## DIMAT EVALUATION :Summary of Planned Output, Targets and Achievements (2011-2015)

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| **Output 1: Business linkages established and operatonalized** |
| **2011** | **2012** | **2013[[1]](#footnote-1)** | **2014** | **2015[[2]](#footnote-2)** |
| **Planned Targets** | **Achieved** | **Planned Targets** | **Achieved** | **Planned Targets** | **Achieved** | **Planned Targets** | **Achieved** | **Planned Targets** | **Achieved** |
| 50 high potential business linkages identified  | * 1[[3]](#footnote-3) 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
 | * 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** **Action 1:** * Value chain mapping and analysis of five selected agricultural subsectors (beans, cassava, rice, honey and coffee)

**Action 2:** * Quality assurance and supervision of value chain data collection and analysis

**Action 3:** * Holding validation workshops for 5 Agricultural subsectors Value Chain Mapping

**Action 4:** * TAC review meetings for 5 Agricultural subsectors VCA reports

**Action 5:** * Launch of Value Chain Analysis reports

**Activity Result 3: Capacity Gaps for Business Strategies/ solutions addressed****Action 1:** * Developing 3 capacity building modules for use by RPs, BSAs, MSMEs, and Development Practitioners

**Action 2:** * Assessing 5 lead firms’ readiness to support MSMEs and initiating signing of at least 2 contracts

**Action 3:** * Assess and select 20 MSMEs that are market ready
 | * 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- 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, profiled, and technically facilitated (5 under PRICON, 5 under APSEDEC, and 5 EPSEDEC)
 | * 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 market off taker**Action 3:** Facilitate negotiation and signing of formal contracts/agreements for 31 MSMEs and Market Off takers**Action 4:** Assess and build capacity of 31 MSMEs  | * 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
 | **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 to implement business linkages
* 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

**Activity Result 3: Established business linkages mentored****Actions Taken** - Offering business mentoring and coaching services | * 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
* 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
* 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
 | * 20 business linkages operationalized
* 4,000 metric tons of traded commodities categorized by the 3 value chains
 | * 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
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| **Output 2. Capacity of small holder Business Support Associations (BSAs) strengthened** |
| **2011** | **2012** | **2013[[4]](#footnote-4)** | **2014** | **2015[[5]](#footnote-5)** |
| **Planned Targets** | **Achieved** | **Planned Targets** | **Achieved** | **Planned Targets** | **Achieved** | **Planned Targets** | **Achieved** | **Planned Targets** | **Achieved** |
| * At least 4 training programmes developed and implemented
 | None[[6]](#footnote-6) | **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, MSMEs, and development practitioners
 | **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
* Farmer exchange visits were organised in each region
 | * Organise and implement rural producer exchange visits
 | * 3 exchange visits were carried out
 |
| **Output 3: Innovative pro-poor business concepts developed and operationalized** |
| **2011** | **2012** | **2013[[7]](#footnote-7)** | **2014** | **2015[[8]](#footnote-8)** |
| **Planned Targets** | **Achieved** | **Planned Targets** | **Achieved** | **Planned Targets** | **Achieved** | **Planned Targets** | **Achieved** | **Planned Targets** | **Achieved** |
| * 50 corporate private sector companies[[9]](#footnote-9) identified
* 5 corporate private sector companies selected and facilitated to identify appropriate pro-poor business solutions
 | * A Business-Call-to-Action (BCtA) study was conducted
* 3 draft Business Concept Notes were prepared
 | **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
 | * - 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 MSMEs organised and facilitated, five field visits by representative of the corporate company facilitated
 | * 5 pro-poor business models in the agricultural sector developed and operationalized
 | * 1 business pro poor concept was finalised
* 2 Concepts (Agrinet and KickStart) were reviewed
 | * 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
 | * 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 supported under passion fruit with a model nursery house with a 10,000 litre fero-tank constructed. Farmers of Kabale and Kanungu have been engaged by Inyange to supply passion fruits
 | * Cooperative Board Members , management and farmers equipped with farmer cooperatives management skills
 | * 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
 |
| **Output 4: MSMEs access to assets for productive uses (finance, market information and technology) increased** |
| **2011** | **2012** | **2013[[10]](#footnote-10)** | **2014** | **2015[[11]](#footnote-11)** |
| **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:** * Prepare commodity specific reports on constraints and opportunities in accessing assets for productive use
 | * 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 post-harvest technology were prepared, presented and validated in a stakeholder workshop
 | * 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:
1. Development of implementation plans
2. Negotiation of MOUs
3. Quality Management
4. Cost Benefit Analysis of available technologies
5. Development of production plans
6. Discussions on Buyer-Supplier contracts

  | * 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 by over 970 farmers as loans. 17 MSMEs developed bankable business plans. 2,734 farmers trained in GAPS in 15 linkages. 20 field extension 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)
 | * 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, MFSCL, Bank of Africa, Centenary Bank, and Opportunity Bank) and 102 farmer representatives from 16 ACEs were held.
* 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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1. Implementation took place from October to December 2013 [↑](#footnote-ref-1)
2. Was an extension year [↑](#footnote-ref-2)
3. The project implementation commenced in the month of October 2011 and funds were disbursed late towards the end of the year. [↑](#footnote-ref-3)
4. Implementation took place from October to December 2013 [↑](#footnote-ref-4)
5. Was an extension year [↑](#footnote-ref-5)
6. No activity was initiated during the quarter October – December 2011. [↑](#footnote-ref-6)
7. Implementation took place from October to December 2013 [↑](#footnote-ref-7)
8. Was an extension year [↑](#footnote-ref-8)
9. Due to late disbursement of funds and limited understanding of the BCtA led to minimal achievements of the output [↑](#footnote-ref-9)
10. Implementation took place from October to December 2013 [↑](#footnote-ref-10)
11. Was an extension year [↑](#footnote-ref-11)