753
7	Busingye Patrick	50	M	RPO Chairperson	0774895570
8	Aguma Moses	36	M	Farmer	0774590911
9	Sebukera Swizin	20	F	Farmer	0781266903
10	Grace Businge	42	F	Farmer	0785144886
11	Joy Ednansi	43	F	Farmer	
12	Namturi H	38	M	Farmer	

DATE: 05/08/2015. Region: Western Sub-county: Buhimba ACE: Buhimba-Buhaguzi RPO: Tukorehamu Farmers Association					
District: Hoima Village: Buhimba Central ACE Manager: RPO Chairperson: Mrs. Monica Ndyanabo					
No	Names	Age (Years)	Gender	Designation	Telephone Contact
1	Ndyanabo Monica	48	F		0788146247
2	Ndyanabo Ham	56	M		0775612335
3	Katusabe Denis	30	M		0785775990
4	Mbabazi Yafesi	23	M		0777827933
5	Busobozi Julia	26	F		0787659090
6	Besisira John	57	M		0782269424

7	Kyaruhanga Eliab	28	M		0787890181
8	Kasaija Fred	25	M		0799290485
9	Byamuzale Geoffrey	45	M		0783549363
10	Kyarimpa Joy	37	F		0775611526
11	Susan Agaba	28	F		
12	Baguma Ziada	42	F		0772656219
13	Kamukama Alisa	39	F		0773850045

DATE: 05/08/2015.

Region: Western

Sub-county: Buhimba

ACE: Buhimba-Buhaguzi

RPO: Karama

District: Hoima

Village: Buhimba Central

ACE Manager:

RPO Chairperson: Mrs. Dorcas Isingoma

No	Names	Age (Years)	Gender	Designation	Telephone Contact
1	Twesige Oliver	41	F		0779724950
2	Juliet Kato	38	F		0784315522
3	Asiimwe Christopher	53	M		0782127485
4	Ndahayo Sepiryano	54	M		0789433419
5	Kato Francis	43	M		0788057679
6	Barongo Geofrey	34	M		0782066368
7	Sekiraho Evely	46	F		0779451670
8	Monica Kyetume	54	F		0774840778
9	Musinguzi David	31	M		0787883664
10	Baguma Ruth	63	F		0784170238
11	Baguma RuthNsungwa Annamary	34	F		0774948662
12	Dorcas Isingoma	38	F		0779719494
13	Flo Gafabusa	37	F		0701330330
14	Kiiza Yari	30	M		

DATE: 06/08/2015.

Region: Western

Sub-county: Butunduzi Town Council

ACE: Butunduzi – Bugora

RPO: Rwibaale Farmers Marketing Cooperative

District: Kyenjojo

Village: Rwibaale Ward

ACE Manager: Byabagambi Christopher

RPO Chairperson: Mrs. Nuuru Kiiza Kisembo

No	Names	Age (Years)	Gender	Designation	Telephone Contact
1	Byabagambi Christopher	40	M		0773643720
2	Nuuru K. kisembo	47	F		0774951480
3	Tibalyebwa James	53	M		0775830808
4	Mwesigire Evas	45	F		0783788710
5	Baguma Silvano	53	M		0783788710
6	Bagyenda Gorge	60	M		0771444889
7	Byarugaba George	60	M		0775777501
8	Bataribona benekonsira	51	M		0789305650
9	Topisita B	52	F		
10	Mubagizi Alozio	53	F		0773258045
11	Kiiza Violet	31	F		
12	Rwegira Denis	67	M		0779335247
13	Mugisha Robert	29	M		0773643764
14	Swimal Alinabo	39	F		0785407501
15	Gadi Twinamasiko		F		0773266675

DATE: 06/08/2015.

Region: Western

Sub-county: Butunduzi

ACE: Butunduzi – Bugora

RPO: Butunduzi Coffee & Maize Growers Association

District: Kyenjojo

Village: Kanyanya

ACE Manager: Byabagambi Christopher

RPO Chairperson: Mr. Muhirwe Benon

No	Names	Age (Years)	Gender	Designation	Telephone Contact
1	Kanshaba Nalongo	54	F		0774693444
2	Nuwamanya Emmanuel	31	M		0776826681
3	Mariri Wilson	41	M		0783248756
4	Katakoba Pius	67	M		0775833341

5	Muhirwe Benon	59	M		0779098992
6	Turyamureba Adriano	48	M		0783616663
7	Kataryeba Robert	54	M		0785127272
8	Katungi J.	63	M		0775717970
9	Musimenta Medius	43	F		0787900716
10	Kwesiga Marion	35	F		0783487361
11	Aneti Kyakunzire	40	F		
12	Mwesigye Nalongo	39	F		0783993389
13	Twewagye S	46	M		0779429252
14	Mbafundizeki Ivan	43	M		0775401449
15	Musinguzi Henry	47	M		0788381288
16	Byabagambi Christopher	40	M		0793643720
17	Katakaba Pius	60	M		077583341

EASTERN REGION

No	Names	Age (Years)	Gender		Designation	Contact
			Female	Male		
	NAMUTUMBA DISTRICT					
A	ACE(Namutumba district farmers association)			x		
1	Stephen Kunya			X	Chairman	0700692712/07760661434
2	Kiggo Abduh Nangwe			X		0782981937
3	Mugoya Wilson			X	Treasurer	0788735980/ 0759145455
4	Balidawa Samuel			X		0755889632
5	Wabwire Wilfred			X		
6	Ighala Jowali			X		0758553584
7	Muddu Robert			X		0775853584/ 0701302096
B	RPOs(Asonkela and Bulange youth farmers Association)					
8	Isiko Waiswa			X		0785086090
9	Baboineki Kassim			X		0713230714
10	Balaba James			X		0782449800
11	Muyinda Fred			X		
12	Kasiri Harriet		X			
13	Irukira Eria			X		0781944347
14	Mwanddha .C			X		0753574107
15	Mukose Charles			X		0791762520
16	Sala Moses			X		075373219
17	Mukose Twairi			X		0753187825
18	Gwaka Moses			X		0777266471
19	Mutesi Zabuula		X			0780634489
20	Nabongho Alice		X			
21	Mugoya Joswa			x		0774352587
22	Mutumba John			x		
23	Okoma Samuel			x		0779540881
24	Bulidawa Samuel			x		0755889632
25	Ighalwa Jowali			x		0700245491
26	Wabwire Nola		X			0773756980
27	Mugayi Samuel			x		0751536815
28	Namaganda Betty		X			0791442547
29	Babinge Hakkinen			x		0784044425
30	Mugoya Wilson			x		0788735980
31	Kibira Musa			x		0773351585
32	Nangobi Edisa		X			0777209151
33	Wangeni Rogers			x		0781938095
34	Muyindha Solomon			x		0782981937
35	Kiigo Abudu Nangewe			x		0758711982

36	Rwanga Samuel			x		
37	Mukwaya Mwamadi			x		
38	Iremo. M. Segonga			x		0785499510
39	Sarumin Amina		X			0772727687
40	Nakadama Fidha		X			07716190010
41	Kyeru Dswuson		X			
C	Individual farmers					
42	Mwandha Kilizostone (cassava, successful)	53		x		0778137450
43	Kiigo Abduh(cassava, unsuccessful)			x		0758711982
44	Mugoya Wilson (rice, successful)			x		0788735980
45	Erai Irukira(rice, unsuccessful)	70		x		0781944347
D	DPC & DCO					
46	Godfrey Gusongoirye			X	DCO	0774574864
47	Dr. Ngango Bernad			X	Ag. DPO	0702696926
	BUDAKA					
E	RPO 1 (Nalado Tweyambe)					
48	Hagenyi Joshua	65		x		0784510253
49	Kamba George	58		x		0772328162
50	Gadambya Wilberforce	69		x		
51	Kafuko yokosoni	66		x		0778909182
52	Senja Micros	53		x		0777724419
53	Mayemba Sulamman	60		x		0775719666
54	Koire Richard	40		x		0785663693
55	Kasolo Ephraim	45		x		0757578795
56	Iziyusha Muhamad	28		x		0777524202
57	Hasa Badiru	51				
58	Muluga Nathan	27		x		0785769861
59	Naula Esther M	51	X			0755402020
60	Ida Nakyuka	63	X			
61	Bulage Zainabu	53	X			073412780
62	Bangibasa Florence	68	X			
63	Gundi Jane	48	X			0778215145
64	Mbulakidero Kolositika	49	X			
65	Nakurutu Norah	40	X			
66	Mutebe Robinah	38	X			
67	Kwataha Mangadalena	38	X			
69	Musa Ayisa	42		x		0771645250
70	Ntende Philo	59		x		
71	Naloda Ruth	60	X			
72	Musoni Manteri	50	X			

73	Sale Maimuna	60		X		
74	Nalewla Lovisa	50	X			
75	Fatina Naloda	43	X			0775020948
76	Looki Merab	60	X			0787999660
77	Mukasa Lydia	28	X			0785659698
78	Nagawa Sophia	24	X			
79	Waawo Julius	30		x		0756765800
80	Mudali Micheal	40		x		0752691474
81	Nawula Norah	27	X			0783926667
82	Elemula James	26		x		0773865196
83	Kadondi Margret	38	X			
84	Bitakufe Getrude	45	X			0779588692
85	Hamida namuyondi	53	X			
86	Basaliza lillian	23	X			0788487906
87	Galandi Samson	34		x		0758671829
88	Mukuma Amaba	54	X			
89	Kasirye Isima	23		x		
90	Ndobole Gester	58		x		0789242577
91	Mugure Eridardi	48				
92	Gowa Badilu	35		x		0785333738
93	Mpido Apolo	55		x		
94	Naula Immaculate	43	X			
95	Mugali John	67		x		0782315284
96	Margret Kulu	40	X			
97	Lobina Bawu	46	X			
98	Margret Logose	50	X			
99	Deborah Namisi	37	X			
100	Nzobi Chris	55		x		0782643977
101	Kaisiwaiza Ben	22		x		0783781056
102	Wasakana k Simon	29		x		0783781056
103	Walususuni John	58		x		0779588632
104	Gundi Patrick	50		x		0771457874
105	Matutu Moses	36		x		0701469712
106	Felala Stephen	38		x		0774696325
F	RPO 2 (Kamonkoli A)					
107	Gadala Fred	36		x		0782900797
108	Kebba Stephen	48		x		0782900244
109	Nyege Jackson	50		x		0772946821
110	Donge Danson Dan	70		x		0772099390
111	Mbulamaye Gdofrey	40		x		0772826932
112	Ziraba Emmanuel	49		x		0772692917
113	Kainja John	34		x		0774083819
114	Natudeyi Robina	40	X			07810272482

115	Weria Angulo	59		x		
116	Alice kirayi	50	X			0789721509
117	Kainja Margret	46	X			
118	Gadara Edith	34	X			0776030713
119	Donge Joyce	59	X			
120	Namusongo Sarah	37	X			
121	Namwoyo Loi	62	X			
122	Balulca Alice	63	X			
123	Angulo Boniface	72		x		
124	Gadala W.W Brown	64		x		0782606699
125	Florence Gadala	40	X			
126	Ngule Mary	45	X			0751784972
127	Watala Mirabu	48	X			
128	Ngedo Christine	42	X			0774491875
129	Bukoli Titus (ziraba)	60		x		0779959988
130	Hadijja Menya	53	X			0753202639
131	Mudangha Alice	52	X			0774219072
132	Susan Watala	40	X			
133	Mudangha Paul	45		x		0782562760
134	Merabu Gadala	70	X			
135	Gadala Wilson	78		x		
136	Gadala Irene		X			07750502041
G	District Officials					
137	Dorothy Chelengat		X		Assistant DISO/ Acting RDC	0774304230
138	Baya Martin			X	CAO	0782433852
139	Gerald Odongo			X	Fisheries Officer/ AG. DPC	0772, 0753-846480
H	Individual farmer					
140	Looki Merab (unsuccessful)		x			0787999660
141	Higenyi Joshua (unsuccessful)			X		
142	Baruka Alice (uncessful)		X			
143	Mbulamaye Godfrey (successful)			X		0772826932
I	ACE (Brudeo)					
144	Pherry Kabanda	X			Chairperson	0772439945
145	Looki Merab	X			Secretary	0787999660
146	Naula Esther. M	X			Facilitator	0755402020
	MBALE					
J	Epsedec					
147	Nelson Woiru Kyagera			X	Chief Executive Officer	0772619706

148	Mr. Geoffrey Nambafu			X	Finance and Administration Manager	0774630000
149	Cepher mabberi			X	Business development officer	070039496
K	Financier, Post Bank					
150	Naboire Toypstar	x			Growth Manager	
151	Odut Joseph		X		Group lending officer	0700630581
152	Mambe Collin		X		Agriculture lending officer	0779643721
153	Mugerwa Daniel		X		Agriculture officer	0775646757
L	Financier, Micro finance support centre					
154	Sylvia Nanyonga				Credit officer	0712990215
M	Input Supplier, UNADA					
155	Isaac Woniala				Regional Program Officer	iwoniala@yahoo.com
	MANAFWA					
N	District officials					
156	Mr. Wabunya M. Peter			X	District vice Chairperson	0776332073
157	Ms. Wambeddo maimuna		X		Secretary Production	0785583761
158	Ms. Nambuya Modesta		X		DPO	0772881582
159	Wabweni Andrew			X	SCDO/ denc 2 council	0782625542
160	Mr. Aramazan Wabuko			X	Chairman III Mague	0778905699
161	Martin Jacam Gwokto			X	CAO	0772460408
162	Khakusuma Doreen		X		DCO	0773367377
O	RPOs (Bukhofu United Farmers Association and Bumagambo Primary Society)					
163	Emojong Lawrence	48		x		0789609335
164	Wamakesi David	23		x		0789437951
165	Kuloba Paul	20		x		0786565395

166	Nasongo Martin	22		x		0789101845
167	Wabomba Ronald	19		x		07994261
168	Matembu Moses	18		x		0775711515
169	Allen Maselo	56	x			
170	Wamukota Joseph	48		x		0783222803
171	Namasake Emmy	70		x		0779053994
172	Malisa Ronald	30		x		0774159536
173	Nangendo Rogerds	49		x		077343141
174	Matuka Scola	33	x			
175	Simwende Richard	32		x		0783192470
176	Namesake Colline	25		x		0789799464
177	Mukhiso Joseph	60		x		0783718268
178	Wamakesi Lenard	20		x		0789853064
179	Nasongo Rogers	45		x		0785183065
180	Magyina Godfrey	48		x		0774986391
181	Wakatsunga Peter	40		x		0775872122
182	Nambuya Merabu	40	x			0784969237
183	Mwasame Wilson	51		x		0787888713
184	Nandutu Martin	45		x		0783724565
185	Namunyala Christopher	57		x		0786222788
186	Manso James	53		x		0782982771
187	Kangala Julius	20		x		0787575434
188	Wandarya Dominic	63		x		0779466148
189	Ngokho Henry	23		x		0785183081
190	Wambaya Shedrack	20		x		0778619866
191	Wamalwa Joseph	55		x		0755172944
192	Handle Cynthia Peace Corps	29	x			0772139666
193	Wamutinyi Robert	29		x		0781496543
194	Wamakisi Sam			x		0782850948
195	Gedion Wanyama	60		X		0783803935
196	Naigaga Mary	38	X			0780692550
197	Wabwire Deogratias	59		X		0787590634
198	Nasongo Yasin	45		X		0782605265
199	Nelima Juliet	40	x			0778681682
200	Mulalu Evans	30		X		0789336814
201	Alice Wanyama	50	x			0783803935
202	Watika Fred	57		X		0775988566
203	Wepolyo Moses	36		x		0785639449
204	Munjifwa Martin	45		x		07779038950
205	Buyela Godfrey	25		x		0776184277
206	Wakooli Rogers	25		x		0787105531
207	Wamukota Richard	47		x		0783081434
208	Wamakesi Steven	36		x		0771470222
209	Wakatsuga Fred	25		x		0777809490

210	Wakatsunga Richard	30		x		
211	Mulalu Peter	40		x		0787759431
212	Nakhaima Julius	50		x		0782261357
213	Busisa Stephen	40		x		0772261357
214	Namono Rebecca	17	X			077339507
215	Kaha Musuya	40	x			
216	Kibone Lona	45	x			
217	Namukhula Annet	26	x			
218	Mukimbi Susan	25	x			
219	Khainza Betty	21	x			0789100654
220	Agatha Katami	43	x			0752331276
221	Namono Beatrice	33	x			
222	Nandudu Margret	38	x			
223	Kilande Catherine	30	x			0778627010
224	Alleni Kakayi	37	x			
225	Namutosi Gorret	24	x			
226	Walyaula Eppy	40		x		0772876603
227	Moolo Patrick	49		x		0782512661
228	Natte Vicent	49		X		0787033982
P	Individual farmer					
229	Alice Wanyama		x			0783803935
Q	ACE (Bukusu Yetana Area Cooperative (BYACE)					
230	Robert Wamutiya			X	Accountant	0781496543
	JINJA					
R	Input supplier (Upland Rice)					
231	Ben Moi Gelenga			X	Operations Manager	0782596208/ 0703808611

NOTHERN REGION

DATE: 7/8/15		Time: 9:00 AM		Region: NORTHERN	
District: NWOYA		Sub-county: ALERO		Village: ATOCON	
ACE: ALERO LABALA COOPERATIVE SOCIETY		ACE Manager: OKELLO FRANCIS			
RPO: CAN DEG WAKE		RPO Chairperson: OYAKA CHARLES			
No	Names	Age (Years)	Gender		Telephone Contact
			Female	Male	
1	OYAKA CHARLES	45		M	0715 241 134
2	AKENA PATRICK	28		M	0773 685 602
3	OJOK CHARLES	22		M	0717 061 402
4	OJOK PHLLIP	44		M	0777 325 574

5	LADU BICENTINA	50	F		
6	LATIM LEONE	65		M	0774 540 301
7	MWAKA SUNDAY	27		M	0716 503 253
8	AMONY ALICE	38	F		
9	ANONO ESTER	36	F		
10	ANENA MARY	40	F		0717 736 410
11	APIYO NANCY	22	F		
12	ATTO JOSKA	39	F		
13	ATENYO GRACE	38	F		
14	OTIKA KOMA	38		M	
15	OKELLO ROBINSON	21		M	
16	ALUR MARGRET	44	F		
17	AKELLO NANCY	20	F		0715 586 649
18	AJOK AGNES	35	F		
19	OPIYO NELSON	31		M	0711 844 153
20	OKOT MICHEAL	47		M	0774 295 273
21	OKELLO FRANCIS	49		M	0717 774 554

DATE: 6/8/15		Region: NORTHERN			
District: NWOYA		Sub-county: ANAKA TOWN COUNCIL		Village.....	
ACE: ANAKA FARMERS PRODUCE & MARKETING ASSOCIATION		ACE Manager:			
RPO: LUBANGA MAMIYO		RPO Chairperson: KUMAGUM RICHARD			
RPO Total Membership: 35		No. of Males: 7		No. of Female: 28	
		No. of Youth.....			

No	Names	Age (Years)	Gender		Telephone Contact
			Female	Male	
1	ATIMANGO GLADES	20	F		
2	OLOYA CHARLES	35		M	0793 870 154
3	OJOK SANTO	39		M	0714 939 462
4	NYEKO RICHARD	32		M	0774 / 0714 460 543
5	NYANGGILLO SIMON	25		M	0777 776 911
6	OJOK ROBERT	32		M	0782 668 354
7	ORACH WALTER	32		M	
8	CANDIRU ANNET	32	F		0774 432 657
9	OKELLO SANTO	45		M	0718 805 338

10	OKWERA CHARLES	24		M	0714 789 078
11	AMENYA PROSCOVIA	33	F		
12	ADOKO RACH FILDER	38	F		
13	ANYER KAMELA	60	F		
14	ALOYO JOK EASTER	68	F		
15	AKECH CABINA	40	F		
16	APIYO MARTA	63	F		
17	AKELLO MILLY	39	F		
18	OPIRO ALFONSE	52		M	0793 119 633
19	ADONG KAROLINA	42	F		
20	LAMARO SARONE	18	F		0786 327 324
21	ATIM SHARON	18	F		
22	ACIRO LUCY	48	F		
23	ACIRO DOCACH	20	F		
24	ANITE MILDRAE	27	F		
25	ACHORA ANNET	20	F		0781 448 633
26	ATOO EVALINE	23	F		
27	OLUM BINANSIO	58		M	
28	LAGUM JOYCE	30	F		0716 758 404
29	AUMA MILLY	35	F		0717 053 961
30	KUMAGUM RICHARD	39		M	0752 901 331
31	ORINGA CHRISTOPHER	40		M	0784 761 854

DATE: 5/8/15 District: GULU ACE: LATYENG FARMERS GROUP RPO: OWOR COMMERCIAL FARMERS "A" RPO Total Membership: 22		Region: NORTHERN Sub-county: BUNGATIRA ACE Manager: OCAN BEN RPO Chairperson: OKETCH LATICIO No. of Males: No. of Female: No. of Youth.....		Village.....	
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No	Names	Age (Years)	Gender		Telephone Contact
			Female	Male	
1	KITARA LAWRENCE	41		M	0711 559 660
2	PILOYA AGNESS	40	F		
3	ACORA BETTY	29	F		
4	ADYERO LILLIAN	17	F		

5	ALUKU MARGARATE	46	F		0777 139 385
6	OYELLA ALICE	57	F		
7	LALAA HELLEN OCWEE	16	F		0716 081 311
8	ATIM HARRIET	17	F		0780 904 759
9	ADYERO MARGRATE	30	F		
10	AKELLO MARTINA	56	F		
11	LABOL LUCY	46	F		
12	ACAYO MARTINA	45	F		
13	OLANYA PATRICK	35		M	
14	LAWINO GRACE	37	F		0783 269 411
15	ODOCH GEOFFREY	27		M	0787 853 455
16	AKOT DORINE	47	F		0791 208 215
17	ALICE OCORA	57	F		0777 462 788
18	MONICA OCAN	50	F		
19	FLOURENCE OKWIR	50	F		0773 170 135
20	FILDER OKOT	52	F		0779 038 092
21	ANENA FLOURENCE	52	F		
22	EUNICE OCAN	35	F		0772 184 330
23	NYEKO SANTO	39		M	0778 444 708
24	ANENA LILLY	37	F		
25	OPOKA FRANCIS	36		M	0782 532 699
26	BODO AGOMA	57		M	0773 775 071
27	ACIRO LILLY	37	F		
28	OKECH LACITO	49		M	0777 320 741
29	KOMAKELS CHARLES	38		M	0788 153 801
30	AKELLO JESCA OTURA	50	F		
31	ACAN HELLEN	55	F		
32	OLOYA DENIS OKULI	56		M	0779 082 089
33	ORYEM BOSCO	43		M	0788 748 130
34	OPIYO KENNETH	21		M	0771 602 510
35	LAMUNU JOSFINE	48	F		0789 700 644
36	SANTAT OYET	45	F		

37	OCHAN BEN	56		M	0772 576 322
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DATE: 7/8/15		Region: NORTHERN			
District: NWOYA		Sub-county: ALERO			
ACE: ALERO LABALA COOPERATIVE SOCIETY		ACE Manager: OKELLO FRANCIS			
RPO: OYWEK KI TIC		RPO Chairperson: ODONG CHARLES			
No	Names	Age (Years)	Gender		Telephone Contact
			Female	Male	
1	ODONG CHARLES	36		M	0789 605 018
2	OPIYO MORISH	22		M	0714 474 539
3	OPIRO WALTER	27		M	0714 474 373
4	AMONY P OKECH	39		M	0774 079 585
5	LONGENO VIKY	47	F		0712 150 1767
6	LAMUNU MAGRET	40	F		0712 150 1767
7	ADONG CHRISTINE	40	F		
8	AKOT AGNES	20	F		
9	ADONG HELLEN	46	F		
10	ARINGA JUDITH	52	F		
11	ADONG DOREEN	59	F		
12	LAWIN LODIYA	45	F		0718 997 792
13	OBAL COSMAS	26		M	
14	ORYEMA MICHEAL	24		M	
15	KIDEGA BOSCO	35		M	0714 474 588
16	OPIYO JUSTINE	25		M	0717 029 713
17	OPIYO STEVEN	18		M	
18	LABONGO	39		M	
19	LAYEDO DORIN	39	F		
20	AKELLO LACK	19	F		
21	AYET CH	36	F		
22	OKELLO	40		M	
23	OBAL PARTRICK	37		M	
24	ALOYO AIRINE	38	F		

DATE: 5/8/15 District: GULU ACE: LATYENG FARMERS GROUP RPO: WANEN ANYIM RPO Total Membership: 33			Region: NORTHERN Sub-county: BUNGATIRA ACE Manager: OCAN BEN RPO Chairperson: OKWINYA FRANCIS No. of Males: 17 No. of Female: 27		
No	Names	Age (Years)	Gender		Telephone Contact
			Female	Male	
1	OKOT JUSTINE MUSA	43		M	
2	LAMUNU BORINE	37	F		
3	AYO AGNES	34	F		
4	AUMA STELLA	35	F		
5	AKWERO CHRISTINE	30	F		
6	ARACH FULORENY	31	F		
7	AYELLA PATRICK	36		M	
8	OKOYA GEOFFRY	38		M	
9	OYAT SALUATORI	70		M	
10	OKOT SAMWEL	60		M	
11	YAYERI OKELLO	69	F		
12	OBALIM ELIZEO	60		M	
13	AKELLO YORANDA	67	F		
14	AKOKO REZINA	67	F		
15	OKETA DENISH	16		M	
16	AUMA BATTY	57	F		
17	OJOK DENISH	16		M	
18	ONENCAN IVAN	17		M	
19	OGEWRKUT SAMUEL	22		M	
20	OKELLO MARTIN	23		M	
21	OTTO ROBERT	35		M	0713 561 333
22	ODONG JOHNSON	20		M	
23	OKWIR RICHARD	30		M	
24	AKELLO JANIFAR	31	F		
25	ODOCH WALTER	22		M	0779 028 309
26	KIDEGA ISAAC	23		M	0783 965 503
27	OJOK OBALIM PATRIC	25		M	

28	ALICE ACAN	44	F		
29	ANYAYO BATTY	39	F		
30	AKELLO GRECES	37	F		
31	ACAYO INNOCENT	22	F		0777 928 478
32	OCWEE AGNES	40	F		0771 861 715
33	AKWONGO ROSE	42	F		
34	ALOYO INNOCENT	23	F		
35	ABALO FIONA	33	F		0787 559 660
36	NYEKO GEORGE	43		M	0777 337 679
37	OCAKA ROBERT	35		M	0793 527 543
38	OKELLO MARTIN	47		M	
39	OCHAN VICKY	49	F		0771 042 287

United Nations Evaluation Group Code of Conduct for Evaluation in the UN System

Evaluation Consultants Agreement Form

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Mr. Constantine Bitwayiki

Name of Consultancy Organisation (where relevant): Devinovit Associates Ltd

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Kampala on 18th August 18, 2015

Signature:



United Nations Evaluation Group Code of Conduct for Evaluation in the UN System

Evaluation Consultants Agreement Form

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Dr. Stephen Lwasa

Name of Consultancy Organisation (where relevant): Devinovit Associates Ltd

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Kampala on 18th August 18, 2015

Signature:



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Evaluation Consultants Agreement Form

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Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Mr. Grace Musoke- Lwanga

Name of Consultancy Organisation (where relevant): Devinovit Associates Ltd

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

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Signature:



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Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Mr. Sam Jamie Ibanda

Name of Consultancy Organisation (where relevant): Devinovit Associates Ltd

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Kampala on 18th August 18, 2015

Signature:



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Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Ms. Agnes Munalitsi

Name of Consultancy Organisation (where relevant): Devinovit Associates Ltd

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Kampala on 18th August 18, 2015

Signature:

United Nations Evaluation Group Code of Conduct for Evaluation in the UN System

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Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Mr. Uwimana Julius

Name of Consultancy Organisation (where relevant): Devinovit Associates Ltd

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Kampala on 18th August 18, 2015

Signature:

United Nations Evaluation Group Code of Conduct for Evaluation in the UN System

Evaluation Consultants Agreement Form

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Mr. Masanyu Adolf

Name of Consultancy Organisation (where relevant): Devinovit Associates Ltd

**I confirm that I have received and understood and will abide by the United Nations Code of
Conduct for Evaluation.**

Signed at Kampala on 18th August 18, 2015

Signature:



ANNEX 5: SUMMARY OF PLANNED OUTPUT, TARGETS AND ACHIEVEMENTS (2011-2015)

Output 1: Business linkages established and operationalized									
2011		2012		2013 ⁶		2014		2015 ⁷	
Planned Targets	Achieved	Planned Targets	Achieved	Planned Targets	Achieved	Planned Targets	Achieved	Planned Targets	Achieved
50 high potential business linkages identified	<ul style="list-style-type: none"> 1⁸ business linkage identified Draft criteria report for selecting market ready MSMEs prepared 4 Scoping criteria developed which included potential for growth and competitiveness, impacting large numbers of small holder farmers and the poor, Uganda wide value proposition, and livelihood of attracting critical mass of value chain actors 	<ul style="list-style-type: none"> 12 business linkages established and fully functional Value chains for project intervention selected Activity Result 1: Agriculture sector profile report Action 1: Assess and profile 10 priority agricultural subsectors Activity Result 2: Value Chain Mapping and Analysis Report 	<ul style="list-style-type: none"> 10 priority agricultural subsectors profile report produced 5 Agricultural subsectors Value Chain Mapping and Analysis Report produced High level data quality and accuracy, and analysis report Validation workshops reports for 5 Agricultural subsectors 	<ul style="list-style-type: none"> 20 business linkages in Rice, Cassava and Beans Value Chains established and operational Activity Result 1: Identify and select potential business linkage players Action 1: Conduct a baseline study/survey to benchmark project intervention in 3 value chains Action 2: Identify, select and profile 1 	<ul style="list-style-type: none"> A report on baseline study/survey benchmarking project intervention in 3 value chains One off taker (Cereal World) was identified, profiled and linked to 3 MSMEs to supply cassava chips A customised draft MOU developed with a total of 31 MOUs signed Training workshops held in 23 MSMEs 	<ul style="list-style-type: none"> Activity Result 1: 20 business linkages operationalized Actions Taken 6 more MSMEs identified, selected and profiled 6 Market Off takers identified, selected and profiled Activity Result 2: BDS provided to selected enterprises along the three value chains Actions Taken 32 MSMEs provided with BDS 	<ul style="list-style-type: none"> 6 new MSMEs identified, selected and profiled 6 new Market Off takers identified, selected and profiled 37 MSMEs provided with BDS Project team carried out monitoring of field activities Over 20 MSMEs sensitised on signing MOUs and contracting, and new 16 MOUs were signed 	<ul style="list-style-type: none"> 20 business linkages operationalized 4,000 metric tons of traded commodities categorized by the 3 value chains 	<ul style="list-style-type: none"> 28 MSMEs were covered with 515 farmers (318 male, 197 female) 90 RPOs in 28 MSMEs mentored on one-on-one business consulting. 234 farmers (164 male, 70 females) benefited 3 exchange visits were carried out

⁶ Implementation took place from October to December 2013

⁷ Was an extension year

⁸ The project implementation commenced in the month of October 2011 and funds were disbursed late towards the end of the year.

		<p>Action 1:</p> <ul style="list-style-type: none"> - Value chain mapping and analysis of five selected agricultural subsectors (beans, cassava, rice, honey and coffee) <p>Action 2:</p> <ul style="list-style-type: none"> - Quality assurance and supervision of value chain data collection and analysis <p>Action 3:</p> <ul style="list-style-type: none"> - Holding validation workshops for 5 Agricultural subsectors Value Chain Mapping <p>Action 4:</p> <ul style="list-style-type: none"> - TAC review meetings for 5 Agricultural subsectors VCA reports 	<ul style="list-style-type: none"> - 3 Value chains selected by the TAC - Final 5 VCA reports available for public usage - 3 capacity building modules i.e. A farmer as an Entrepreneur Manual, Leadership and Governance Manual, and Collective Marketing Manual - 5 Market Off takers targeting the 3 VCs assessed and directly linked to the MSMEs to enhance market access - A total of 15 MSMEs were selected, 	<p>market off taker</p> <p>Action 3:</p> <p>Facilitate negotiation and signing of formal contracts/agreements for 31 MSMEs and Market Off takers</p> <p>Action 4:</p> <p>Assess and build capacity of 31 MSMEs</p>		<p>to implement business linkages</p> <ul style="list-style-type: none"> - Technical team's knowledge and experience sharing capacity building undertaken - Facilitating signing of 12 new MOUs between Off-takers and MSMEs - Carrying out of capacity building linkage actors i.e. develop joint planning tools for linkage facilitation, contract management, information sharing, conflict management, linkage performance tracking <p>Activity Result 3:</p> <p>Established business linkages mentored</p>	<p>Tools were developed for the three linkage actors of joint planning, information sharing and contract management. Capacity of 533 linkage facilitators from 24 linkages was built. 22 supply contracts were signed representing over 6,000 MT of produce worth over six billion Uganda shillings</p> <p>- Total of 132 (41 female and 91 male) in 37 MSMEs mentored/coached in quality control, produce bulking, records management, price negotiation/payment terms setting</p>		
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		<p>Action 5: - Launch of Value Chain Analysis reports</p> <p>Activity Result 3: Capacity Gaps for Business Strategies/ solutions addressed</p> <p>Action 1: - Developing 3 capacity building modules for use by RPs, BSAs, MSMEs, and Development Practitioners</p> <p>Action 2: - Assessing 5 lead firms' readiness to support MSMEs and initiating signing of at least 2 contracts</p> <p>Action 3: - Assess and select 20 MSMEs that are market ready</p>	<p>profiled, and technically facilitated (5 under PRICON, 5 under APSEDEC, and 5 EPSEDEC)</p>			<p>Actions Taken - Offering business mentoring and coaching services</p>				
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Output 2. Capacity of small holder Business Support Associations (BSAs) strengthened									
2011		2012		2013 ⁹		2014		2015 ¹⁰	
Planned Targets	Achieved	Planned Targets	Achieved	Planned Targets	Achieved	Planned Targets	Achieved	Planned Targets	Achieved
At least 4 training programmes developed and implemented	None ¹¹	Action 1: Capacity assessment and profiling of BSAs conducted Action 2: Development of capacity building interventions	3 BSAs capacity assessed and profiled 3 BSAs capacity strengthened (Kyenjojo farmers association under PRICON, SOCDIDO under EPSEDEC, and Agaro Savings and Credit Cooperative under APSEDEC 2 BSAs capacity building modules developed i.e. Service Portfolio Development, and Mentoring farmer group SMEs. They were distributed to RPs, BSAs,	Action 1: 9 business support associations (BSAs) and 31 MSMEs in the selected agricultural value chains strengthened to offer business development services Action 2: Conducting farmer group exchange visits Action 3: Improvement of quality of the produce by the MSMEs and small holder groups	Total of 3 BSAs assessed and reports produced 2 capacity building modules developed (Access to credit by small holder farmers, use of ICT to access markets) Exchange visits in each of the three regions were conducted Quality improvement training on post-harvest handling like drying, sorting, and storage	5 more BSAs profiled and assessed and their capacity enhanced to serve 37 MSMEs Deliver capacity building interventions to BSAs and PDCs Conduct farmer group exchange visits	5 new BSAs profiled making a total of 12 BSAs for the project Simple guides/tools were developed for 12 BSAs. 5 BSAs under EPSEDEC signed collaborative MOUs TOT workshop were conducted for all BSA staff and leaders of the major member groups Trained TOT and RPO leaders were facilitated and supervised as they delivered trainings in individual member farmer groups	Organise and implement rural producer exchange visits	3 exchange visits were carried out

⁹ Implementation took place from October to December 2013

¹⁰ Was an extension year

¹¹ No activity was initiated during the quarter October – December 2011.

			MSMEs, and development practitioners				Farmer exchange visits were organised in each region		
Output 3: Innovative pro-poor business concepts developed and operationalized									
2011		2012		2013¹²		2014		2015¹³	
Planned Targets	Achieved	Planned Targets	Achieved	Planned Targets	Achieved	Planned Targets	Achieved	Planned Targets	Achieved
<ul style="list-style-type: none"> - 50 corporate private sector companies¹⁴ identified - 5 corporate private sector companies selected and facilitated to identify appropriate pro-poor business solutions 	<ul style="list-style-type: none"> - A Business-Call-to-Action (BCtA) study was conducted - 3 draft Business Concept Notes were prepared 	<ul style="list-style-type: none"> Action 3.1: 15 Corporate private sector companies mobilised to participate in the BCtA initiative Action 3.2: Develop 7 BCtA Model Concepts Action 3.2: Signing of 2 agreements between private sector corporate companies and MSMEs 	<ul style="list-style-type: none"> - 23 Corporate private sector companies mobilised and sensitized under BCtA - 7 BCtA Model Concepts were developed - 7 concepts were reviewed by TAC with Britania and UAP insurance recommended for MOU signing, meetings between Britania and 	<ul style="list-style-type: none"> - 5 pro-poor business models in the agricultural sector developed and operationalized 	<ul style="list-style-type: none"> - 1 business pro poor concept was finalised - 2 Concepts (Agrinet and KickStart) were reviewed 	<ul style="list-style-type: none"> - 2 BCtA Concepts/Models developed - At least 5 models operationalized to provide pro-poor products and to culminate in inclusive markets in agriculture - Provide technical support to BCtA actors for the implementation of the second initiative 	<ul style="list-style-type: none"> - 2 new BCtA Concepts/Models fully developed (FICA Seeds, and Post Bank). Inyange from Rwanda was brought on board. - 5 models operationalized - Activities and budgets for 5 BCtA models were prepared and agreed upon with corporate agencies - Only Inyange industries of Rwanda was 	<ul style="list-style-type: none"> - Cooperative Board Members , management and farmers equipped with farmer cooperatives management skills 	<ul style="list-style-type: none"> - 12 Cooperative Board Members and management trained - Over 40 farmer representatives empowered with technical and financial proposal evaluation skills - 4 local trainers were equipped with knowledge and skills for dissemination of appropriate GAPS who in turn trained 80 fellow farmers

¹² Implementation took place from October to December 2013

¹³ Was an extension year

¹⁴ Due to late disbursement of funds and limited understanding of the BCtA led to minimal achievements of the output

			MSMEs organised and facilitated, five field visits by representative of the corporate company facilitated				supported under passion fruit with a model nursery house with a 10,000 litre ferro-tank constructed. Farmers of Kabale and Kanungu have been engaged by Inyange to supply passion fruits		
Output 4: MSMEs access to assets for productive uses (finance, market information and technology) increased									
2011		2012		2013¹⁵		2014		2015¹⁶	
Planned Targets	Achieved	Planned Targets	Achieved	Planned Targets	Achieved	Planned Targets	Achieved	Planned Targets	Achieved
No activity target planned	None	Activity Result 1: A diagnostic study report on MSMEs constraints to accessing productive assets Action 1: A diagnostic study on access to productive assets and services Action 2:	A diagnostic study report on access to productive assets and services Reports on capacity assessment of service providers' access to provide market information, finance, production and	50 selected MSMEs accessing and utilizing productive assets (agric extension services, financial services, technology, and market information)	At least 31 MSMEs were trained preparing them to access the productive assets in the areas of: (i) Development of implementation plans (ii) Negotiation of MOUs (iii) Quality Management (iv) Cost Benefit Analysis of	200 MSMEs to access assets and innovative products through supply arrangements	Total of 13,507 farmers from 30 ACEs (over 600 MSMEs) were empowered with skills to enable them access productive assets. This led to over 1566 farmers opening accounts with financial institutions, 30 new VSLA formed, over 800 million shillings accessed	At least 200 MSMEs facilitated to access productive assets Provision of improved technology	Over 200 farmers skilled to carry out financial evaluation 14 VSLAs in Northern Uganda were monitored Two stakeholder meetings with involving 6 financial institutions (Equity, Post Bank, MFSCCL, Bank of Africa, Centenary Bank, and Opportunity Bank) and 102 farmer representatives from 16 ACEs were held.

¹⁵ Implementation took place from October to December 2013

¹⁶ Was an extension year

		<ul style="list-style-type: none"> - Prepare commodity specific reports on constraints and opportunities in accessing assets for productive use 	<ul style="list-style-type: none"> - post-harvest technology were prepared, presented and validated in a stakeholder workshop 		<ul style="list-style-type: none"> - available technologies - (v) Development of production plans - (vi) Discussions on Buyer-Supplier contracts 		<ul style="list-style-type: none"> - by over 970 farmers as loans. 17 MSMEs developed bankable business plans. 2,734 farmers trained in GAPS in 15 linkages. 20 field extension staff were trained in concepts and practice of effective agriculture extension - Facilitated discussion on access to three innovative products (financial, ICT for market information, and insurance) 		<ul style="list-style-type: none"> - A sample/template for business plans and guidelines was drafted and disseminated to participating MSMEs. United Farmers in Gulu secured a productive loan of 350 million shillings from Post Bank. - 40 local trainers were equipped with extension services skills training for disseminating of appropriate GAP among ACEs members with over 368 farmers trained - 8 demonstration plots were established in 7 ACEs in central and western Uganda - Market information is now accessed through a mobile phones
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ANNEX 6: BACKGROUND INFORMATION ON EVALUATORS

Dr. Stephen Lwasa – Agricultural Economist (Marketing) and Team Leader

Dr. Lwasa holds a PhD in Agricultural Economics (awarded by Makerere University). He has close to 24 years working experience spent in the Department of Agribusiness and Natural Resource Economics and Makerere University Agricultural Research Institute, Kabanyolo (MUARIK). His extensive expertise in agricultural marketing, and rural development, food security issues are crucial to the assignment. His experience has concentrated in the areas of Agriculture, Agricultural Economics, Business planning and feasibility studies; Rural Development with emphasis in; Agricultural Marketing, Farm Management, Food Security, Agricultural Policy Analysis, Production Economics, and project and programme development and analysis and Monitoring and Evaluation of Projects. His consultancy career has spanned many national and international assignments under World Bank, FAO, USAID, World Vision, OXFAM, Rockefeller Foundation, Sida/SAREC, NORAD, Sasakawa Global 2000 and DANIDA. His responsibilities have mainly been in primary and secondary data collection, compilation, entry and analysis; supply and demand model development, commodity analysis, and report writing. He has worked with many farmers to develop market oriented project proposals and business plans, using participatory approaches and as a consultant and team leader on many private sector, Non-Governmental Organization and international institutional projects. Dr. Lwasa is also a seasoned Administrator with excellent communication and report writing skills.

Mr. Grace Musoke Lwanga – Public Private Sector Development Specialist

Grace Musoke-Lwanga has over 30 years' experience in institutional leadership, management development and consulting. He has provided effective leadership to two major regional inter-governmental organizations operating in Eastern and Southern Africa. He successfully established a pioneering Public-Private Partnership (PPP) mechanism in Uganda; built capacity for SMEs and Micro-finance institutions. He has consulted extensively for Public, Private and Civil Society Organizations in East Africa. He has also lectured to graduate and undergraduate students at the University of Nairobi (Kenya), Makerere University Business School, Martyrs University, Nkozi, and Kampala International University in Uganda. Musoke-Lwanga is a seasoned Management Trainer, Conference Moderator and Facilitator. He has excellent communication and report writing skills. Musoke-Lwanga has extensive regional experience having lived and worked in Kenya, Uganda, Tanzania, Zambia and Zimbabwe.

Constantine Bitwayiki - M&E and Information Management

Mr. Bitwayiki has over 20 years' experience working in the areas of institutional capacity building, M&E, MIS, ICT, Project and Program formulation and implementation, and e-Government. In the four years that ended July 2014, under an EU/EC Capacity Development Support Programme to the National Planning Commission, Government of Republic of Namibia, as a Team Leader and Deputy Team Leader, he provided technical assistance and built technical capacity to the Namibia National Planning Commission (NPC) staff to spearhead the formulation of sector and regional development plans, promotion of M&E processes with requisite MIS implementation strategies. He backstopped and supported the NPC staff to assess institutional capacity gaps to undertake respective departmental and directorate level planning, implementation, and monitoring and

evaluation roles as per their mandates. He advised the NPC on the processes to computerize the institutional M&E and administrative systems.

Prior to joining the EU/EC Namibia project, Mr. Bitwayiki worked with Devinovit Associates Ltd, a Ugandan private sector firm, as a Principal Consultant. He led consultancy assignments on capacity building, M&E, MIS, ICT, e-Government, and Training of Trainers. Before joining the private sector, for 3 years he worked at the National Planning Authority (NPA) of the Government of Uganda as a Director for Research, Innovations, Monitoring and Evaluation where he led and guided various national planning initiatives including research on development planning aspects, and strategies for the formulation of a national integrated M&E framework and systems for the national development plans. He led and guided the collection and analysis of statistical and operational data on NDP implementation (using SPSS, SPSS Modeler, Epi Info, EVIEWS), preparation of NDP implementation annual performance reports, and participated in the presentation of the reports to various stakeholders including the Presidency, Office of the Prime Minister, Cabinet, Parliament, NGOs, amongst others.

Prior to joining the Uganda NPA, he worked with the Uganda Government Ministry of Local Government, as a Principal Information Scientist where he championed and led the development and implementation of an online M&E system, MIS, and resource centre for monitoring the implementation of decentralization initiatives in local governments (districts and municipalities) in Uganda. He also participated in the implementation of various decentralized development planning process including capacity assessments and undertaking capacity building initiatives for Local Governments. Was also a desk officer charged with the adoption and implementation of the Results Oriented Management (ROM) for the ministry.

Mr. Bitwayiki has also led and championed regional level capacity building initiatives including a regional team of experts that developed an EAC Regional Result-based M&E framework, a COMESA regional e-Government framework and Web Portal to disseminate public information on trade, e-Government, and ICT related initiatives within the 19 Member States, formulated an EAC regional strategic framework for the implementation of e-Immigration systems in the 5 Partner States of the EAC region, amongst others.

Mr. Samuel Jamie Ibanda – Governance and Institutional Development Specialist/CEO/Project Manager

Over 30 years worked in the Government public sector and the United Nations institutions in the areas of policy formulation, strategic planning, implementation, management and monitoring and evaluation tasks. In addition, since 2011, working as a private consultant developed relevant and requisite skills and expertise in various policy and strategy capacity building initiatives.

- ✓ As a member of the UN Senior Management Team, participated in the formulation of UNDAF, Country Programme Documents and CPAPs, as team leader overseeing the implementation of Programme and related projects,
- ✓ Overall Team Leader for the Accountable Democratic Governance Programme in UNDP and provided technical guidance to various implementing partners including public sector and civil society organizations to develop policies and strategies relating to HIV/AIDS, gender mainstreaming and how to address Millennium Development Goals (January 1997 – February 2011).
- ✓ Ibanda has facilitated and supported consultants to undertake evaluations of various projects and program components and I am conversant with developing and reviewing annual work plans and associated M&E indicators for performance monitoring, evaluation and reporting,

- ✓ Currently member of Devinovit Associates Ltd, Uganda, [as a CEO/Consultant] and have led and also participated in a number of consultancy assignments on M&E, Policy and Strategy formulation and impact assessments. I facilitated the development of the Local Economic Development Policy under the Ministry of Local Government and participated in the preparation of the Guidelines for Implementation of Public-Private Partnerships Policy in Local Governments, formulation of the Development Plan for the Directorate of Citizenship and Immigration Control, among others.

Ms. Agnes Munalitsi – ICT Consultant / Research Associate

Agnes hold has over 10 years of working experience in IT applications, management and administration, database management, project management, office management & administration and information management. She has been dealing with consultancy assignment research and project management related work. She has participated in the planning, budgeting, monitoring and evaluation of projects in Uganda, Kenya, Zambia and Namibia. Agnes possesses skills ranging from development of research tools, data collection and analysis. She has experience in workshop organization and coordination, report writing, database management, systems administration, website development and maintenance, graphic design and desktop publishing. She has grounded experience in Microsoft Office packages including Word, Excel, Project, Access, Power Point, Outlook Express, among others. She has worked with different development software including the open source including but not limited to Adobe PageMaker, CorelDraw, SQL Server, MySQL, PHP Dreamweaver, Fireworks. Agnes has provided customer care and support services for different companies, managed staff logistics and welfare, and company's financial transactions among others. She holds a Bachelor's Degree in Information Technology, certificates Cisco Certified Networking Academy (CCNA 1-4) among others.

Mr. Uwimana Julius – ICT consultant/Operations Manager/ Research Associate

Has over 8 years of work experience in the private and public sector both in Uganda and East African community countries, i.e. Kenya, Rwanda, Burundi and Tanzania. He has worked with Devinovit Associates Ltd from its inception in 2007. Julius first worked as a Business executive for two years. From 2010 to date, he is the operations manager and overlooks the overall management of the firm. He has been part of most consultancy assignments carried out by Devinovit Associates from proposal writing through executing the assignments and final product submission to the clients. Most of the assignments, he has been a research assistant or an ICT consultant.

Mr. Masanyu Adolf - Research assistant

He is an economist by profession, he joined Devinovit Associates in 2012 as a research assistant, which position he still holds to date. He is in charge of designing data collection tools, data collection and processing. Before joining Devinovit, he worked with Shares! (U) LTD Kagadi Office, Kibaale District as a document officer. Prior to joining Shares, he worked for UBOS (Uganda Bureau of Statistics) for one year (August 2008-August 2009) as an Enumerator during Uganda Census of Agriculture (UCA) in Rugashali and part of Mabaale Sub-Counties, Kibaale District.

**Terms of Reference for
Terminal Project Evaluation for
Support for Development of Inclusive Markets in Agriculture and Trade (DIMAT) Project**

12. BACKGROUND AND CONTEXT

The agriculture sector in Uganda is characterized by a large number of smallholder producers, where over 80% of farmers operate on plots between 1 and 5 acres. The sector contributes to over 20% of GDP and employs over 70 % of the population. However, over the past decade, the sector's growth has been below the target of 6% set by the Comprehensive Africa Agriculture Development Program (CAADP). Government of Uganda's Agriculture Development Strategy and Investment Plan 2010/2015 (DSIP) emphasizes the need to transform the agriculture sector from small-scale production/subsistence agriculture to commercialization, listing 17 priority commodities.

The Support for Development of Inclusive Markets in Agriculture and Trade (DIMAT) project aims to contribute to the transformation of the agriculture sector from small-scale production/subsistence agriculture to commercialized production in line with DSIP's Programme 2 on "Market Access and Value Addition."

The project, which begun in the last quarter of 2011 and ends in June 2015, is intended to improve the competitiveness of markets in selected commodities, namely, cassava, rice and beans, enhancing the participation of low-income smallholder farmers as producers, consumers, employers and employees in the selected value chain.

Its objectives is to enable the poorest and most vulnerable segment of the population to actively participate in agricultural value chains so as to increase their income, improve livelihood and build resilience at the household and community level.

More specifically, the project is expected to achieve the following outputs:

- 20 business linkages established and operationalized
- Capacity of small holder producer groups and Business Support Associations (BSAs) strengthened
- Innovative pro-poor business concepts developed and operationalized
- MSME's access to productive assets (finance, inputs, market information and technology) increased

The total project budget is USD 2.6 million funded by UNDP's core resources. Its implementing partner is Enterprise Uganda and the Responsible Parties are Kilimo Trust, Eastern Private Sector Development Center (EPSEDEC), Acholi Private Sector Development Company Limited (APSEDEC), and Private Sector Development and Consultancy Centre (PRICON). The project has been carrying out activities in Northern, Eastern, Western and Central Uganda.

The outcome level evaluation (CPAP evaluation) was conducted at the end of 2014 but there has been no project evaluation conducted for this project.

13. EVALUATION PURPOSE

The main purpose of the evaluation is to find out what worked, why and in what context and the extent to which, intended and unintended results are achieved, and their impact on stakeholders. The evaluation results will primarily be used by UNDP and its partners to improve future project design and implementation; to inform decision on allowing for scaling-up or to re-direct future projects in agriculture value chain and inclusive business; and to examine replicability.

14. EVALUATION SCOPE

The terminal evaluation will cover all activities undertaken by the project in the four geographic regions covered by the project. The evaluation should cover at minimum, three general areas, which are ***project formulation, project implementation and project results***. The project results in particular will be evaluated in terms of at least five criteria, which are ***relevance, efficiency, effectiveness, impact and sustainability***.

15. EVALUATION QUESTIONS

The key evaluation questions are listed below according to the evaluation area. The list is by no means exhaustive and to be discussed, flexibly adjusted and finalized at the inception meeting.

4.1 Project formulation (Ask these questions across all respondents?)

- Was the project design informed by a well-researched situation and problem analysis?
- Were the project's objectives and components clear and feasible within the time frame? (Results and Resource Framework)
- Were the stated assumption and risks logical and robust?
- Were the partnership arrangements properly identified and roles and responsibilities negotiated prior to project approval?
- Were management arrangements clear at the start of the project and appropriate for the nature of the project?
- Were the project's activities in line with UNDP's comparative advantage?
- Were there linkages between the project and other interventions within the sector?

4.3 Project Implementation (EUG and RPs?)

- Were baseline conditions, methodology and roles and responsibilities well-articulated in the M&E plan at the project start up?
- Was the M&E plan articulated sufficiently to monitor results and track progress toward achieving objectives?
- Was the M&E plan sufficiently budgeted and funded during project preparation and implementation?
- Were progress and financial reporting requirements/schedule, including quality and timeliness of reports compliant with UNDP policies and procedures?
- Were field monitoring visits carried out sufficiently and quality monitoring reports produced? Is there evidence that these were discussed with stakeholders and project staff?
- To what extent did follow up actions and/or adaptive management taken in response to monitoring reports?
- To what extent have the project's monitoring activities been efficient and effective?

Project Results (Farmer Groups?)

4.3.6 Relevance

The extent to which the activity is suited to the priorities and policies of the target group, recipient and UNDP.

- Are the project's outputs consistent with the focal areas/operational programme strategies and country priority areas?
- Are intended outcome and outputs of the project relevant to national and community needs and priorities?
- Are the activities and outputs of the project consistent with the County Programme Document (CPD) and Country Programme Action Plan's (CPAP) outputs and outcomes?

4.3.7 Effectiveness (All Respondents?)

A measure of the extent to which an activity attains its objectives.

- To what extent were the outputs and outcomes stated in the project document achieved?
- What were the major factors influencing the achievement or non-achievement of the outputs and outcomes?
- What were the factors beyond UNDP's control that influenced performance and success of the projects (including opportunities and threats)?
- To what extent has the project's interventions successfully reached the target groups and met their needs through project design and implementation?
- To what extent has the project's interventions engaged youth?
- To what extent has the project's interventions mainstreamed cross-cutting issues such as gender and environment?

4.3.8 Efficiency (All respondents?)

Efficiency measures the outputs - qualitative and quantitative - in relation to the inputs. It is an economic term which signifies that projects use the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.

- Were project activities cost-efficient?
- Were project objectives achieved on time?
- Was the project implementation delayed and if it was, then did that affect cost-efficiency?
- Was the project implemented in the most efficient way compared to alternatives?

4.3.9 Impact (All respondents?)

The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in economic and financial conditions.

- What has happened as a result of the project?
- What real difference has the activity made to the beneficiaries?
- How many people have been affected and to what extent?

4.3.10 Sustainability (All respondents?)

Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has ended. Projects need to be environmentally as well as financially sustainable.

- Are the results sustainable? (Will the outputs and outcome lead to benefit beyond the lifespan of the existing project?)
- To what extent will the benefits of the project continue after the project ends?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the project?

16. METHODOLOGY

The evaluation must provide evidence-based information that is credible, reliable and useful and combine a mix of quantitative and qualitative analysis. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, the UNDP Country Office, project team, beneficiaries and key stakeholders.

Below are the suggested methodologies to be used, however, final decision about the specific design and methods should be agreed during the inception meeting upon review and discussion of the proposal submitted by the evaluation team.

- Desk review of the relevant project documents and reports
- Field visit
- Key informant interviews
- Triangulation

The evaluators will review all relevant sources of information, such as the documents listed below, and any other materials that the evaluator considers useful for this assignment.

12. Project Document
13. Work Plans
14. Progress Reports
15. Financial Reports
16. Monitoring Reports
17. Minutes of board meetings, TAC meetings and project meetings
18. Documentary outputs and tools produced under the project
 - a. Value chain analysis
 - b. Situation analysis (base line study)
 - c. Tools developed for capacity building
 - d. Etc.
19. Results Oriented Annual Report (ROAR)
20. County Programme Action Plan (CPAP) terminal evaluation
21. Country Programme Document (CPD)
22. United Nations Development Assistance Framework (UNDAF)

17. EVALUATION DELIVERABLES

6. **An Inception Report** should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. It should include an evaluation matrix summarizing the evaluation questions, data sources, data collection, analysis tools or methods appropriate for each data sources, and the standard or measure by which each question will be evaluated. The inception report should also include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. The inception report should be submitted at least a day before the inception meeting to provide ample time for review by UNDP and its partners.
7. **A Draft Terminal Project Evaluation Report** should be submitted in the agreed timeframe, so as to provide ample time for UNDP and its partners to review before the debriefing meeting.
8. **A PowerPoint Presentation** covering the key points of the terminal evaluation with the main findings and recommendations.
9. **A Final Terminal Project Evaluation Report** of approximately 40 pages, excluding annexes, adhering to the reporting standard outlined in the UNEG Standards. The report will be in English and will be prepared and submitted in MS Word, with tables in Excel where necessary. The final report should include an executive summary, conclusion, recommendations, and lessons learned. The conclusion should be comprehensive and balanced, and highlight the strengths and weakness of the project. They should be well substantiated by evidence and logically connected to the terminal evaluation findings. The recommendations should be feasible and directed to the intended users of the evaluation about the actions to take and decisions to make. The report should also include lessons that can be learned from the evaluation, including best (and worst) practices that can provide knowledge gained from the particular circumstances (programmatic, evaluation method used, partnership, financial leveraging, etc.) that are applicable to other UNDP projects and evaluations.
If there are any significant discrepancies between the impressions and findings of the evaluation team and stakeholders these should be explained in an annex attached to the final report.
10. **A Popular Version of the Final Terminal Project Evaluation Report** summarizing the final evaluation report to 2-4 pages.

18. TEAM COMPOSITION AND COMPETENCIES

The team will be composed of 1Team Leader (national or international consultant) and 2 national consultant. The competencies expected from the consultants are as below.

Team Leader (national/international consultant)

- Master's degree and at least 10 years of experience in agriculture, agri-business, economics, socio-science or related fields.
- Substantive knowledge and experience in participatory M&E processes and evaluation of technical assistance projects, if possible with UNDP or other UN development agencies and major donors, is required.

- Experience in agriculture value chain and/or inclusive business projects in Sub-Saharan African countries, either through managing or evaluating donor-funded projects.
- Familiarity with agriculture input market, finance, market information, technology, cooperative development, and market access.
- Demonstrated ability to assess complex situations in order to analyze critical issues succinctly and clearly and draw forward-looking conclusions.
- Experience in leading small multi-disciplinary and multinational teams to deliver quality products in high stress and short deadline situations.
- Excellent English writing and communication skills.

National Consultants

- Bachelor's degree and at least 5 years of experience in agriculture, business administration, economics, project management, socio-science or related fields.
- Knowledge and experience in participatory M&E processes and evaluation of technical assistance projects.
- Substantive knowledge of the agriculture sector in Uganda, including policies, regulation, key issues affecting the sector and latest developments to address the problems.
- Familiarity with agriculture value chains in Uganda, particularly, beans, rice and cassava.
- Familiarity with Area Cooperative Enterprises and Rural Producer Organizations in Uganda.
- Demonstrated ability to assess complex situations in order to analyze critical issues succinctly and clearly and draw forward-looking conclusions.
- Experience working with a multinational team to deliver quality products in high stress and short deadline situations.
- Excellent English writing and communication skill and knowledge of local languages.

19. EVALUATION ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in UNEG Norms and Standards and the Ethical Guidelines.

20. IMPLEMENTATION ARRANGEMENTS

- UNDP is the Commissioner of the evaluation and will safeguard the independence of the exercise, allocate adequate funding and human resources, and appoint an Evaluation Manager.
- The Evaluation Team (consultants) will liaise and report directly to the Evaluation Manager. The Evaluation Manager will provide the Evaluation Team with administrative support and required data, connect the Evaluation Team with the wider programme unit, senior management, and key evaluation stakeholders.
- The Evaluation Team is responsible to fulfil the contractual arrangement in line with the UNEG norms and standards and ethical guidelines; this includes developing an evaluation matrix as part of the

inception report, drafting reports and briefing the commissioner and stakeholders on the progress and key findings and recommendations, as needed.

- A Reference Group consisted of key evaluation stakeholders will assist in collecting required data, oversee progress and conduct of the evaluation and review the draft evaluation report and ensure final draft meets quality standards.
- Quality Assurance Panel Members, external to the evaluation exercise, will review documents as required and provide advice on the quality of the evaluation and options for improvement.

21. TIME FRAME FOR EVALUATION PROCESS

The total duration of the evaluation will be 20 days according to the following plan:

Activity	Timing	Completion Date
Desk review of documents Briefing of evaluators Preparation and submission of Inception Report	3 days	
Inception Meeting (presentation of Inception Report)	1 day	
Fieldwork	6 days	
Preparation and submission of Draft Terminal Evaluation Report	5 days	
Debriefing Meeting (presentation of the Draft Terminal Evaluation Report)	1 day	
Preparation of Final Terminal Evaluation Report	3 days	
Submission of Final Terminal Evaluation Report and Popular Version of the Final Terminal Evaluation Report by Lead Consultant to UNDP	1 day	

22. Payment terms

This will be a lump sum contract payable as follows:

Deliverable	Estimated duration	Percentage
Inception report	4 working days	30%
Final Report	16 working days	70%

ANNEX 8: RAW DATA (REFER TO THE ZIPPED FILE)