



DEVELOPMENT INITIATIVE FOR NORTHERN UGANDA (DINU)



EUROPEAN UNION

Inclusive Market-based Development for Smallholder Farmers in Northern Uganda



MID-TERM EVALUATION

FINAL REPORT

Submitted to:

CARE DENMARK

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LIST OF ACRONYMS

ANC	Antenatal Care
BTVET	Business, Technical, Vocational, Education and Training
CAHW	Community Animal Health Worker
CAO	Chief Administrative Officer
CBT	Community Based Trainer
CDO	Community Development Officer
CFO	Chief Finance Officer
CRS	Catholic Relief Services
CSA	Capacity Status Assessment
DADO	Dynamic Agro-Pastoral Development Organisation
DAO	District Agricultural Officer
DCDO	District Community Development Officer
DCOs	District Commercial Officer
DDP	District Development Plan
DHO	District Health Officer
DINU	Development Initiative for Northern Uganda
DLG	District Local Government
DPOs	District Production Officer
DP	District Planner
DVO	District Veterinary Officer
EU	European Union
FA	Field Assistant
FGD	Focus Group Discussions
FG	Female Groups
GADC	Gulu Agricultural Development Company
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GoU	Government of Uganda
HoD	Head of Departments
ICT	Information & Communications Technology
IRB	Iron Rich Beans
KII	Key Informant Interview
LA	Local Authority
LG	Local Government
LLGs	Lower Local Government
LSB	Local Seed Business
M&E	Monitoring & Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDAs	Ministries, Departments and Agencies
MEAL	Monitoring, Evaluation, Accountability and Learning
MG	Male Group
MIS	Management Information System
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
MoLG	Ministry of Local Government
MTE	Mid-Term Evaluations
NAO	National Authorizing Officer
NARO	National Agricultural Research Organisation

NDP	National Development Plan
NGO	Non-Governmental Organisation
NPC	National Programme Coordinator
NSC	National Steering Committee
O&M	Operation and Maintenance
OEDC (DAC)	Organisation for Economic Co-operation and Development (Development Assistance Committee)
OPM	Office of the Prime Minister
OVIS	Objectively Verifiable Indicators
PA LG	Project Area Local Government
PAT	Participatory Analytical Techniques
PDD	Project Design Document
PDM	Post Distribution Monitoring
PDM	Parish Development Model
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PMG	Producer Marketing Group
PRDP	Peace, Recovery and Development Plan
RDC	Residence District Commissioner
RMM	Role Model Men
SDGs	Sustainable Development Goals
SILC	Saving and Internal Lending Committees
SMART	Specific, Measurable, Attainable, Realistic and Time-Bound
SOPs	Standard Operating Procedures
SRHR	Sexual Reproductive Health and Rights
SWOT	Strengths, Weaknesses, Opportunities and Threats
TEs	Terminal Evaluations
TORs	Terms of Reference
TPC	Technical Planning Committee
TSP	Tillage Service Providers
TWG	Technical Working Group
UNDCDF	United Nations Capital Development Fund
VHT	Village Health Team
VSLA	Village Savings and Loan Association
WFP	World Food Programme

EXECUTIVE SUMMARY

Introduction

This Assignment was commissioned by CARE DENMARK – the Lead Partner of the Consortium of five (5) Partner Institutions (namely, CARE; Catholic Relief Services (CRS); Gulu Agricultural Development Company (GADC); Dynamic Agro-Pastoral Development Organization (DADO); and SORUDA) – to carry out the Mid-term Evaluation (MTE) of the “Inclusive Market-based Development for Smallholder Farmers in Karamoja, Teso and Acholi Sub-regions” Project – implemented by the Consortium. The Project is supported by the European Union (EU) – under the Supervision of the Office of the Prime Minister (OPM), through the 11 Project Area District Local Governments of: Abim, Kotido, Karenga, Kaabong, Moroto, Amudat, Nakapiripirit, Nabilatuk, Napak; as well as Katakwi and Kitgum – in partnership with other stakeholders – on behalf of the Government of Uganda.

The Overall Objective of the Mid-term Evaluation (MTE), was to: “review the implementation of the project, since its inception – with the aim of generating evidence towards promoting project performance improvement, accountability, learning and evidence-based decision-making and management”. In particular, the Evaluation was intended to: “assess results achieved to date in comparison with the outcome indicators outlined in the Project Monitoring, Evaluation, Accountability and Learning framework”. Accordingly, the MTE report documents: the background to the Assignment; the general approach to work and methodology employed; Project design (including relevance and coherence); as well as Project management systems, processes and operational environments. It also documents: Project performance and effectiveness during the period under review – up to its mid-term point; as well as the identified major achievements; challenges; constraints; risks; weaknesses and threats that characterized the Project. Lastly, it, further, documents resource management and efficiency in Project implementation; project “impact”; sustainability of Project Interventions and outcomes; the major conclusions; recommendations for the way forward; as well as lessons learnt – over the period under review.

Approach to Work and Methodology Employed

In executing this MTE, a largely flexible, iterative, participatory and consultative Approach to Work and Methodology – including a clear Conceptual and Analytical Framework – were employed throughout the Assignment process. The MTE employed the OECD (DAC) principles and criteria for development evaluation – comprising six (6) evaluative aspects, namely; Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability. The approach to work and Methodology also involved employing largely qualitative and inclusive techniques of data collection and stakeholder engagement, combined with quantitative analysis (from the MTE survey and a wide range of relevant documents). Accordingly, the Evaluation carried out in-depth consultations/constructive engagements with a wide-range of internal and external actors/stakeholders. These included, inter alia: the CARE-led Consortium Project Management and implementation Team; those from Project Area Local Governments; as well as those from: the EU Kampala Office; OPM; and MAAIF. This was done in addition to all the other processes of data/information collection, processing, analysis, and report preparation.

Summary of the Main Findings, Conclusions, Recommendations and Lessons Learnt

The details of the main findings of this MTE, as well as the corresponding major conclusions, recommendations and lessons learnt are presented under six (6) major Sections of the Main report – which is also closed with some relevant and value-adding annexes. The major/key findings, as well as corresponding major conclusions, recommendations and lessons learnt – with regard to this MTE – are as summarized in the paragraphs that follow.

Summary of the Main Findings

(1) It was established that: (a) As regards Project Design, Formulation and Planning, in line with the Project's overall Objective, the Project was very well conceived, designed and planned (as documented in the PDD) – with an impressive and appropriate underlying intervention logic/theory of change. The Project was designed to: pursue three (3) specific/immediate objectives; to deliver seven (7) major outcomes; as well as to deliver twenty-six (26) major outputs. (b) Project design and planning also included sets of highly appropriate Project implementation approaches and strategies, as well as interventions/activities. (c) The Design also largely fulfilled the required standards for relevance and coherence. (2) The Evaluation also found that: regarding Project Management and Operations: (a) The Project implementing Consortium was characterized by a *unique* internal Management structure and system, as well as Project Management's implementation approaches and strategies, which were highly appropriate and effective for the nature of the Project under evaluation. (b) The Consortium and Project system were also characterized by largely adequate: multi-dimensional capacity, as well as internal sub-processes and sub-systems vis a vis the multi-dimensional needs of the Project. (c) The Project Management System was also characterized by high Overall Effectiveness of Project Implementation Strategy and Delivery of planned project Results – up to its mid-term – which was also indicative of good overall progress towards achievement of Project results. (3) It was also established that: (a) The Project had also registered numerous other general and cross-cutting achievements – which were significantly consequential – with the multi-dimensional capacity built by the Project amongst its Project beneficiaries and the Project Area LGs having been the most outstanding. (b) The Project had also experienced numerous major challenges, constraints and shortcomings – with the COVID-19 pandemic and the drought having been the most outstanding. Their details are documented under Sub-section 3.6.6 of the main report. (4) Furthermore, as a part of the situation analysis to further inform the MTE, a Risk Analysis and a SWOT Analysis were also carried out – with their results documented in Annex 3.

(5) The Evaluation also found that: (a) The DINU Program Institutional Framework for Project Supervision and oversight was generally adequate for successful Project completion. (b) As far as the Overall Interim Project Benefits and “Transitional Impact” were concerned, whereas – in technical terms – it was not practically possible to establish – in real terms – the impact so far created by the Project under review – after just two (2) years of its implementation, the Project had delivered a number of major outputs and outcomes that had high potential for leading to some impacts in the longer-term. These are duly documented in the Main report. (c) Concerning Resource Management and Efficiency in Project Implementation – in view of the circumstances under which the Project had been implemented – up to its mid-term – these had been relatively good. (d) With regard to Sustainability of Project Interventions and Outcomes, a significant level of “sustainability building blocks and pillars” had – by the mid-term – been built – largely through diverse forms of capacity building by the Project. This had been done at the beneficiary and community levels, as well as in the Project Area LGs. (e) Accordingly, most stakeholders engaged on this matter had expressed optimism that Project interventions and outcomes had good chances of being sustainable – provided the necessary conditions would be put in place before project closure – and post-project.

Summary of Major Conclusions

The major Conclusions reached by the Evaluation are as outlined below: (1) Whereas the CARE DINU Project had been significantly affected by a number of challenges, constraints, threats and risks since its inception in January, 2020, overall Project performance – up to its mid-term point – had been very good. This was partly on account of its well-planned SMART results (in terms of precise objectives; outcomes; and outputs), coupled with sets of corresponding highly effective interventions/activities. It was also on account of the fact that a reasonably impressive performance had been registered by the Project in the delivery of a considerable number of planned outcomes, and a fairly good number of outputs. These had also been pursued through a high level of implementation effectiveness. (2) The above-noted performance had also been significantly facilitated by the relatively considerable amount of funding (of approx. 8.2m Euros), that was provided to the Project for its implementation. (3) Included in the above-noted high level

of effectiveness, was the Consortium's strategy of pro-actively, consistently and constructively engaging its various partner entities and individuals – operating in the same Project Area – in all its Project interventions that required working together – throughout the entire intervention chain. The partner entities included all the 11 Project Area Local Governments; as well as other relevant GoU and Development Partner entities. (4) The major challenges, constraints, threats and risks that had been experienced by the Project, had also constituted the most important factors that were responsible for the mediocre performance of the Project in those areas where its planned results still lagged behind. (5) As regards resource management and efficiency in Project implementation – in view of the circumstances under which the Project had been implemented – up to its mid-term – Project Management had done relatively well in this area. (6) As regards impact, a good number of identified major Project outputs and outcomes had high potential for leading to some impacts in the longer-term – as duly documented in the Main report. (7) Regarding Project sustainability, the significant level of “sustainability building blocks and pillars” that had – by the mid-term – been built – largely through diverse forms of capacity building by the Project, as well as other conducive factors, had set a good foundation for project sustainability. Accordingly, chances for sustainability of Project interventions and outcomes seemed to be good. (8) Lastly, it is the Evaluation's final conclusion that the Project had – up to its mid-term – performed well enough to fully justify being supported with all the necessary capacity needed to ensure that it is successfully and impactfully completed during its last phase.

Summary of Major Recommendations

In the light of the conclusions summarized above – the Evaluation Team further recommends as follows: (1) Project Management needs to sustain the high level of effectiveness of the Project implementation strategy that it had achieved – and even further strengthen it – as it implements the Project's 2nd and last Phase. Its major focus should be on completing pending planned results, as well as strengthening the “sustainability building blocks and pillars” – for post-project. (2) Regarding the results of the Risk and SWOT Analysis, Project Management should endeavour to optimize benefits from the Strengths and Opportunities, as well as to minimize the identified Weaknesses, Threats and Risks – through appropriate and timely mitigation measures. (3) As regards the Project's “transitional impact”, the Project Team's attention should be focused on ensuring sustainability of the identified Project outcomes and outputs that have high potential for leading to some impacts in the longer-term. (4) Regarding resource management and efficiency in Project implementation, Project Management should review and address the identified and documented issues – especially under Sub-section 3.6.9.6 of the Main report. (5) Regarding sustainability of Project interventions and outcomes, the key and most outstanding recommendation – out of the many documented under Sub-section 3.6.10 – is that given the main “sustainability building blocks and pillars” that have already been put in place by the Project, the GoU and its partners should put in place the necessary conditions for lasting sustainability. These include, inter alia, effective and continuous policy and strategic direction, as well as continuous capacity building and support in respect of the Project Area LGs – before Project closure, as well as Post-project.

Summary of Major Lessons Learnt

Whereas a significant number of lessons learnt have been identified by the Evaluation – whose details are duly documented under Section 6.0 of the Main report – the key and most outstanding lesson is as summarized below: In order to achieve success in developmental and socio-economic transformation projects – similar to the CARE DINU Project – deliberate, conscious and focused efforts are crucial – at the project design stage – to ensure relevance and coherence of project interventions with regard to the priority needs and challenges of Project beneficiaries in particular, and the Project Area, as a whole. It is especially crucial to pursue this imperative through a highly consultative and inclusive approach with key stakeholders.

1.0. CONTEXT AND BACKGROUND TO THE MID-TERM EVALUATION (MTE)

1.1. Overview

This MTE Report constitutes the Final major deliverable of the Consultancy Assignment to carry out the independent Mid-term Evaluation (MTE) of the “Inclusive Market-based Development for Smallholder Farmers in Karamoja, Teso and Acholi Sub-regions” Project – in accordance with the TORs for the Assignment, as well as the corresponding Consultant/Service Provider Contract Agreement.

This Assignment was commissioned by CARE DENMARK – the Lead Partner of the Consortium of five Partner Institutions (namely, CARE; Catholic Relief Services (CRS); Gulu Agricultural Development Company (GADC); Dynamic Agro-Pastoral Development Organization (DADO); and SORUDA) – to carry out the Mid-term Evaluation (MTE) of the above-noted Project – implemented by the Consortium. The Project is supported by the European Union (EU) – under the Supervision of the Office of the Prime Minister (OPM), through the 11 Project Area District Local Governments of: Abim, Kotido, Karenga, Kaabong, Moroto, Amudat, Nakapiripirit, Nabilatuk, Napak; as well as Katakwi and Kitgum, in partnership with other stakeholders – on behalf of the Government of Uganda.

The Overall Objective of the Mid-Term Evaluation (MTE), according to the TORs, was to: “review the implementation of the project, since its inception – with the aim of generating evidence towards promoting project performance improvement, accountability, learning and evidence-based decision-making and management”. In particular, the Evaluation was intended to: “assess results achieved to date in comparison with the outcome indicators outlined in the project Monitoring, Evaluation, Accountability and Learning framework”.

Against the above background, this report presents the main findings of the MTE exercise, as well as their analysis and interpretations – with regard to overall Project performance during the period under review. This includes, inter alia: Project management systems and processes; Project operational environments; strengths and opportunities; as well as Project achievements/successes; shortcomings and limitations. The report also documents the identified major challenges; constraints; risks; weaknesses and threats that characterized the Project; as well as their implications for Project performance and success. It, further, documents the major conclusions reached by the Evaluation, as well its recommendations for the way forward – with a view to facilitating performance improvement during the remaining Phase – as well as fruitful completion of the Project at a satisfactory level of objective achievement. Also included in the report are major lessons learnt, which are expected to be of benefit to the remaining phase of the Project; as well as to be useful in the implementation of similar projects within and outside Uganda in future. The same report, furthermore, presents the general approach to work and methodology that was employed in carrying out the MTE exercise.

The report is organized in six (6) major Sections, sequentially titled: Background and Context to the Evaluation; Description of the DINU CARE Project (2020 – 2023); the Mid-Term Evaluation (MTE) of the DINU CARE Project; as well as, Conclusions, Recommendations for the Way Forward; and Lessons Learnt.

The report is closed with some relevant and value-adding annexes.

1.2. Summary Overview of the DINU CARE Project (2020 – 2023)

According to the TORs, the CARE-led Consortium was awarded a three-year contract (January, 2020 to December, 2023), to implement the ‘Inclusive Market-based Development for Smallholder Farmers in Karamoja, Teso and Acholi sub-regions’ Project.

The Project: contributes to the DINU specific Objective: “Improving livelihoods through increased production of diversified food, enhanced market opportunities and better maternal and child nutrition” in three (3) Sub-regions of Karamoja; Teso; and Acholi – namely, in the eleven (11) respective Districts, already listed above.

In addition, according to the TORs and related documents, inter alia, the the CARE DINU Project “targeted to benefit 68,250 (60% women) smallholder farmer households (2,700 Farmer Groups and 675 Producer Marketing Groups) in the 11 targeted districts”. The main approach and corresponding solutions targeted to be employed in Project implementation/interventions include, inter alia: application of the Inclusive Market Development approach, as premised in the Economic Empowerment Framework. This fosters: equal access to, and control over, economic resources, assets and opportunities that benefit women and men equally; and equal access to, and control over, changes in social norms and economic structures that benefit women and men equally.

Furthermore, the planned solutions emphasize, inter alia: District ownership and participation; gender equality and women empowerment; youth engagement and employability; community-based nutrition; the Value Chain approach; Private sector engagement; and linkages between smallholder farmers, producer groups, and agro processors. Therein, project implementation is fused using multi-stakeholder engagement; as well as, characterized by building of synergies with existing Government and Development Partners’ initiatives.

The 38-month Project in Northern and North-eastern Uganda – whose major elements are described in greater detail under Section 2.0 of this report – was launched in January, 2020. It had, therefore, been under implementation for approximately 24 months by the time of the MTE in December, 2021.

It was against the above background, inter alia, that CARE DENMARK contracted the services of KIENBAUM Management Consultants to carry out the Mid-term Evaluation of the Project.

1.3. Objectives of the Mid-term Evaluation

In line with the overall objective of the MTE – already documented under Sub-section 1.1, the specific objectives of the MTE are as outlined below – to assess:

- 1) Progress made towards the achievement of the expected results and performance since the start of the project in January, 2020.
- 2) Results achieved to date in comparison with the outcome indicators outlined in the Project Monitoring, Evaluation, Accountability and Learning Framework.
- 3) Relevance of the project strategies and design in the political and socio-economic context of Northern Uganda, Karamoja Region, and Katakwi.
- 4) Effectiveness of the project in achieving its specific results.
- 5) Progress made by the DINU CARE Consortium in the intervention areas of Karamoja Region, and Katakwi and resources to maintain results over time.
- 6) Sustainability elements of the DINU CARE Project.
- 7) Subsequently, to recommend adjustments, if any, to project strategies and directions for the remainder of the project.

1.4. Approach to Work and Methodology Employed

1.4.1. Overall Approach

In executing the Mid-term Evaluation of the CARE DINU Project, a largely flexible, iterative, participatory and consultative Approach to Work and Methodology – including a clear Conceptual and Analytical Framework – were employed throughout the Assignment execution process. This approach was considered to be the most appropriate to the nature of the tasks at hand. In addition, among its numerous crucial benefits, this approach would also facilitate: the much-needed participatory and consultative assessment/“measurement” of the progress so far reached by the Project; as well as the sustainable implementation of its interventions – going forward – to be ultimately agreed upon. The said sustainable implementation would be largely due to the desired spirits and senses of: “ownership”, “constructive stake” and “collective responsibility”, as well as “buy-in” – that the participatory process would have created.

Within the framework of the above-noted overall approach to work – given the multi-dimensional nature of this MTE – a combination of largely Participatory Analytical Techniques (PAT) of data/information gathering and analysis were employed – with a view to addressing all the key dimensions of the MTE adequately. Accordingly, this involved employing largely qualitative and inclusive techniques of data/information collection and stakeholder engagement; combined with quantitative analysis, wherever reliable quantitative data/information could be available.

Included therein, inter alia, were: comprehensive and constructive actor/stakeholder engagements with the Project implementing CARE-led Consortium – mainly represented by its Leaders and Managers; key officials of the Grants Management Office of the European Union; key officials of the Project supervising Office of the Prime Minister (OPM) – led by the DINU National Program Coordinator (NPC); representatives of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF); as well as representatives of Project Area Local Governments (PA LGs). Here, largely participatory qualitative techniques of data/information gathering – especially Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) – were employed.

All the above-noted representatives of the key actor/stakeholder entities were constructively engaged on a range of aspects concerning the performance of the Project, including, inter alia: leadership; management; and general administration of Project operations. Such aspects also included, inter alia: the outcomes, outputs and targets defined by Project Management; the relationships and partnerships between the Consortium’s Management and the rest of the Project Implementation Team; achievements registered and challenges encountered by the Project; as well as the relationships and partnerships between the Project Team and its external stakeholders.

The views, opinions, assessments and other inputs of external stakeholders that were sought and documented by the Evaluation included, inter alia: on the overall performance of the Project and its impact on the Project beneficiaries in particular, and their communities at large, as well as beyond. They also included on: the internal and external environments within which the Project operates; on the responsiveness of Project Management to the evolving internal and external environments; and on the challenges and constraints characterizing the Project. Other issues on which the Evaluation focused, included, inter alia, stakeholders’ perceived assessment of the Project’s internal systems, processes, as well as capacity for project implementation. The list of stakeholders consulted is appended to this report as Annex 5.

The Evaluation also employed secondary data collection techniques by reviewing a number of documents, including: the Project Design Document; the CARE DINU MEAL Plan Matrix; available Project Management and Financial Management documents; available progress reports of the Project; relevant policy, plan and guideline-related documents, as well as other important documents. The list of documents reviewed is appended as Annex 4.

In addition, the observation technique – also employed in this MTE – yielded the documented “visual”, “voice” and experiential illustrations of some interesting Project phenomena observed in the field, some of which are appended to this report as Annex 6.

Furthermore, review of theoretical and empirical studies on similar MTEs was also undertaken – to further fine-tune parameters for assessing Project performance.

1.4.2. Scope of the Assignment

In addition to the specific tasks of the Assignment interpreted by the Consultant from the specific objectives of the MTE, the TORs, also further defined the scope of the MTE by stipulating the expected outputs/deliverables of the Assignment, as well as some methodological requirements – with the main objective of guiding improved and successful project implementation over its remaining phase.

1.4.3. Conceptual and Analytical Framework for Guiding Scientific Assignment Execution

1.4.3.1. Overview

The execution of the various dimensions of this Assignment – including carrying out specific tasks by the entire Evaluation Team – was guided by a rigorous composite Conceptual and Analytical Framework innovatively developed by the Consultant. This was done mainly with a view to better focusing the evaluation process; as well as the documentation of its findings and corresponding recommendations for the way forward – in a manner that makes them easily appreciated by all stakeholders.

In accordance with the above-noted Conceptual and Analytical Framework, first, it was clearly understood by the Consultant that the main broad objective of the Mid-term Evaluation was to “measure” the performance of the Project, up to its mid-term – with a view to creating a scientific basis for facilitating performance improvement – in the entire Project Management system – going forward. This would be with regard to Project Management’s pursuit of: the objectives, outputs, as well as desired outcomes – and, ultimately, impacts of the Project – in accordance with the aspirations of the CARE-led Consortium, inter alia, articulated in its PDD.

Hence, in view of the foregoing, and in accordance with this conceptual and analytical framework, the central focus of the entire Evaluation Team in addressing all the various dimensions of the Project implementation and management systems, as well as performance, was on gathering and processing all the necessary data/information; as well as carrying out all the necessary detailed and in-depth analysis. The same focus was on – subsequently – developing and documenting the necessary conclusions; and making the necessary strategic recommendations for the way forward (over the next and last Phase of the Project). Accordingly, each Member of the MTE Consultant Team – in his/her specialist area – executed the above tasks, as appropriate and applicable – with regard to, inter alia: major existing and necessary priorities; policies; strategies; other forms of intervention, operations, processes; as well as achievements; constraints; challenges and opportunities. Furthermore, for each Member of the MTE Consultant Team, the focus was, subsequently, on feeding established facts/information on all the above aspects, as well as all the necessary corresponding concrete proposals/inputs, into the Central Mid-term Evaluation process pool/database. It is this pool/database that the Evaluation Team utilized in the preparation and production of the Assignment deliverables – as required by the TORs.

The rest of the major elements of the said conceptual and analytical framework are outlined in the Sub-sections that follow.

1.4.3.2. Evaluation Criteria

In line with the above-noted framework, the MTE of this Project employed the Organization for Economic Co-operation and Development (OECD), Development Assistance Committee (DAC) principles and

criteria – which are the “Gold Standard” for development evaluation, and were chosen as the most appropriate – comprising six (6) evaluative aspects, namely; Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability.

1.4.3.3. Project Design Architecture

The assessment of the processes began with the analysis of the activities and inputs that went into designing and developing this Project – herein referred to as the “Design Architecture”. In this regard, the Evaluation was interested in exploring whether or not, the performance of the Project could possibly be explained by design-oriented factors. Also included in the assessment of the Project design architecture was the intervention logic/theory of change that underlay the designing of the Project.

1.4.3.4. Assessment of the Project Management Systems and Processes

Furthermore, this MTE addressed the product (results); as well as the systems and processes associated with the Project under review. The system and process issues interrogated in this Evaluation include: the Project design architecture; Project management systems; Project implementation processes; the Project’s operational environments; as well as stakeholder analysis.

1.4.3.5. The Capacity of Project Management Systems

Yet, as another element of the above-noted conceptual framework, in order to comprehensively and effectively carry out the MTE of the performance of the Project – during the period under review – it was also considered to be necessary to, inter alia, carry out an assessment of the capability status, as well as, closely related dynamics – with regard to the Project implementation system (mainly comprised of the Project Implementing Consortium) – in terms of the Project implementation processes. The analysis of these was necessary to help in estimating economy and efficiency in Project implementation. Both economy and efficiency were important in measuring the level of effort that went into attaining the Project outputs. The economy measures would assess the level of effectiveness in deployment of inputs (resources and equipment), to perform activities; while the efficiency measures would help in comparing the targets with actual outputs – with a view to establishing whether the resources deployed in designing and implementation of the Project were being optimally utilized.

1.4.3.6. Studying of the Environment

The MTE’s conceptual and analytical framework also included studying the “environmental” factors (internal and external) that could have favoured or inhibited effective implementation of the Project. Herein, the Evaluation employed proven methodologies, especially the PESTEL (Political, Economic, Social, Technological, Environmental and Legal) factors Analysis. These factors were comprehensively investigated mainly through constructive engagement of the various relevant categories of stakeholders, both internal and external to the Project.

1.4.3.7. Stakeholder Analysis

In addition, the Project stakeholders were also identified and documented. Their opinions and expectations about the Project were also gathered and analysed during consultative sessions with them. The roles expected to be played by the various actor/stakeholder categories in implementing the remaining phase of the Project were also analysed and evaluated – with a view to making appropriate recommendations regarding the best strategies for optimizing their value-adding participation – going forward.

1.4.3.8. Measuring, Interpreting and Communicating Results

Furthermore, in line with the adopted six (6) standard OEDC (DAC) development evaluation criteria – to guide the MTE of this Project in assessing the progress registered towards achieving desired/planned results – Effectiveness, in particular, was technically determined by assessing the actual Project achievements that had been registered – by the mid-term point – and comparing them with the planned (especially quantifiable) and measurable mid-term targets. Accordingly, the key assessment question for this particular

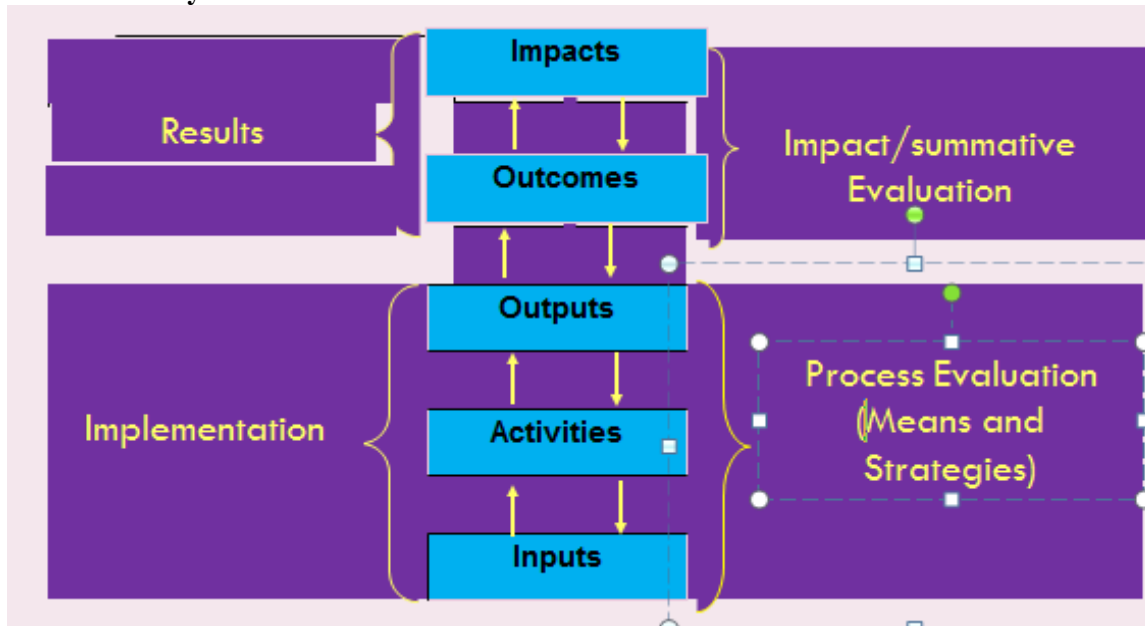
dimension was: “to what extent have the Project’s planned goal and objectives, as well as output and outcome targets been achieved?”

Accordingly, details of the actual procedure followed in measurement and grading of Project performance, in terms of effectiveness, is documented under Sub-section 3.6.1 of this report.

1.4.3.9. Some of the Major Elements of the Conceptual and Analytical Framework

Some of the core elements of the conceptual and analytical framework – which are duly articulated in detail under Sub-section 1.4.3 above, are diagrammatically summarized in Figure 1 below.

Figure 1: Diagrammatic Presentation of some of the Core Elements of the MTE Conceptual and Analytical Framework



1.4.3.10. Analytical Strategy for Assessment of the Capacity and Operational Performance of the Project Management System

Yet, as another vital aspect of the above-noted framework, was the Consultant’s understanding that, as already alluded, in order to comprehensively and effectively carry out the MTE of the performance of the Project, as well as to ultimately make appropriate recommendations for the way forward, it was necessary to, inter alia, carry out an assessment of the Project Management system’s capability status, as well as closely related dynamics – in terms of, inter alia, the following:

- 1) A rapid Capacity Status Assessment (CSA), including related challenges characterizing the Project Management system – with regard to pursuit of Project objectives – which are crucial for successful Project implementation. This included, inter alia: organizational/structural capacity; leadership/managerial capacity; technical/human resource capacity; operational/logistical capacity; as well as financial resources capacity.
- 2) A SWOT Analysis of the Project Management system – with regard to its capacity to effectively implement and manage the Project, namely; an analysis of its Strengths; Weaknesses; Opportunities; and Threats – as well as their implications for Project implementation.
- 3) A Risk Analysis of the Project, namely; an analysis of the major risks to successful Project implementation – as well as mitigation measures for addressing the identified risks.

- 4) A Stakeholder analysis – with regard to the operations and aspirations of the Project, in particular, as well as stakeholders’ assessments and participation with regard to successful Project implementation, as a whole.

1.4.4. Assignment Execution Strategy and Phased Process

The Assignment has been executed – using a phased step-by-step Assignment execution strategy – in three (3) distinct – though inter-related phases. These are: the Inception Phase; the Execution Phase; as well as the Reporting, Presentation of Outputs and Validation Phase – all of which – are as outlined in the paragraphs that follow.

The Inception Phase constituted the initial Phase of Assignment execution – whose major objective was to align the Client’s expectations with the Consultant’s proposed Approach to Work and Methodology. The major focus of this phase was on mobilization, scoping and planning – and was completed with the production and submission of the Inception Report to the Client.

The Execution Phase involved the actual execution of the Assignment – by carrying out the major activities/tasks that constituted the Scope of Work of the Assignment – especially Evaluation data/information collection and processing. This was completed with the triangulation, analysis, synthesis and integration of all the collected MTE data/information.

With particular regard to secondary data/information, processing and analysis mainly involved summarization of relevant issues to the tasks at hand and the interpretation of their implications for the outputs of the Assignment. Thus, “in-depth document content analysis” was the technique employed with regard to this category of data/information.

Lastly, during the Reporting, Presentation of Deliverables and Validation Phase, the major focus of the Evaluation Team has mainly been on preparation of the various outputs required of it in accordance with the TORs – for submission to the Client. The major deliverables of this Phase are: the Draft Mid-Term Evaluation report; the Final Mid-Term Evaluation report; as well as Data-sets.

1.5. Limitations of the Mid-term Evaluation

Like any other investigation process, this MTE was also characterized by some “non-insurmountable” limitations – which, though the Consultant made every possible and reasonable efforts to address and mitigate them, they partly influenced the shaping of its execution and its ultimate outcomes – hence, deserving to be documented here – as outlined below:

- a) In accordance with the Consultant’s sampling design for the Survey component of this MTE, inter alia, the scientifically determined sample size was 1,184 survey respondents that were to be traced and engaged by the Consultant-recruited, trained and supervised Field Assistants/Enumerators. This would be done with a view to eliciting from the sampled Project beneficiaries a diversity of data/information – in relation to their participation in the Project – in their capacity as beneficiaries.

The Consultant recruited and contracted Field Assistants/Enumerators from within the Project Area (inter alia, to optimize their familiarity and local knowledge with regard to the Project Area in general; and the targeted population in particular).

Unfortunately, due to a number of unforeseen constraints and challenges, by the end of the survey, 948 respondents had been successfully accessed and interviewed – constituting 80% response-rate – instead of the 100% response rate that the Consultant had originally wished for and targeted. This was notwithstanding a number of special efforts that the Consultant made to improve the response rate within scientifically permissible limits – which, however, also had a time limit within which they could continue being tried out – if the Assignment was to be completed without too much delay.

A range of reasons were reported by the Evaluation's Field Assistants/Enumerators to the Fieldwork Coordinator/Project Administrator (a Member of the MTE Consultant Team), for non-response with respect to the various categories of sampled respondents that could not be accessed, or those that did not respond.

Fortunately, however, despite the above-noted "relative disappointment" experienced by the Consultant – in statistical terms/standards – 80 % response rate falls far beyond the empirical average of "statistically good/acceptable response rate" – and falls within the "excellent category" – hence also being characterized by "excellent sample representativeness". This gave the Evaluation Team scientific confidence about the precision and representativeness of the findings of the MTE survey – in accordance with the requirements of the TORs for this MTE.

- b) Lastly, the Evaluation Team received excellent cooperation and enthusiastic participation from almost all actor/stakeholder categories for the Project under review. Yet, this was amidst the prevailing circumstances, characterized, inter alia, by the still prevailing COVID-19 Pandemic; the very extensive nature of our Project Area; as well as, intermittent outbreaks of insecurity/instability in some parts of our Project Area. For all the above, Consultant is graciously grateful. The said responsive actor/stakeholder categories included, inter alia: the entire CARE-led Consortium (our esteemed Clients); the Grants Management Office of the European Union – responsible for Project funding; the Project supervising Office of the Prime Minister (OPM); the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF); as well as some Project Area Local Governments.

However, despite the Consultant's enormous efforts to request; mobilize; numerous and variously remind; as well as almost beg them – and the Consultant has enormous Objectively Verifiable Evidence to illustrate this effort – some of the Project Area Local Governments willfully chose to be non-responsive. This was done even without any apology, or formally raising any reasonable justification or explanation for their non-response! Hence – in compliance with our Professional Standards – including our Ethical Code of Conduct, requiring us, inter alia, to always respect respondents' rights to cooperate, or otherwise – the Consultant chose to respect their freedom and autonomous decisions – and moved on. Accordingly, under the serious time constraint that characterized the Consultant's work, it had no choice, but to conclude the engagements process. This was, however, done with professional confidence and certainty that the largely consistent assessments, opinions, as well as all other kinds of input that the Evaluation Team had already comprehensively gathered – with regard to Project performance – from the above-documented other diverse, representative and responsive actor/stakeholder categories – were fully adequate – in representative terms. It was even more reassuring that all stakeholder assessments, opinions, as well as all other kinds of input were over the same issues; regarding the same Project Area; regarding a Project under the implementation of the same Consortium; as well as under the same highly organized GoU oversight institutional framework. Thus, whereas the Consultant had originally wished for, and targeted 100% participation – within the framework of its clearly articulated methodology – this turned out not being the case – though, out of no fault of the Consultants'.

Besides, the other sources of data/information, including, inter alia, the enormous amount of secondary data/information from numerous, reliable and high quality documents, as well as data from the MTE Survey and field observations, had also already provided the Evaluation Team with a wealth of data/information that was comprehensively informative regarding the design, performance and way forward plans of the Project.

2.0. SUMMARY DESCRIPTION OF THE CARE DINU PROJECT (2020 – 2023)

2.1. Overview

According to the Project Design Document (PDD) – hereinafter also referred to as the “CARE Denmark DINU Full Proposal”, the ‘Inclusive Market-based Development for Smallholder Farmers in Karamoja, Teso and Acholi sub regions’ Project – herein also referred to as “the Action” (whose total budget was approx. EUROS 8.2 Million), was, as already alluded, designed to increase food security, improve maternal and child nutrition and enhance household income in the Karamoja Sub-region, Kitgum, and Katakwi Districts. Accordingly, the Action supports the Specific Objective of the DINU programme: “To increase food security, improve maternal and child nutrition and enhance household incomes through support to diversified food production and commercial agriculture and through improved household resilience (notably to climate change) and women empowerment”.

In line with the well-articulated underlying Intervention Logic/Theory of Change in the Project Design Document, the Project/Action was conceived against the background of recognition of a diversity of major undesirable development-oriented socio-economic phenomena and realities on the ground in the Project Area – comprised of the already documented 11 Project Area Districts.

The Project’s targeted primary beneficiaries; the above-noted socio-economic phenomena and realities on the ground; as well as the corresponding overall approaches/strategies and well-articulated interventions to address them – in each case – through the Project/Action – are comprehensively and precisely documented in detail in the PDD (pp. 5 – 29) – and hence, need not be repeated here.

The Project’s original main Logframe in the PDD (Annex 2; pp. 35 – 53), also summarizes the entire planned “result profile” of the Project – including the overall objective; the specific/immediate objectives; the major planned outcomes and outputs; some performance indicators; some targets; some MoVs; and some key assumptions; as well as some planned main interventions/activities of the Project.

2.2. Key Elements of the Project

Guided by the above-summarized background and context, as well as fundamentals, the Project/Action was originally designed to (logically & hierarchically) pursue: the overall objective; the specific/immediate objectives; and the major outcomes and outputs; as well as to execute the main interventions/activities – as outlined below:

In line with its overall objective, the Project was conceived and designed: to: pursue three (3) specific/immediate objectives; to deliver seven (7) major outcomes; as well as – in pursuit of those outcomes – to deliver – through the execution of a series of specific corresponding activities/interventions, as appropriate – twenty-six (26) major outputs – all as summarized in Matrix 1, Annex 1.

It is largely on the basis of the above-outlined overview and key elements of the Project, which largely constitute and define the CARE DINU Project – as the major points of reference – which the Client wished to be mid-term evaluated – that this MTE was duly executed – in pursuit of all its objectives, which are well-articulated in the TORs for this Assignment.

3.0. THE MID-TERM EVALUATION (MTE) OF THE DINU CARE PROJECT

3.1. Overview

This multi-dimensional Section constitutes the most central part of this report – on account of the fact that it presents the main findings of the entire MTE exercise, as well as their interpretations – especially in terms of their implications for Project implementation – going forward.

As already indicated, in accordance with the requirements of the OECD (DAC) principles and criteria for development evaluation – adopted for this MTE – namely; Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability, the Evaluation documents the relevant facts that were established through the MTE process – on each relevant and important dimension of the Project. It also presents the relevant assessments and necessary comments that were made on each dimension; with a view to ultimately arriving at a comprehensive overall evaluation of the Project – over the period under review.

The main dimensions of the Project, therefore, covered by the analysis and interpretations in this Section include, inter alia: Project design and its underlying philosophy (including, inter alia: its intervention logic/theory of change; its relevance and coherence); Project management, operations and dynamics; the institutional framework for Project coordination, supervision and oversight; as well as actual Project implementation and performance. This, in particular, includes, inter alia: Project effectiveness – especially in terms of delivery of its planned results – against pre-determined performance indicators and set targets – up to its mid-term. It also includes (to a limited extent), its “transitional impact” and its other major achievements; major challenges, constraints, shortcomings and limitations that characterized the Project; resource management and efficiency in Project implementation; as well as sustainability of Project interventions and outcomes.

3.2. Design and Formulation of the DINU CARE Project

3.2.1. Overview

Against the above background, the entire Project Evaluation process commenced from the various components of Project design, formulation and planning – herein also referred to as the “Design Architecture”. This was done on the understanding that it is crucial to establish whether (and to what extent), the process of Project development and its quality could have influenced its implementation and outcomes. Accordingly, also included herein, is the intervention logic/theory of change that philosophically underlay the designing of the Project.

3.2.2. Intervention Logic/Theory of Change

In articulating the intervention logic underlying the Project, it was first of all, stated – in the (PDD)/“CARE Denmark DINU: Full Project Proposal” (p.9) – that: “in accordance with the DINU programme, the expected impact of the Action is reduced poverty and a decrease in the % of children under five, affected by stunting in Karamoja Sub-region, Kitgum, and Katakwi. The Action is expected to reach this through its three specific objectives of: (1) increased production of diversified food of women and men smallholder farmers; (2) increased market accessibility for women and men smallholder farmers; and (3) improved nutrition and uptake of family planning services through gender-responsive community based approaches”.

Against the above background, the actual intervention logic of the Action was duly articulated on p.10 of the same PDD.

The project Designers/planners, further, asserted that the above-noted intervention logic was underpinned by a number of assumptions and risks – mainly stated in the Project’s original Logframe (in Annex 2 of the PDD).

The Evaluation found that the above-noted intervention logic/theory of change – which constituted an important part of the philosophy that underlay Project design – was highly appropriate for the nature of the Project under review. This is largely on account of the fact that the said intervention logic did not only clearly and comprehensively identify/reflect, as well as articulate all the key factors underlying the key undesirable socio-economic phenomena that characterized the Project Area, but also systematically translated them into desired response actions. In addition, it also properly and impressively linked the desired actions logically – in a manner that would potentially produce the desired results – through execution of the planned Action – under carefully identified important assumptions. Accordingly, the intervention logic/theory of change was also found to have been very much in line with the subject matter of the Project, namely; an Inclusive Market-based Smallholder Farmers’ Development Project.

Similarly, the same intervention logic/theory of change was also found to have been reasonably appropriate to the Karamoja, Teso and Acholi sub-regions of the Country – which were largely characterized by the above-noted undesirable socio-economic phenomena/challenges, among others – which necessitated being urgently addressed. Accordingly, the Project was designed in pursuit of their development and socio-economic transformation.

3.2.3. Relevance of Project Design to Project Area Priorities and Dynamics

3.2.3.1. Overview

The Evaluation’s assessment of Relevance – as required – focused, inter alia, on the extent to which the DINU CARE Project is aligned with relevant sectoral and national priorities, policies and systems. It also focused on: the extent to which the Project realistically addresses the key issues and challenges characterizing the Project Area sub-regions in general, and its beneficiaries, in particular; as well as the extent to which the Project is in line with, and complements other similar programmes, or projects.

Accordingly, the Evaluation executed the assessment along four (4) main dimensions, namely; (1) relevance to the sectors and districts; (2) relevance to the priority issues; (3) the target group and final beneficiaries, their needs and constraints; and (4) the Project’s implementation model, as well as its constituent approaches and strategies.

First, it must be pointed out here that the CARE-led Consortium – in its Project Design Document (PDD), – went to great length – and quite impressively – in articulating – in great and illustrative detail – the entire subject of relevance of its then planned Project/Action. This was done with regard to: the sectors and districts; the priority issues; the target group and final beneficiaries, their needs and constraints; as well as its participatory/inclusive Project design and implementation approaches and strategies.

The Consortium’s articulation of Project relevance, as well as the Evaluation’s assessment and analysis of the same, are as outlined in the Sub-sections that follow.

3.2.3.2. Relevance to the Sectors and Districts

Against the above background, suffice it for the Evaluation to state here – with confidence – that, with particular regard to “relevance to the sectors and districts”, the documented justification/rationale for the Consortium’s intervention in the socio-economic situation that was then prevailing in the Karamoja, Acholi, and Teso sub-regions, was highly appropriate. This is on account of the undisputable fact that the then prevailing socio-economic conditions in the Project Area – which were impressively articulated by the Consortium (with enormous and appropriate evidence), in the PDD – demanded urgent and decisive attention and intervention. The nature and magnitude of the CARE DINU Project – which was designed and had, eventually, been implemented by the Consortium since January, 2020 – up to its mid-term – was also found to be very appropriate to the above-noted situation.

The said relevance was, further evidenced and demonstrated by the nature of the multi-dimensional, yet, well-interlinked interventions that were carefully planned to target the various undesirable characteristics and challenges – which themselves – had been well-identified and elaborated.

In the light of all the foregoing, it is the view of this Evaluation that the evidence-based facts and arguments documented (in the PDD) by the Consortium, as well as its planned intervention approach – at the time of submitting its proposal – were more than sufficient to fully demonstrate and justify their intention to intervene. This was through their planned Project/Action – in pursuit of the rehabilitation, development and socio-economic transformation of the targeted sectors and districts.

3.2.3.3. Relevance to the Priority Issues

In a similar way as documented under Sub-section 3.2.3.2 above – against the background documented under Sub-section 3.2.3.1 – the Evaluation found that, with particular regard to “relevance to the priority issues”, the evidence-based facts and arguments documented (in the PDD) by the Consortium, as well as its planned intervention approach, – at the time of submitting its proposal – were highly appropriate, adequate and convincing to fully demonstrate and justify its resolve to intervene into the then prevailing socio-economic conditions in the Project Area – through their planned Action. Indeed, those challenges and undesirable conditions constituted some of the top priority issues of the day (including up to now) – in the Karamoja, Acholi and Teso sub-regions. Accordingly, pursuit of the rehabilitation, development and socio-economic transformation of the targeted sub-regions could not possibly be successful without adequately identifying and planning – in a focused manner – for addressing those priority issues – as the Consortium did – at the time of submitting its proposal.

Similarly – again – the said relevance was, further demonstrated by the appropriateness of the multi-dimensional, yet, well-interlinked interventions that were carefully planned by the Consortium to target the various well-identified and elaborated priority issues – as well as the strategies it articulated for operationalizing its interventions.

3.2.3.4. The Target Group and Final Beneficiaries, their Needs and Constraints

As already indicated under Sub-section 3.2.3.1 above, yet another dimension on which the CARE-led Consortium impressively demonstrated the relevance of its then planned Project/Action – in its PDD – at the time of its proposal submission – was “the target group and final beneficiaries, their needs and constraints”.

The Evaluation found that here, the Consortium began by clearly identifying and specifying the Project’s target beneficiary categories – to include: smallholder famers’ households – with the target group comprising, at least, 60% women; men (who would be RRM’s); and youths. Accordingly, the ultimate target of the final beneficiaries would be 1.2 million people – comprising family members of the targeted households. The Consortium then proceeded to, further, elaborate Project relevance – on this particular dimension by, inter alia, articulating – in precise detail – the diverse undesirable socio-economic conditions, challenges and constraints that characterized its target beneficiaries; as well as the obvious necessity to intervene in those conditions – in pursuit of their rehabilitation; empowerment; as well as development and socio-economic transformation.

3.2.3.5. Participatory Project Design and Implementation Approach and Strategy

Lastly, the Evaluation found – from the PDD – that – overall – project relevance was, further, confirmed by the supportive positions that were taken on the then planned Project/Action by various categories of key actors/stakeholders that had participated in Project design. These included the Ministry of Local Government; Local Authorities in the greater Karamoja region; private entities; as well as target groups in target communities.

The said overall project relevance was, furthermore, amplified by the appropriateness of the implementation approaches and strategies that were chosen by the Consortium for the Project. These included, inter alia: application of an Inclusive Market Development approach – with implementation focusing on multi-stakeholder engagement and building of synergies with existing government and development partners’ initiatives. This was in line with the DINU Project objectives of: increasing food security; improving

maternal and child nutrition and enhancing household incomes through support to diversified food production; commercial agriculture; and improved household resilience.

The said relevance was, further, evidenced and demonstrated by another dimension of the Consortium's planned intervention approaches and strategies, which emphasized, inter alia: district ownership and participation; gender equality and women empowerment; youth engagement and employability; targeted nutritional, hygiene and family planning practices enhancement; and the value chain approach. These were coupled with tested strategies and interventions that were to be employed; targeted private sector development; linkages between smallholder farmers, FG/MGs, producer groups and agro-processors; environmental protection/climate change mitigation; as well as digitalization and ICT for agriculture.

Among the other major strengths of the Consortium's planned intervention approaches and strategies – documented in the PDD – also included its emphasis on, inter alia: avoiding duplication with other development initiatives. They also included its emphasis on: complementing capacity building of government agricultural extension workers; complimenting other relevant and related programs; as well as working with LAs and taking into consideration existing Government programmes.

On the basis of the self-evident high quality of articulation of project relevance demonstrated by the Consortium – in its PDD – which has also been duly reviewed in the foregoing sections – this Evaluation largely concurs with the said Project relevance. This has been, further, validated by the fact that many of these were echoed – with reasonable approval – by various stakeholders, including from the Consortium – during the MTE stakeholder engagements.

It may be added here that, indeed, almost all stakeholders engaged – at the national and LG levels – testified to the view that the Project design, formulation and planning processes – before and after its inception – were highly inclusive and participatory (through numerous meetings and other fora). These had involved a wide range of actor/stakeholder categories – focusing and building consensus on, inter alia: priorities; desired impacts; outcomes; outputs; targets and performance indicators; as well as areas of focus and modus operandi.

3.2.4. Coherence of Project Design and Implementation

In a similar way to the assessment of relevance, the Evaluation's assessment of Coherence – as required – focused, inter alia, on the extent to which other interventions (particularly policies), are in support of, or undermine the Project interventions; compatibility with international norms and standards; external coherence (with other actors' interventions in the same context); as well as internal coherence (including, inter alia, the extent to which concepts; design; implementation; targets; and related project elements are internally coherent/congruent).

The Evaluation found that – on the whole – the design and formulation of the Project was characterized by a reasonable degree of coherence – in accordance with the above characterization.

First, it was established that – externally – Project design and implementation were in line with the applicable and relevant Government of Uganda national and sectoral legal, policy, strategy and plan frameworks that govern the various dimensions of the Project. These include, inter alia: the Uganda Vision 2040; the corresponding National Development Plans; as well as most of the other respective sectoral, legal, policy, strategy and plan frameworks. Included herein, inter alia, were: the National Agriculture Policy; the Food and Nutrition Policy; the Uganda Nutrition Action Plan; the Agro-implementation Plan; and the National Health Policy. The said Project design and implementation were, accordingly, also in line with the applicable regional, continental and global development frameworks/agendas to which Uganda is committed – including, among others, the Sustainable Development Goals (SDGs).

Indeed, according to the PDD, the Project/Action was specifically conceived to support: the SDGs 1, 2, 3 and 5; the second National Development Plan for Uganda; the Strategic Plan for Agricultural Development; the National Adaptation Plan and the Uganda Climate Smart Agriculture Programme (2015 – 2025). Also

included were: the Government of Uganda's Peace, Recovery and Development Plan (PRDP) for Northern Uganda; as well as the Karamoja Integrated Development Plan. The Action was also aligned with District Development Plans in the targeted Project Area Districts.

Secondly, the Evaluation found that Project design and implementation were considerably compatible with the interventions of other actors/entities in the same Project Area and similar fields of intervention. From engagements with stakeholders – including the leadership of the implementing Consortium – it was further revealed that this compatibility, as well as the much-needed associated synergies, had been, further consciously strengthened by the Consortium's deliberate efforts to regularly reach out to its fellow entities that were active in the region. This had been done with a view to strengthening cooperation and collaboration with them.

As regards internal coherence, the Evaluation found that – in line with the Consultant's MTE Model (Fig. 1, Sub-section 1.4.3.9), as one of its points of reference – on the whole – the design and formulation of the Project was characterized by a high degree of internal coherence/logical relationships with particular regard to the major "hierarchical" elements of Project design. This includes, inter alia, the results chain – namely; the overall objective; the corresponding specific/immediate objectives; the Project's desired/planned outcomes; the sets of inter-related outputs formulated to deliver each outcome; as well as the interventions/activities and inputs identified and elaborated for the delivery of the major results of the Project – starting with the outputs.

Furthermore, considerable coherence in Project design and planning is also evident in the "matching" of various sets of interventions with the specific Project Area and beneficiary problems/challenges that they were designed to address. Some of the illustrative examples of the said "matching" here, documented in the PDD (p.9), included the following: "The Action will apply an Inclusive Market Development approach...". Furthermore: "The Action will support 68,250 smallholder farmer households through VSLAs, FG/MGs and PMGs. The Action will specifically target 19,000 women (pregnant, lactating women and adolescent girls), who will be involved in HHCs and MCGs for nutrition specific activities; 2,700 men, who will be RRM; and 3,600 youth aged 18-30, who will receive technical skills for business development...". The above were documented as some of the planned Action interventions to address some of the following identified and documented problems/challenges: "Beneficiaries of the Action are income poor smallholder farmers mainly relying on subsistence farming.... The beneficiaries face constraints in input markets, including low quality of seeds and other farm inputs; inadequate access to improved varieties of crops; lack of access to technology and equipment; limited presence of input dealers for seeds and other agricultural inputs; and limited veterinary drug outlets. The target group is also challenged in terms of the output markets.... The low level of organisation of smallholder farmers in many areas affect their negotiating power in the market place. Smallholder farmers have limited experience with investments in agricultural production.... and they face challenges in accessing finance for value addition and improved productivity".

The various sets of planned interventions were also found to be well-aligned to each respective planned output – whereby, they appear to be rightly "grouped"/"clustered" and targeted to their respective problems/challenges. Therein, both "intra-group" and "inter-group" congruence is further evident in the various sets/groupings of interventions assembled under each output – vis a viz the respective Project Area or Project beneficiary problems/challenges that they are designed to address. Similarly, at the level of outputs and outcomes, both "intra-set" and "inter-set" congruence is evident in the sets of outputs that were assembled under each planned outcome of the Project.

In addition, the Evaluation found that it can be reasonably argued that the "sum-total" of each set of planned outputs is largely "equivalent" to the respective outcome under which they were assembled. Similarly, it can also be reasonably argued that the "sum-total" of each set of planned outcomes is largely "equivalent" to the respective specific/immediate objective under which they were assembled. Further still, in the assessment of the Evaluation, considerable internal coherence/congruence is evident amongst the three (3) specific/immediate objectives of the Project. Their "sum-total" also appears to be significantly "equivalent"

to the overall Project objective – which, itself, also significantly rhymes well with the Project title. Lastly, the overall Project objective was deliberately designed to contribute to a specific Objective of the overarching DINU Program – and from which it directly derives its fundamental justification/rationale.

3.2.5. Overall Assessment

In view of all the foregoing dimension-specific assessments of the various elements of Project design, formulation and planning, it is the considered view of this Evaluation that – overall – the CARE-led Consortium performed considerably well with regard to design, formulation and planning of the CARE DINU Project. The respective dimensions of Project design/planning, included: situation analysis/scoping; choice and determination of priorities; articulation of the Project’s overall purpose; determination and elaboration of the Project’s result chain; as well as determination and alignment of corresponding sets of interventions. The same applies to choice and articulation of appropriate project implementation approaches and strategies. All the above largely fall within the realm of project relevance and coherence.

3.3. Project Management and Operations

3.3.1. The Structure, Leadership and Management of the Project

The Evaluation of the structure, Leadership and Management of the Project established the findings presented in the Sub-sections and paragraphs that follow.

3.3.2. The CARE-led Project Implementing Consortium Management

From the understanding of this Evaluation – according to the PDD and other related documents, as well as its various discussions with some actors/stakeholders – the internal management structure and system of the CARE DINU Project can be described as outlined below:

First, it was established that – while each Consortium Partner Member Entity also has its own organization structure and system – the collective Consortium Project operations – especially according to the Consortium organogram (p. 19 of the PDD) – are managed by the Consortium’s Top Management Team. This is comprised of representatives of the Partner entities, namely; CARE; CRS; GADC; DADO; and SORUDA – working together as one cohesive unit.

As reflected in the Consortium organogram (p. 19 of the PDD), at the very top of the entire Management structure, is a “hierarchical super-structure” – which can be considered to be constituting the overall top-most leadership/oversight sub-system – at the policy and strategic direction level. This is comprised, largely, of Senior CARE Managers – together with the CRS Head of Programmes; and the CEO of GADC – arguably in view of the fact that CARE is the Consortium Leader and Chief Applicant for the Project Grant, as well as the responsibilities that go with that status.

Immediately below the above-noted “hierarchical super-structure”, is the unique operational Project Management structure – that carries out the day-to-day implementation of the Project. Especially as it is portrayed in the Consortium’s organogram, this Management structure has, as its overall Head, the CARE DINU Consortium Manager (immediately under whom are: CARE Technical Specialists; DADO and SORUDA Program Managers; as well as DADO and SORUDA Field Officers). The CARE DINU Consortium Manager – at the top of the operational level – “co-heads” the structure with: the CRS DINU Program Manager (immediately under whom are: the CRS Technical Specialists: as well as CRS Field Officers). The CARE DINU Consortium Manager also – simultaneously – “co-heads” the structure with the GADC DINU Program Manager (immediately under whom are: GADC Technical Specialists and Area Coordinators; as well as GADC Field Officers).

The Organogram of the Consortium in the PDD (p. 19), duly summarizes the above-outlined Project Management structure.

3.3.3. The Consortium Management’s Vision and Mission

Largely based on document review and the consultative engagements held with the Consortium’s leadership/management, it was established that Project Management – as a whole – was very clear about the priorities and objectives of the then planned Project, as well as the impact that it wanted to, ultimately, create – and also continues to do so. Indeed, it was established that prior to, and at the stage of Project design and planning, Consortium Management – at the outset – clearly determined the priorities and objectives of the envisaged Project – largely based, inter alia, on the key principles and guidelines clearly stipulated in the DINU Program Grants Guidelines Document.

As regards the legal and policy frameworks under which the Consortium Management executes its Project implementation operations, it was established that these were all the relevant and applicable laws, policies, strategies and plans of the Government of Uganda that govern all the various dimensions of the Project.

3.3.4. Strategic Direction of the Consortium’s Top Management

As already alluded, the Evaluation found that – under the overall stewardship of the Consortium’s Top Management – Project design and implementation were in line with the applicable and relevant Government of Uganda national and sectoral legal, policy, strategy and plan frameworks that govern the various dimensions of the Project. These include, inter alia: the Uganda Vision 2040; the corresponding National Development Plans; as well as the other respective sectoral legal, policy, strategy and plan frameworks.

3.3.5. Major Functions of the Consortium’s Top Management

It was reported that the main functions of the Consortium’s Top Management Team were: to ensure coordinated implementation of the Project, as well as to ensure that its implementation is timely and in accordance with its set objectives. This includes, inter alia, overseeing and regularly reviewing Consortium operations – which is normally done quarterly – through coordination meetings. In these meetings, the Project implementation process is analyzed; and plans for the next quarter are discussed and agreed upon. It is also done through monthly meetings – where operational reports are reviewed and also partners provide technical support, where there is need. Hosting of the Meetings by the respective partner entities is done on a rotational basis.

Against the above background, stakeholders’ assessment was that the above-outlined functional system with regard to the Project’s Top-level Management was adequate and had so far steered the Project reasonably well. It was, hence, also considered to be adequate and appropriate for the remaining Phase of the Project – as it was.

3.3.6. Project Management’s Decision-Making

As regards Project Management’s decision-making capacity, the Evaluation found it to be considerably strong. Suffice it to demonstrate this capacity with two (2) most outstanding illustrative examples, among others, in this regard, as outlined below. First, was – when – at the outset – Project Management deliberately decided that each major Project component was to be led by the respective Consortium Member with the best expertise and experience in it. This included taking charge of those Project Area Districts in which, it had the greatest experience. Secondly, were the various difficult, but extremely necessary decisions that Project Management had to make – rightly – to put the Project back on track – through innovative re-ranking and swapping of Project priorities, as well as the corresponding re-allocation of resources to them – yet, in compliance with the Grant Agreement’s allowable framework. This included the serious external potential threats to the Project, occasioned by the COVID-19 pandemic.

3.3.7. Project Management’s Partnerships, Relationships and Dynamics

This assessment was focused on the relationships and partnerships within the Consortium’s Top Management and between itself and its actors/stakeholders – including the entire Project Implementation Team (technical and administrative staff). The assessment also included all the other external stakeholders.

a) Relationship between Project Management and the Project Implementation Team

The assessment – mainly through engagements with multiple stakeholders – revealed that there existed reasonably good, harmonious and mutually supportive relationships amongst the Consortium’s Top Management themselves. It was, further, found that the relationship between Top Management and the entire Project Implementation Team was also reasonably good; as well as mutually supportive and characterized by a reasonable degree of unity of purpose – as regards Project implementation.

b) Relationship between Project Management and the Project’s External Stakeholders

As regards the relationship between Project Management and the Project’s external stakeholders, the assessment of most stakeholders consulted was that – as at the time of the Evaluation – the relationship was considerably harmonious and progressive. It was, accordingly, reported that Project Management – as a whole – enjoyed good, harmonious and mutually supportive relationships and partnerships with the beneficiary groups and their Project Area Communities; as well as with other external stakeholders. These include, inter alia: the EU; OPM; MAAIF; MoH; MoFPED; the respective 11 Project Area LGs; relevant civil society organizations; religious leaders; relevant local cultural institutions and leaders; local political leaders; as well as private sector actor/stakeholder entities and individuals – including service providers.

The Evaluation, further, found that, with particular regard to the Project Area LGs, for each DLG, a DINU Focal Point Person had to be appointed – as the main link with the Project – who must, inter alia, report Quarterly to OPM.

It was, further reported that the Project Area LGs were a part of planning, implementation, as well as M&E with regard to almost all relevant Project operations.

In the light of all the foregoing developments, the image of the Project, in general, and of the Project implementing CARE-led Consortium, in particular – since the inception of the Project – had been reasonably impressive – in the eyes of many stakeholders engaged. This had also made the external environment within which the Project operates very conducive for its activities – given that it had been quite friendly and mutually supportive.

Against the above background, this Evaluation considers it important that the above-outlined crucial relationships and partnerships, as well as the corresponding operational environments, should be deliberately sustained and further nurtured – as a part of the strategy for ensuring successful and impactful completion of the Project during its 2nd and last phase.

3.3.8. Strength and Effectiveness of the Consortium’s Management

It was found by this Evaluation that the Consortium’s Top Management’s strength was, inter alia, mainly imbedded in the fact that the Team worked harmoniously together – as one functional unit – characterized by strong unity of purpose. In addition, the execution of the Consortium Top Management’s functions was also characterized by sharing of the diverse technical expertise and experiences possessed by each partner entity. The above phenomena were found by the Evaluation to be effectively supportive of project implementation operations.

The above phenomena were also found to be, further, enhanced by the high level of understanding by the entire Consortium of not only the socio-economic challenges and priorities of the Project Area, but also their diverse expertise in tested approaches and strategies for addressing the said challenges and priorities.

3.3.9. The Project’s Internal Processes and Capacity

The Evaluation found that – with particular regard to the internal Project processes and systems – which are normally crucial for successful implementation of any project, or successful management of any organization – they were characterized by a considerable degree of effective and efficient orderliness and functionality. These are comprised of the core internal operational and management sub-systems – including, inter alia: Decision-making; Strategy; Planning; Financial and budget management; Human

resource management; Operations management; Procurement and supply chain management; Performance management; as well as mandatory reporting. All these sub-systems were positively assessed by almost all actors/stakeholders engaged – starting with the Consortium Management, itself. With particular regard to planning, the Consortium was frequently credited – especially by Project Area LGs – for being pro-active; inclusive/participatory; as well as regularly consultative with stakeholders.

3.3.10. The Consortium’s Diversity of Expertise and Experience

The Consortium membership was found to collectively possess diverse professional training, skills and experience – that had brought the necessary expertise and capacity into the Project implementation and management system. As per Project design, it was found to be characterized by a good mix of, inter alia: Expert Technical Specialists – expected to provide leadership and strategic guidance to the implementation of the Project; a CFO/Ops Manager – responsible for project planning and supervision of programme implementation, as well as financial reporting for the Project. The team also included: a Finance and Operations Team; a Financial Inclusion Coordinator; a Lead Agronomist; a Livelihoods Specialist; an SRHR/Gender Equality Specialist; a Tillage Coordinator; a Field Manager; Area Coordinators; Assistant Area Coordinators; Field Extension Teams; Field Officers; as well as a MEAL Specialist. The above-noted diversity of expertise and experience also constituted one of the major strengths of the CARE-led Consortium – which is crucial for successful and impactful project implementation.

3.3.11. Supervision, Monitoring and Evaluation

The Evaluation also found that supervision of Project Staff and monitoring of Project performance were considerably good – including the practice that the Consortium’s Top Management Team periodically conducts Field visits and also holds field meetings. This was done over and above the more routine inspections and supervisory operations carried out by the lower level Program Managers; Specialists and Field Coordinators. It was, further, found that communication and reporting (both vertical and horizontal reporting), with regard to Project performance and related issues, was quite good. For instance, Project Management was credited – by many stakeholders engaged – for performing considerably well with regard to regular and timely preparation and submission of progress/monitoring, as well as evaluation reports on Project performance to respective Project Area LGs; the OPM; MoFPED (NAO’s Office); MAAIF; EU; as well as other entitled stakeholder entities.

3.3.12. Overall Assessment

In the light of all the foregoing findings on Project management and operations, the Evaluation sums up as outlined below. A combination of document study and engagement of most stakeholders on the above-noted sub-systems – led to the conclusion that most of them were in reasonably good shape.

The Evaluation also found the above-described unique internal Management structure and system of the Project implementing Consortium highly appropriate for the nature of the Project under evaluation. This is, largely because such a project demands a combination of diverse subject matter and experiential expertise – all under one well-coordinated management system – which the Consortium adequately organized and provided – and had so far been operationalized quite impressively. In addition – especially considering that the Project Area is extensive and vast – successful implementation of such a project necessitates the pooling and effective coordination of enormous leadership, managerial, technical, technological, networking, logistical, as well as financial capacity – which are rarely available in one particular organization/entity.

In the light of all the foregoing, inter alia, the Evaluation, accordingly, established that the overall operational capacity of the Consortium for Project implementation – in terms of the Consortium’s leadership/managerial, technical, technological, logistical, networking and financial capacity, as well as the project’s internal processes and systems – was considerably adequate – especially for enabling it to successfully complete the Project.

3.4. The Project’s SWOT and Risk Analysis

Yet as another of the components of the situation analysis carried out to partly inform this Evaluation, a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis with regard to the CARE-led Consortium’s capacity and “environment” to successfully implement the Project – especially its 2nd and last Phase – was carried out. Similarly, a Risk analysis was also carried out. The findings of the Risk analysis – including recommended strategies for the Project to address the major implications of the identified risks; as well as the findings of the SWOT Analysis – are summarized in Matrix 3 and Matrix 4 respectively, in Annex 3 to this report.

In the light of all the foregoing, suffice it to emphasize here that the identified and documented risks; as well as, the identified Strengths, Weakness, Opportunities and Threats do constitute major elements of the internal and external operational environments within which the Project is implemented. They, accordingly, also variously constitute major elements of the capacity of the Consortium to successfully implement the Project. Hence, special attention needs to be given to them – especially by Project Management – particularly, as regards optimizing benefits from the Strengths and Opportunities, as well as, minimizing the identified Weaknesses, Threats and Risks – through appropriate and timely mitigation measures – in pursuit of successful and impactful completion of the Project – during its 2nd and last Phase.

3.5. Institutional Framework for Project Supervision and Oversight

Given the Project’s national character and scope, the Evaluation also analyzed the nature, effectiveness and adequacy of the broader institutional framework under which the Project is coordinated, supervised and overseen. The main findings are summarized in the paragraphs that follow:

First, it was established that the institutional framework for Project supervision and oversight system outlined below, is not a stand-alone arrangement – but rather, a sub-set/component of the wider DINU program framework – under which the Project falls.

From the understanding of this Evaluation – according to the PDD and other related documents, as well as its various discussions with a range of actors/stakeholders – the multi-stakeholder and multi-level component of the institutional framework for supporting the CARE DINU Project in particular, can be said to be structured as follows. It has four (4) major bottom-up “hierarchical” levels of supervision, coordination and oversight – which also include its reporting and authorization structure – as outlined below:

Level 1 of the institutional framework – as per Project design – comprises all the eleven (11) District Local Governments (DLGs) of the Project Area. These DLGs mainly perform the local Project coordination and supervision roles – on behalf of the Government of Uganda. The major elements of this level – through which it mainly functions are as outlined below. First, are the duly appointed DINU Focal Point Persons for each respective DLG – who serve as the main links between their respective DLGs and the Project. Secondly, are the District Technical Planning Committees – which constitute the major formal fora, through which inclusive and participatory Project planning, implementation, as well as M&E between the respective DLGs and the Project Team, are executed. Thirdly, is the reporting system through which Project Management keeps the respective DLGs updated about the performance of the Project. This, inter alia, includes the Annual Coordination Meetings, in which reporting and participatory discussions about Project implementation are normally carried out.

At Level 2, is the Office of the Prime Minister (OPM) – under whose overall oversight – all the above-noted eleven (11) DLGs of the Project Area, perform the above-noted Project coordination and supervision roles – on behalf of the Government of Uganda. The major elements of this level – through which it mainly functions – are as outlined below. First, are: the DINU National Steering Committee (NSC) and the Technical Working Group (TWG). Secondly, is TWG’s Secretariat – the DINU Program Coordination Unit (PCU) – headquartered in the OPM – which is responsible for the execution of the day to day Program

management, coordination and oversight functions. Thirdly, this institutional framework demands – as per design – inter alia, that the Project (just like all the others under the DINU program), works closely and inclusively with Government; Development Partner and other entities; beneficiary groups and their communities; as well as works within Government structures. This is with a view to, inter alia, minimizing duplication of efforts and optimizing synergies.

Fourthly, is the M&E function of the institutional framework – for the whole DINU program (under which the Project under review falls). This was designed to be mainly characterized by quarterly and annual work plans and progress reports – all to be mandatorily submitted to the PCU by all the Grantees/Project implementing entities under DINU – including the CARE DINU Project. The M&E function was also designed to have an external component, comprising of, inter alia, an Annual Expenditure Verification; Mid-term Evaluations (MTEs); as well as Terminal Evaluations (TEs) – all of which are duly applicable to the Project under review.

Accordingly, it was emphasized that OPM/PCU's major roles include, inter alia: monitoring and evaluating the performance of the various DINU Grantees (including the CARE-led Consortium and its Project) – inter alia, through targeted field visits/inspections in the Project Area. This is especially done to ensure compliance; to facilitate the respective LGs in their supervisory and coordination roles; as well as networking of the various program actor/stakeholder entities. It was also asserted that the overall goal is to facilitate moving the DINU Program forward – including to another level of sharing DINU lessons learnt with the rest of the World.

Level 3, is constituted by the Office of the National Authorizing Officer (NAO) of the Ministry of Finance, Planning and Economic Development (MoFPED). NAO's major function is – in general – consideration and authorization of Program and Project implementation and management proposals/requests – on behalf of the Government of Uganda.

Level 4, is constituted by the Grants Management Office of the European Union (EU) in Uganda – responsible for Management of the Program and Project Grants. This includes that of the Project under review. The above-noted Office executes its functions on behalf of the European Union (EU) – in collaboration/partnership with all the above levels of Project supervision, coordination, authorization and oversight.

It is the combination of the internal Project implementation system – outlined under Sub-section 3.3; and the external multi-stakeholder and multi-level institutional framework – documented above, that, ultimately, propels the entire Project system – in pursuit of its objectives.

The Evaluation found the above-described multi-stakeholder, multi-sectoral and multi-level Project supervision, coordination and oversight institutional framework highly appropriate for the nature of the Project under review. Among the other advantages and benefits of the above-described institutional framework is that it is highly facilitative of the much-needed optimization of leveraging of synergies amongst the various actors within the same Project Area – that is emphasized in many Project-related documents. It is, similarly, highly facilitative of the much-needed optimization of capacity building – as well as, the corresponding desired sustainability of project interventions and outcomes – going forward – particularly, as regards the Project Area LGs and beneficiary communities.

One of the major limitations of the institutional framework reported to this Evaluation, however, was that the NSC and TWG lacked some key representations. The TWG lacked adequate representation in the form of Focal Point Persons/Officers representing two (2) of their respective Functions from the principal sectoral Ministry of MAAIF. These were in the crucial areas of agricultural extension (including for livestock farming); as well as market information. In the above regard, only one sectoral Expert (from the Production and Marketing Department) – represented the whole Ministry on the Technical Working Group – and hence, the above-noted functions had not been adequately focused on – from the point of view of the Ministry. Similarly, the Evaluation found that MAAIF's Top Management was not represented on the

National Program Steering Committee (NSC). This had led to limited regular feedback to the Ministry – as well as its necessary corresponding responses at the policy and strategic direction levels.

The above-noted omissions need to be addressed – given that the most central interventions of the CARE DINU Project fall under MAAIF – yet sustainability of project interventions and outcomes are highly desirable. In fact, It is the view of this Evaluation that – whereas the CARE DINU Project, on its own, had already invested significantly in extension services and market information, the above-mentioned two (2) sectoral functions that were not duly represented, should be given the required representation – as they do constitute central elements of the Project interventions – whose central focus is increasing agricultural production – largely through climate-smart techniques. This should be done especially in pursuit of sustainability – post-project.

A quick review of the role played by the institutional framework, led to the conclusion that it had so far been considerably good – especially with regard to supporting and guiding Project implementation – within the broader DINU program framework. This also took into account the circumstances that had characterized the Project and the Program.

In the light of all the foregoing, it is the considered view of this Evaluation that the component of the institutional framework focusing on the CARE DINU Project should be further strengthened and fine-tuned – as it supports and guides Project implementation during its 2nd and last Phase. It should, however, also not lose focus of the medium- to long-term objectives of sustainability of Project interventions; as well as its desired ultimate impact – respectively.

3.6. Project Implementation, Delivery of Results and Performance

3.6.1. Overview

As already indicated (under Sub-section 1.4.3.2) of this report, one of the major elements of the OECD (DAC) Model of development Evaluation criteria/guidelines that this Evaluation adopted, is assessment of Effectiveness of Project implementation. Here, the major focus was placed on the delivery of planned results (including, inter alia, objectives, outcomes and outputs); as well as, execution of the corresponding interventions in pursuit of those results.

Accordingly, with particular regard to performance effectiveness, the Evaluation technically focused on assessing the actual achievements that had been registered in the implementation of the entire Project – up to its mid-term point – and comparing them with the planned (especially quantifiable) and measurable mid-term targets. As already alluded, this process was, inter alia, guided by the already documented “key MTE effectiveness assessment question”.

Against the above background, in this and the two (2) other Sub-sections that immediately follow, the central part of assessments of the actual implementation and performance of the Project – from its inception to the time of the MTE – with particular focus on the delivery of planned results, vis a viz the originally set performance indicators and targets – are documented. Also included are the interpretations of such assessments.

It should, however, also be clarified here that the bulk of the detailed and systematic “measurement” and assessment of the effectiveness of implementation of this Project – in the above-noted terms – is duly documented in Matrix 2 (Annex 2 to this report). Accordingly, the above-noted Sub-sections mainly concentrate on: documenting highlights of project performance that may not be obviously well-reflected in the assessments documented in Matrix 2 (Annex 2). The Sub-sections also document some deserving interpretations of the findings documented in that Matrix.

In the light of the foregoing, this being a Mid-term Evaluation, – in order to facilitate easy presentation and interpretation of the results – in Matrix 2 – a color-coding methodology was adopted. Therein: “GREEN”

is for “Achieved” targets; “YELLOW” is for “On course and likely to be achieved” targets; “RED” is for “far behind schedule, and not likely to be achieved” targets; and “BLUE” is for “No data”.

Hence, for each level of results, the Evaluation Team employed an appropriate performance mapping for all the key results, with suitable indicators; and aligning them with mid-term targets – thereby grading performance based on four-point criteria, as outlined below:

- 1) “Target achieved” – where the mid-term target was considered to have been attained – with a score above 80%.
- 2) “Target likely to be achieved” – where execution of the priority interventions/activities were found to be on course; with partial results recorded; and the mid-term target was considered to be likely to be achieved in a float time of six months – with a score of 60-80%.
- 3) “Target not likely to be achieved” – where execution was found to have started, but progress was found to be slow; and the mid-term target was considered “not likely to be achieved” in an added float of 6 months – with a score below 60%. This also applied to activities that were found to have delayed, or to have been deferred.
- 4) “No data” – where, in the Evaluation Team’s judgement, the available data was inadequate, not good enough, or not reliable to facilitate precise measurement/assessment.

In the light of the foregoing, the comprehensive Performance Effectiveness Assessment (Matrix 2; in Annex 2) – documents the Evaluation’s overarching “measurement” and grading of actual performance of the Project – up its “mid-term point” (December, 2021) – with particular regard to delivery of objectives, outcomes and outputs vis a viz the Evaluation-derived mid-term targets. Many mid-term targets had to be derived by the Evaluation Team because – from all the documentation, which the Team was able to access from Project Management – the majority of the Project’s planned results lacked the Project Team’s own set mid-term targets – at the time of Project planning; though end-of-term targets for most planned results (and a few mid-term targets), were set and documented. The said mid-term target derivation was, therefore, done by the Evaluation Team for the specific purpose of making technically precise “measurement” and analysis for this vital MTE possible.

In line with all the foregoing, the functional/operational design of the Effectiveness Measurement Matrix is duly described in the introductory text to that Matrix (immediately before it) – under Annex 2.

It should also be noted that – in strict technical Planning and M&E terms – this MTE was executed not at the real mid-term point (ideally at 19 Months after Project inception, which would simply constitute approx. 50% of the Project’s life cycle) – but rather, it was carried out 24 Months after the inception of the Project.

Against the above background, the above two (2) important facts significantly influenced and shaped the manner in which this MTE was actually executed, as outlined below. Besides the Evaluation Team’s innovative derivation of mid-term targets, the Team also had to reasonably estimate the actual proportion of the Project’s life cycle that the Project had covered by December, 2021 – when its MTE was commissioned.

Accordingly, in pursuit of optimization of precision of measurement – the Evaluation Team estimated the actual proportion of the Project’s life cycle that the Project had covered by December, 2021, to be approximately 63% – Vs. the ideal approximately 50% – had its MTE been ideally carried out in June, 2021. This was based on the fact that: since its inception in January, 2020, by its “mid-term” in December, 2021, the Project had been under implementation for 24 Months, out of its full term of 38 Months – rather than for 19 Months.

In the light of the foregoing, the Evaluation Team’s derived mid-term targets were mainly determined on the basis of the reasoning and assumption that by December, 2021, the Project would, arguably/reasonably, be expected to have covered approximately 63% of its planned end-of-term business/work plan – keeping other factors constant. Hence, using the end-of-term targets for each planned result – most which were set

and documented by the Project Team – the Evaluation Team determined its respective derived mid-term targets in Matrix 2 by making all of them be out of 63% – rather than out of the would-be ideal 50%.

Taking into consideration all the foregoing, the combination of the the findings documented in Annex 2; and the analysis/interpretations documented in the above-noted 3 Sub-sections, largely constitutes the basis upon which the subsequent conclusions of this MTE – with particular regard to effectiveness of implementation and progress of this Project, have been arrived at. The same applies to the corresponding recommendations for the way forward.

3.6.2. Major Findings on Effectiveness in pursuit of Objectives and Outcomes

Against the above background, this Sub-section documents the main findings/highlights of the Evaluation on the effectiveness and progress registered by the CARE DINU Project – by its mid-term – with particular regard to its planned outcomes. This is done against the respective mid-term targets for those outcomes, as well as in accordance with their respective Project objectives, under which they fall – as outlined in the paragraphs that follow.

Immediate Objective 1: Increased production of diversified food by women and men smallholder farmers in Karamoja Sub-region and Katakwi District.

The MTE survey established that – overall, 61.3% of the sampled smallholder farmers reported an improvement in food production (60.3 % female; 63.2% male) – against the Evaluation-derived Mid-term target of 25.2%. The survey finding on this indicator was that performance assessment on it scored a +36.1% deviation from the Evaluation-derived proportionate mid-term target – which, constituted outstanding performance – considerably above 100%.

Outcome 1.1: Increased adoption and production of diverse food crops and animal products.

This outcome was assessed against two (2) set performance indicators, namely; indicator (1.1.1): % of farmers (sex disaggregated), adopting production of diversified food crops and animal products; and indicator (1.1.2): % of smallholder farmers (sex disaggregated), reported to adopt, at least, 3 climate-smart agricultural technologies.

As regards performance on indicator 1.1.1, the MTE survey established that 50% of the sampled smallholder farmers had adopted production of diversified food crops and animal products (35.8% - male; and 64.2% - female) – against the Evaluation-derived mid-term target of 37.8%. The survey finding on this indicator was that performance assessment on it scored a +12.2% deviation from the derived proportionate mid-term target – which, by implication, constituted very good performance – significantly above 100%.

Performance on the second indicator (1.1.2), was also found to be 63.7% of the sampled smallholder farmers having adopted climate-smart agricultural technologies (67.2% - male; and 62.1% - female) – against the Evaluation-derived mid-term target of 22.05%. Accordingly, performance assessment on this indicator scored a +41.65% deviation from the derived proportionate mid-term target – which, by implication, also constituted outstanding performance – impressively above 100%.

Outcome 1.2: Increased access to key input and output markets for women and men small-scale farmers.

This outcome was assessed against two (2) set indicators, namely; (1.2.1): % increase of smallholder farmers (disaggregated by sex), accessing quality agro-inputs; and (1.2.2): % of smallholder farmers (disaggregated by sex), reporting access to output markets.

The MTE survey finding on indicator 1.2.1 was that 80.6 % of the sampled smallholder farmers had had access to agro-processing inputs (75.5% - males; and 83.3 % - females) – against the Evaluation-derived mid-term target of 37.8%. Hence, the finding on this indicator was that performance assessment on it scored a +42.8% deviation from the derived proportionate mid-term target. This, similarly, represented impressive performance – considerably beyond 100%.

As regards indicator 1.2.2, the survey finding was that 58.1% of the sampled smallholder farmers had had access to output markets (60.8% male; and 56.6% female) – against the Evaluation-derived mid-term target of 56.7% – representing a +1.4% deviation from the proportionate mid-term target – which also implied very good performance – above 100%.

Outcome 1.3: Improved access to credit along the value chain through community saving and credit schemes.

This outcome was assessed against three result indicators. These were: 1.3.1: % of smallholder farmers accessing financial products from VSLAs; 1.3.2: % of smallholder farmers, who are active users of informal and formal financial services; and 1.3.3: % of women, who report that they are able to equally participate in household financial decision-making.

The Evaluation found that as regards indicator 1.3.1, 98.6 % of the sampled smallholder farmers were accessing financial products from VSLAs (96.6% - males; and 96.5% -females) – against the Evaluation-derived mid-term target of 18.9% – which represented an outstanding +79.7% deviation from the derived proportionate mid-term target – representing excellent performance, far beyond 100%.

As regards indicator 1.3.2, the MTE survey found that 75.7% of the sampled smallholder farmers were using formal financial services (71.1% - male; and 78.1% - females) – against the Evaluation-derived mid-term target of 53.6%. This constituted a +22.1% deviation from the derived proportionate mid-term target – which was indicative of another outstanding performance – significantly above 100%.

Regarding indicator 1.3.3, however, accurate measurement was not possible due to lack of reliable data (both from Project Documents and the MTE Survey). As regards the MTE Survey, it was established that, unfortunately, the most appropriate question for eliciting the desired data from respondents was inadvertently omitted in the Survey tool.

Immediate Objective 2: Increased market accessibility for women and men smallholder farmers in Karamoja Sub-region and Katakwi districts.

This objective was assessed against two (2) performance indicators, namely; 1: % of smallholder farmers, who report increase in income; and 2: % of smallholder farmers (sex-disaggregated) reporting earning more than UGX 1,000,000 annually.

As regards performance on indicator 1, the MTE survey established that 63.4% of the sampled smallholder farmers reported increase in income – against the Evaluation-derived mid-term target of 50.4% The survey finding on this indicator was that performance assessment on it scored a +13% deviation from the derived proportionate mid-term target – which, by implication, constituted very good performance – significantly above 100%.

Performance on the second indicator (2), was found to be that 8.6% of the sampled smallholder farmers reported earning more than 1,000,000 UGX annually (9.1% -Female; 6.6% -Male) – against the Evaluation-derived mid-term target of 12.6%. Accordingly, performance assessment on this indicator scored a -4.0% deviation from the derived proportionate mid-term target – which, by implication, constituted a good performance of 96%.

Accordingly, overall performance assessment on this objective registered results indicative of high likelihood that the objective shall be well-achieved by the end of the Project.

Outcome 2.1: Sustainable Strong linkages between smallholder farmers, agro-processors and market operators established.

The set performance indicator for this outcome is: % of smallholder farmers that belong to community groups that have partnered with, or connected to financial institutions. It was found that – overall – 56.5 % of the sampled smallholder farmers were connected to a financial and technical institution, or market operators (male: 65.4%; and female: 51.8%) – against the Evaluation-derived mid-term target of 34.7%.

This represented a +21.8% deviation from the derived proportionate mid-term target – representing yet, another outstanding performance – impressively above 100%.

Outcome 2.2: Market opportunities and product niches identified along the value chain and market exchanges and contractual agreements increased.

This outcome was assessed against a set of four (4) result indicators, as listed below. Indicator 2.2.1 is: the number of youth and women operating small businesses; indicator 2.2.2 is: % of smallholder farmers, who are adding value to their crop and/or animal products; indicator 2.2.3 is: % of smallholder farmers who have sold any of their produce through collective marketing/bargaining; and indicator 2.2.4 is: number of smallholder farmers (disaggregated by gender and age: women, men and youth), undertaking contract farming.

As regards indicator 2.2.1, the MTE survey found that 65.5% of Youth and 63.7% of women had engaged in different business activities, which included: farming; poultry keeping; and retail shop business – against the derived mid-term targets of: 63% of the targeted 1000 members for each of the two (2) beneficiary categories. Accordingly, this indicator registered + 2.5% (for youths); and +0.7 (for women) deviation from the proportionate mid-term target – which constitutes very good performance – with a high likelihood that the targets will be achieved by end of Project.

The evaluation of indicator 2.2.2 found that 26.9% of the sampled smallholder farmers were adding value to their crop and/or animal products. Against the Evaluation-derived mid-term target of 31.5%, the assessment scored a deviation of -4.6% – which, was indicative of good performance. Thus, with the necessary level of effort, there is a high likelihood that the desired performance – as per this indicator – will be achieved by the end of the Project.

Regarding indicator 2.2.3, the MTE survey established that 21% of all the sampled smallholder farmers sold their produce through collective marketing or bargaining; whereby, of the Female farmers, 10.7% sold their produce through that arrangement; and of the male farmers, 14.8% sold their produce through the same arrangement. This was against the Evaluation-derived mid-term target of 18.9% – which meant that the registered performance constituted a +2.1% deviation from the proportionate mid-term target – thereby representing very good progress, as well as a high likelihood that the desired target will be fully attained (and possibly beyond) – by the end of the Project.

As far as indicator 2.2.4 is concerned, the MTE survey established that 56.6% (women); 60.8% (men); and 56.9 (youths) of the sampled smallholder farmers respectively, were undertaking contract farming. This was against the mid-term target of 18,900 farmers (37.8%). In accordance, with the derived mid-term target, performance was as follows: Women: +18.8%; Men: +23%; and Youths: +19.1% – constituting outstanding performance.

Immediate Objective 3: Improved nutrition and uptake of Family Planning services through gender-responsive community-based approaches in Karamoja Sub-region and Katakwi District.

At the Objective level, the performance indicator is: % reduction of prevalence of anemia in children aged 6-59 months and women of reproductive age. Unfortunately, however, no reliable data was obtained on this indicator from either Project documents or the MTE survey. Given that the indicator was on establishment of “actual %age reduction of prevalence of anemia in children aged 6-59 months and women of reproductive age”; in absence of a specifically documented scientific assessment/score (in a Project Document); yet, the MTE Survey was also a largely “self-reporting” study; the Evaluation lacked precise and reliable data to accurately “measure” actual performance on this indicator – directly and specifically attributable to this particular Project. Yet, attempting to use reported assessments of general performance (documented in regional or national reports), on this indicator, emanating from other non-project-specific interventions, would automatically raise the controversial challenge of attribution – as regards which particular interventions would actually have led to the reported general performance. Otherwise, it would,

alternatively, raise the challenge of what proportion (%age) of the reported general (regional or national) performance that would be directly and scientifically attributable to this particular Project.

Outcome 3.1: Increased adoption of community-based gender transformative nutrition initiatives.

The set result indicators for this outcome are as follows: Indicator 3.1.1: % of women of reproductive age in the target area, who adopt 3 – 5 recommended feeding practices; indicator 3.1.2: increased no. of male partners (husbands, fathers, male children, etc.), taking part in household food and nutrition security, (including milk preparation).

As regards Outcome 3.1.1 – overall – 55.3% of the sampled women in reproductive age were found to be using recommended feeding practices. Against the Evaluation-derived mid-term target of 15.8%, there was a +39.5% deviation from the proportionate mid-term target – indicating outstanding performance – way above 100% – which is indicative of a very high likelihood that this target shall be fully attained by the end of the Project.

Regarding Indicator 3.1.2, however, accurate measurement was not possible due to lack of reliable data (both from Project Documents and the MTE Survey). As regards the MTE Survey, it was established that, unfortunately, the most appropriate question for eliciting the desired data on this indicator from respondents was inadvertently omitted in the Survey tool.

Outcome 3.2: Increased community appreciation of SRHR (family planning).

This outcome had three (3) result indicators, as outlined below: Indicator 3.2.1: % change in the demand for family planning in the targeted sub-counties (the sum of unmet needs for family planning); Indicator 3.2.2: % of people who reject intimate partner violence (disaggregated by Sex); and; Indicator 3.2.3: % of ever partnered women and girls aged 15 years and older subjected to physical, sexual, or psychological violence by a current or former intimate partner in the last 12 months.

Regarding indicator 3.2.1 – it was established that – overall, 49.4% of the sampled beneficiaries demanded for family planning (47.0 % - Karamoja; 61.1% - Teso; 55.9 % - Acholi) – against the evaluation-derived mid-term target of 9.45%. This constitutes a +39.95% deviation from the proportionate mid-term target – which represents a highly impressive performance, considerably above 100%. It is also indicative of a very high likelihood that this target shall be attained by the end of the Project.

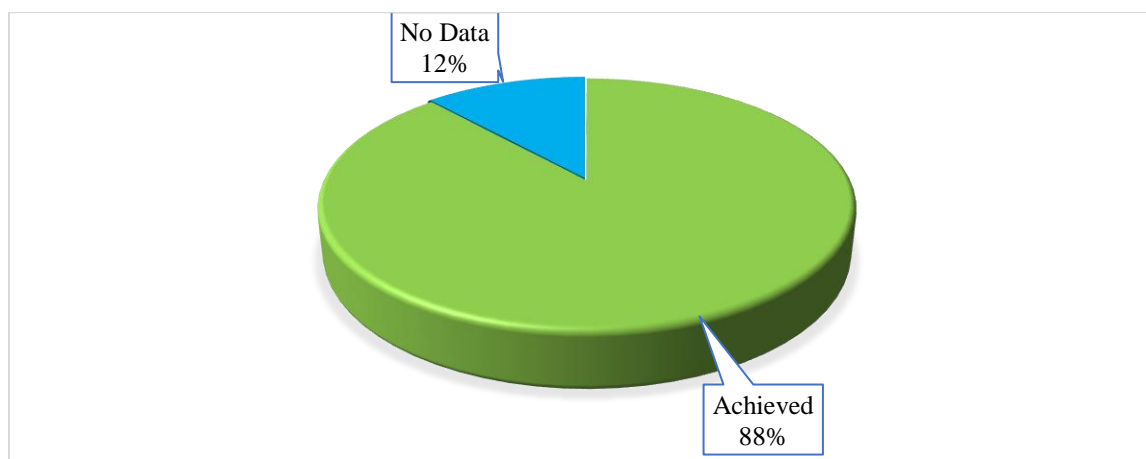
As regards indicator 3.2.2, – overall – 80.7% of the sampled population was found to have rejected intimate partner violence (Male: 78.3%; Female: 82.1%) – against the Evaluation-derived mid-term target of 63%. This constituted a +17.7% deviation from the proportionate mid-term target – which is very good performance, significantly above 100%.

Regarding indicator 3.1.3; overall, 27.3 % of the women and girls in the sample had been subjected to physical, sexual and psychological violence. This constituted a considerable decline from the baseline status of 37.2%.

In the light of all the foregoing, the Evaluation wishes conclude this component and Sub-section of this MTE – on assessment of performance effectiveness with regard to delivery of Project Outcomes – by highlighting/recapping both the areas where the Project had registered the most outstanding performance, as well as those where it had so far lagged behind – by its mid-term point – as summarized below:

In line with the grading system adopted by this Evaluation – duly documented above – at the outcome level, seven (7) outcomes were pursued – with a total of seventeen (17) outcome indicators. Of the seventeen outcome indicators, measured against the mid-term targets, fifteen (15) – representing 88% of the indicators – were declared: “achieved”; while two indicators lacked sufficient and precise data to facilitate accurate performance measurement. Figure 2 below summarizes the above-documented Evaluation results.

Figure 2: Summary of Performance Assessment for Outcome Indicators under their respective Objectives



- 1) As is clearly evident from both Matrix 2 and the narrative of results documented above, the CARE-led Consortium, implementing the CARE DINU Project, had so far registered its best performance with respect to the following:
 - Increasing the number of farmers adopting production of diversified food crops and animal products.
 - Creating awareness and encouraging the smallholder farmers to adopt climate-smart agricultural technologies for better yields.
 - There was also a growing number of smallholder farmers, accessing quality agro-inputs, as well as accessing output markets.

Thus, on the basis of all the foregoing assessments, it can be summed up at this point that the Project Team had – so far – been highly effective in its delivery of its planned outcomes – up to its mid-term – and accordingly, in pursuit of the objectives under which the outcomes were planned. This was also indicative of very good overall progress towards achievement of planned Project results.

Lastly, the Project Team needs to carefully internalize all the MTE findings documented in this Sub-section – given its central nature, in project implementation terms – with a view to fully utilizing them in laying strategies for ensuring successful and impactful Project completion – during its 2nd and last Phase.

3.6.3. Effectiveness of Project Implementation with regard to Karamoja Region and Katakwi

Among the specifically desired areas of focus for this MTE by Project Management – as highlighted in the TORs – was the assessment of effectiveness of Project implementation with particular regard to Karamoja sub-region and Katakwi District. Accordingly, within the broader assessment of Project performance – as a whole – the Evaluation also, inter alia, specifically focused its attention on this particular subject.

Against the above background, this Sub-section documents the main findings/highlights of the Evaluation on the effectiveness and progress registered by the CARE DINU Project – up to its mid-term – with particular regard to its planned Outputs for these particular sub-regions. All assessments of performance with regard to all the Outputs were done against their respective mid-term targets – even though some of them are also directly or indirectly reflected in other Sub-sections of this report. The said findings are as outlined in the paragraphs that follow.

Output (1):1.1.1: 30,000 farmers, including 18,000 women, have been trained on how to integrate into value chains for commercial production of cotton, soya, sorghum/cassava and sesame.

This output has two (2) result indicators, namely; (a) Number of farmer group members trained (sex disaggregated); and (b) Number of public and private extension staff trained in select value chains and CSA (sex- disaggregated).

As regards indicator (a) above, Twenty-six Thousand Seven Hundred Seventy-nine (26,779) farmers were trained, of which Seventeen Thousand Two Hundred Twenty-One (17,221) were females. Against the set mid-term target of 30,000, the output attained a good 89.26% performance. This constituted a -10.74 % deviation from the proportionate mid-term target. It was reported that the delivery of this output had been slowed down by the COVID-19 pandemic. However, with the re-opening of the economy, as well as the good performance so far registered, there is a good likelihood that the desired target shall be attained by the end of the Project.

Regarding indicator (b) above, the Evaluation found that One hundred Fifty-six (156) extension workers (34 females) were trained in select value chains and CSA – against the mid-term target of training 60 public and 160 private extension staff (220). This represents 70.9% performance – constituting a -29.1% deviation from the proportionate mid-term target. Thus, with the necessary level of effort, there is a fairly good likelihood that the desired performance – as per this indicator – will be achieved by the end of the Project.

Despite the restrictive situation presented by the COVID-19 pandemic, the above-documented performance on both indicators was achieved through partnering with the extension workers to deliver the training, as well as the adoption of video technology to quickly reach wider communities of the smallholder farmers.

Output (2):1.1.2: 2,700 lead farmers trained and supported on improved breeds of livestock and improved agricultural production based on targeted climatic and ecological zones.

This output has two result indicators, as outlined below: indicator (a) Number of lead farmers trained; and indicator (b) Number of improved goats distributed.

Regarding indicator (a) above, it was established that Two Thousand Seven hundred 2,700 (471 female) lead farmers were trained. This represents 100% performance – against the mid-term target of training 2,700 lead farmers. This was attained through working with both the Government and private extension systems, which made it possible for targeted lead farmers to easily access extension services in a timely manner.

With regard to indicator (b) above, it was found that Two thousand Sixty-Four (2,064) goats were distributed – after two thousand Three Hundred Fifty-Eight (2,358) Lead Farmers were trained and supported. This represents 38.2% performance – against the mid-term target of distributing 5,400 improved livestock. This constituted a -61.8% deviation from the set mid-term target – implying that performance on this indicator was still lagging behind. While more numbers were identified to receive goats, however, the allocated budget was only able to cover the purchase of goats for 2,064 Lead Farmers. Going forward, budget re-allocations were to be reviewed to cover the remaining farmers in year 3.

Output (3):1.1.3: Train and distribute apiary starter kits to 200 PMGs adopting apiary based on a business plan.

This output has two result indicators, namely; indicator (a) Number of individuals trained in apiary business; and indicator (b) Number of apiary kits delivered.

The Evaluation found that with respect to indicator (a) above, Three Hundred Twenty-Five (325) – 173 (female) individuals were trained on apiary business – representing a remarkably outstanding 257% performance – against the Evaluation-derived (and assumed) mid-term target of 126. This constituted a +157.9% deviation from the derived mid-term target. This was partly attributed to a recommendation from the joint assessment on apiary value chain by districts to train an additional 125 farmers due to increased honey production.

The Evaluation also found that with respect to indicator (b) above, One thousand One Hundred (1,100) apiary kits were procured and distributed – representing an extra-ordinary 873.01% performance – against the mid-term target of procuring and delivering 126 kits. This constituted a +773.01% deviation from the mid-term target – which was indicative of extremely excellent performance – attributed to an additional 900 apiary kits that were also procured and distributed, due to increased honey production.

With the unusually extra-ordinary performance – regarding indicators (a) and (b) above – however, it may also interest Project Management to review the attention that was paid to target setting – at the situation analysis and planning stages – with a view to better guiding similar situations in future.

Output (4): 1.2.1: 50 local seed businesses identified and trained in value chain approach for selected value chains.

The result indicator for this output is: the Number of local seed businesses identified for selected value chains. The Evaluation found that fifty (50) LSBs had been identified and assessed for training – representing a very good 100% performance – against the mid-term target of training 50 local seed businesses. This very good performance on the above-noted output was attributed to the involvement of NARO in coordinating the technical capacity building of LSBs.

Output (5):1.2.2: 200 community animal health workers trained and supported in preventing and controlling pests and diseases among the livestock (40 % women) and animal husbandry practices.

The performance indicator for this output is: the Number of Community Animal Health Workers (CAHWs) trained. The Evaluation established that One Hundred Sixty-Six (166) – (137 males; 31 female) CAHWs had been identified and trained. This constituted 83% performance – against the set mid-term target of training 200 Community Animal Health Workers (40% women). This represented a -17% deviation from the mid-term target. Thus, with the necessary level of effort, there is a high likelihood that the desired performance – as per this indicator – will be achieved by the end of the Project.

Output (6):1.2.3: 500 tillage service providers within farmers groups trained to provide draught animal power tillage services.

The performance indicator for this output is: the number of tillage service providers within farmer groups trained to provide draught animal power and tillage services. It was established that by the time of the MTE, One Hundred Twenty-Five (125) – (13 female) TSPs had been trained within the farmer groups – representing 25% performance – against the mid-term target of training 500 tillage service providers. This represented a -75% deviation from the proportionate mid-term target – implying that performance on this indicator was still significantly lagging behind.

Output (7):1.2.4: 2 PMGs to set up and manage a honey processing incubation centre.

The result indicator for this output is: the Number of PMGs running honey processing incubation centres. The Evaluation found that, by the time of the MTE, the only progress that had been made towards attainment of this target was that, the honey processing equipment was under procurement. This constituted a -100% deviation from the set mid-term target –which was indicative that performance on this indicator was still significantly lagging behind. Since the procurement process had already been initiated, however, there was still a likelihood of progress on the indicator by the end of the Project.

Output (8):1.3.1: 357 existing and 2,343 new VSLA groups trained in establishing linkages to FFs, developing business skills, financial literacy, and gender sensitive business development.

This output has three result indicators, as outlined below: indicator (a) Number of VSLA groups trained (disaggregated by new and existing); indicator (b) Number of CBTs /Field agents recruited, trained and accompanied to mobilize and support Y/VSLAs; and indicator (c) Number of Smallholder farmer households trained on gender equitable financial management.

The Evaluation established that the performance with regard to attainment of the above-outlined indicators was as follows: Regarding indicator (a), 2,138 new VSLA/SILC groups were trained – representing 91.25% performance – against the mid-term target of training existing 357; and 2,343 new VSLA groups by end of Year 1 (assuming it also became a mid-term target due to certain factors). This represents a -8.75% deviation from the proportionate mid-term target – constituting a relatively good performance. This was partly attributed to the already existing Local Government networks that provided training support with regard to mobilization of the communities. There is a good likelihood that the set target will be met by the end of project.

As regards indicator (b), 193 Field agents/CBT's (37 Females; and 156 Males), were recruited and trained – representing a significantly excellent 203.16% performance – against the set mid-term target of recruiting and training 95 CBTs/Field agents. This represented a highly impressive +103.16% deviation from the proportionate mid-term target. The excellent performance was partly attributed to the CBT to group ratio of 1:10 – which greatly increased the number of CBTs recruited and trained to manage 2,700 groups.

The Evaluation found, however, that no progress had been made yet on indicator (c) – with the reported reason being that the market was not yet mature for the initiative. There is need to accelerate the implementation of the necessary interventions towards attaining this indicator.

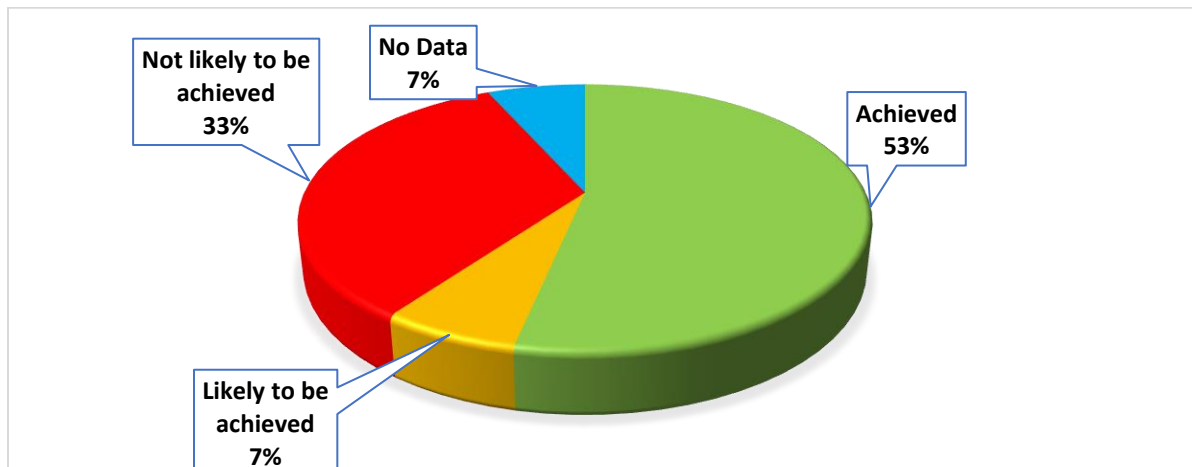
Output (9):1.3.4: Existing e-wallet financial innovative products and services, as well as usage of agency banking at partner FSPs rolled out to members of 357 VSLAs.

This output has two result indicators, namely; indicator (a) Number of VSLA members (sex disaggregated), introduced to e-wallet financial innovative products and services, as well as agency banking at partner FSPs; and indicator (b) Number of Linkage Banking Officers recruited and trained.

The Evaluation established from the Annual Progress Report for “Inclusive Market-based Development for Smallholder Farmers in Northern Uganda” (2021), as follows. Regarding indicator (a) above, 50 VSLAs with 250 members (152 female) were introduced to e-wallet financial products and services. With regard to indicator (b) above, a target to train 30 Linkage Banking Officers by the mid-term, had been set. However, at the time of the MTE, no Linkage Banking Officers had been trained – part of the delay being attributed to the COVID-19 pandemic.

Figure 3 below summarizes the performance of output indicators under Outcome 1. While 53% of the outputs were declared: “achieved”, there is also “a high likelihood” that 7% of the output targets will be met by the end of the Project. 33% of the outputs are not likely to be achieved; while one indicator representing 7% lacked data.

Figure 3: Summary of Performance Assessment for Output Indicators under Outcome 1



Output (10):2.1.1: 675 PMGs supported to develop business plans and apply for support from existing business incubation funds (10% applying for incubation funds i.e. DINU/UNCDF).

This output has three result indicators, as follows; indicator (a) Number of PMGs supported to develop business plans; indicator (b) Number of PMGs applying for incubation funds; and indicator (c) Number of Investment roundtable meetings conducted.

The Evaluation found that, as regards indicator (a) above, 28 PMGs were supported to develop business plans – representing 6.59% performance – against the set mid-term target of supporting 425 PMGs. This represents a -93.41 deviation from the proportionate mid-term target – which clearly signifies that performance on this particular indicator was still considerably lagging behind. It was also found that with regard to indicator (b) above – with a set target of 68 PMGs applying for incubation funds – by mid-term – no PMGs had applied for the funds yet. It was reported that the achievement of this target was dependent on having a critical mass of PMGs with business plans. The Evaluation, further, established that, as regards indicator (c) above – with the target of having hosted 6 investment round table meetings by mid-term, no meetings had been held yet, though a concept note to conduct the investment round table meetings was in place. This indicator, it was reported, was heavily dependent on the operationalization of indicators (a) & (b) above – as, for instance, the round tables required a critical mass of members to gainfully benefit from each other.

Output (11):2.1.2: 1 digital market information system linked to existing systems operated by Agrinet, Infotrade and FEWSNET, on traders and produce sales prices established.

The result indicator for this output is: the Number of digital market information systems linked to the existing system. While the set mid-term target was to establish one (1) digital market information system and linking it to the existing systems, by the time of the MTE, no system had been linked yet – representing a -100% deviation from the set mid-term target – which was indicative of the fact that performance on this indicator was still critically lagging behind – hence requiring special attention by the Project Team.

Output (12):2.1.3: 9 learning exchange sessions conducted for representatives of Farmers’ groups through agriculture trade fairs, shows, including participation in exhibitions and international world food days.

The documented performance indicator for this output is: Number of learning exchange sessions conducted. The Evaluation found that – by the time of the MTE – no learning exchange sessions had been conducted yet for representatives of Farmers’ groups, as planned – representing 0% progress towards attainment of

the target of 6 learning exchange sessions by mid-term. This was clearly indicative of the fact that the indicator was still significantly behind schedule.

Output (13):2.2.1: 3,600 youth provided skills development and support, and 1,000 women and 1,000 youth entrepreneurs provided business development through GoU BTVETs.

The result indicator for this output was documented as: the Number of youth and women supported for business development. It was established – by the time of this MTE – that although the process of profiling the youths and women, who would benefit from the skilling, was on-going, there was no other significant progress made yet, towards attaining the mid-term target of: “3,600 youth provided skills development and support, and 1,000 women and 1,000 youth entrepreneurs provided business development by the end of year 2”. Accordingly, performance on the output was still considerably behind schedule – hence requiring special intervention.

Output (14):2.2.2: Small market infrastructure: 5 small abattoirs; 2 cattle markets; and 5 slaughter slabs constructed and implementation arrangements agreed with LAs and existing market operators.

This output has its performance indicator, as: Number of small market infrastructures constructed. The MTE found that – by December, 2021 – three (3) small Market Infrastructures had been completed (2 small abattoirs for small ruminants constructed in Moroto; and 1 small abattoir in Amudat District). They were scheduled to be handed over in the 2nd Week of January, 2022. This represents 40% performance – against the set mid-term target of constructing appx. 8 market infrastructures. This meant a -60% deviation from the proportionate mid-term target – indicative of less than the desired level of progress at the mid-term stage of the Project – though extra effort can easily turn the performance on such an indicator around.

Output (15):2.2.3: 15,000 smallholder farmers of the 30,000 smallholder farmers, trained (1.1.3) and supported to undertake contract farming.

The result indicator for this output was set as: Number of smallholder farmers supported to undertake contract farming. The Evaluation found that 14,764 (8,610 female) of smallholder farmers were undertaking contract farming – representing 98% performance – against the mid-term target of 15,000 smallholder farmers. This constituted a -2% deviation from the proportionate mid-term target – which was indicative of good performance. It also indicates a high likelihood that the target will be achieved by the end of the Project. This performance was mainly attributed to the growth of farmers contracted for organic sesame and soy bean production.

Output (16):2.2.4: 150 traders and market operators trained on conducting businesses in a responsible manner, including on gender barriers, especially facing women producers.

The performance indicator documented for this output is: Number of traders and market operators trained. By the time of this MTE, 37 traders and market operators had been trained (14 female) – representing 24.6% performance – against the set annual target to train 150 traders and market operators. This performance indicated a -75.4% deviation from the annual target – though it was evaluated at mid-term – yet without a mid-term target. Given that the benefits of this output included the already established connection between the trained traders and farmers providing primary markets for farmers’ produce, there is need to accelerate the training in order to achieve the annual target before the end of the Project.

Output (17):2.2.5: 1 ultraviolet sesame cleaning facility established for access to the EU niche market.

The result indicator for this output was set as: Number of Ultraviolet sesame cleaning facilities established. At the time of this MTE, it was found that the sesame Infra-Red sterilization equipment was in the final stages of being shipped to Uganda; and installation was expected to be completed by February, 2022. The annual target of having the facility established by end of year 1, had not been achieved – hence, significantly lagging behind. Otherwise, it was reported that once the equipment is installed and operationalized, sesame and soybean farmers were expected to earn a premium from the sesame and soybean export market.

Output (18):2.2.6: 2,000 women and youth engage in business operations with the UNCDF seed funds.

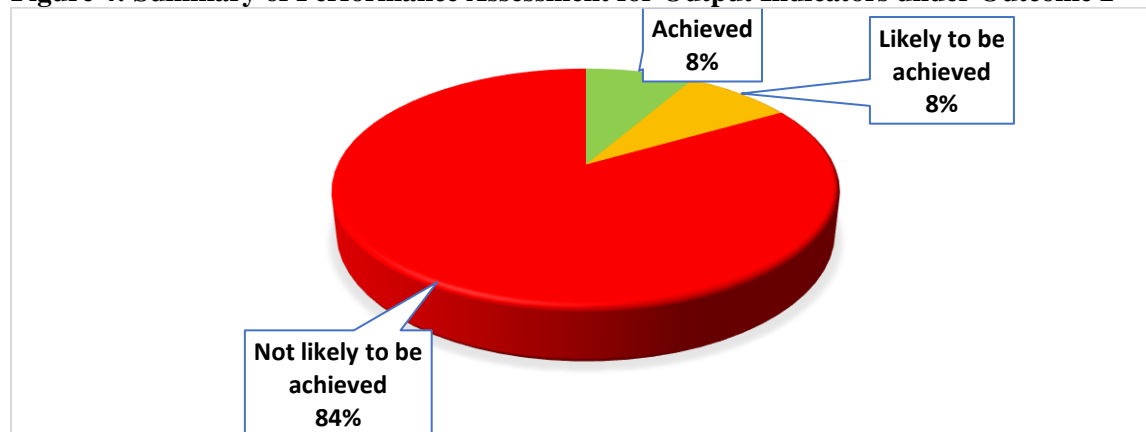
The performance indicator for this output was set as: Number of youth and women operating small businesses. This MTE found that – at the time of its commencement – the internal evaluation process to profile the youths was still on-going. Therefore, the Evaluation-derived mid-term target of having 630 youth and 630 women engaged in business operations with the UNCDF seed funds had not been achieved.

Output (19):2.2.7: 30,000 smallholder farmers engaged in contract farming.

The performance indicator for this output is documented as: Number of smallholder farmers engaged in contract farming. The Evaluation established that 14,764 (8,610 female) were engaged in contract farming – representing a 78.11% performance – against the derived mid-term target of 18,900 smallholder farmers (60% women). This indicated a -21.89% deviation from the proportionate mid-term target.

Figure 4 below summarizes the assessment of performance of the output indicators under Project Outcome 2 – in accordance with this Evaluation’s adopted grading system. As is evident in Figure 4 – according to above-noted grading system – 8% of the outputs were declared: “achieved”; 8% as “most likely to be achieved” by end of term; while 84% of the outputs assessed were declared: “not likely to be achieved” – except when the respective implementation processes are re-focused and fast-tracked.

Figure 4: Summary of Performance Assessment for Output Indicators under Outcome 2



Output (20):3.1.1: 19,000 members of 2,700 Household Caregiver Groups trained and mentored on essential nutrition and hygiene actions, and SRHR, including modern family planning methods, and establishment of kitchen gardens.

It was established that this output has three (3) documented performance indicators, as outlined below: indicator (a) Number of Household Caregiver Groups established; indicator (b) Number of Household Caregiver Groups trained and mentored on essential nutrition and hygiene actions, and SRHR, including modern family planning methods; and indicator (c) Number of pregnant, lactating women and adolescents (members of Household Caregiver Groups) trained and receiving inputs to establish kitchen gardens.

The Evaluation found that the performance registered regarding the above indicators – by the time of the MTE – was as follows: As regards indicator (a) above, 2,329 Household Caregiver Groups had been established – representing an excellent 136.9% performance achievement – against the mid-term target of establishing 1,701 Household Caregiver Groups. This constituted a +36.9% deviation from the proportionate mid-term target – constituting excellent performance. There is, therefore, a very high likelihood that this target will be fully met by the end of the Project.

Regarding indicator (b) above, 2,329 Household Caregiver Groups had been trained and mentored on essential nutrition and hygiene actions, and SRHR including modern family planning methods – representing 136.9% performance – against the mid-term target of establishing 1,701 Household Caregiver Groups. This also indicated +36.9% deviation from the proportionate mid-term target – indicative of

excellent performance. Accordingly, there is, similarly, a very high likelihood that this target will be fully met by the end of the Project.

With regard to indicator (c) above, 7,162 pregnant, lactating women and adolescents (members of Household Caregiver Groups), had been trained and receiving inputs to establish kitchen gardens – representing 59.8% performance – against the mid-term target of 11,970 pregnant, lactating women and adolescents receiving inputs and training. This represented a -40.2% deviation from the appropriate mid-term target.

Output (21):3.1.2: 2,700 Role Model Men (RMM) identified by communities, trained and accompanied to promote good nutrition.

The performance indicator for this output was documented as: Number of Role Model Men (RMM) identified by communities, trained and accompanied to promote good nutrition. At the time of this MTE, it was established that 1,289 Role Model Men (RMM) had been identified by communities, trained and accompanied to promote good nutrition – representing 60.2% performance – against the mid-term target of 2,142 Role Model Men (RMM). This constituted a -39.8% deviation from the mid-term target – hence, representing fairly good performance.

Output (22):3.1.3: 2,400 Integrated Health Outreach Services facilitated to provide ANC, supplementation, de-worming and immunization services through public health providers.

The performance indicator for this output was set as: Number of Integrated Health Outreach Services conducted by health centres facilitated to provide ANC, supplementation, de-worming and immunization services through public health providers. The Evaluation found that 616 (26%) outreaches – to 44,814 (27,785 Female; 17,029 Male; and 4,506 children), had been reached – representing 40.74% performance – against the mid-term target of 1,512 Integrated Health Outreach Services. It was, further, reported, however, that there was a plan by the Project to work with Health Centres II and III, as well as with Hospitals, through the Ministry of Health – to conduct more outreaches.

Output (23):3.2.1: 1,120 VHTs trained on gender and family planning and on services and referrals for training of farmer groups.

The result indicator for this output was stipulated as: Number of VHTs trained on gender and family planning and on services and referrals for training of farmer groups. At the time of this MTE, it was found that 1,120 VHTs had been trained on gender and family planning – which was 100% performance – against the mid-term target of 1,120 VHTs – representing very good performance.

Output (24):3.2.2: 2,700 Role Model Men (RMM) trained as champions for gender and women empowerment, including SRHR and family planning.

The performance indicator for this output is: Number of Role Model Men (RMM) trained as champions for gender and women empowerment, including SRHR and family planning. The Evaluation established that 2,700 Role Model Men (RMM) had been trained as champions for gender and women empowerment, including SRHR and family planning – representing very good performance of 100% – against the mid-term target of 2700 Role Model Men (RMM).

Output (25):3.2.3: 20 youth-friendly safe spaces established in schools/health facilities for awareness raising in sexual and gender-based violence and SRHR.

The result indicator for this output was stated as: Number of Youth-friendly safe spaces established in schools/health facilities for awareness raising in sexual and gender-based violence and SRHR. The MTE established that 22 Youth-friendly safe spaces had been established – as well as equipped with chairs, balls, volleyballs, netballs and volleyball nets. All these pieces of equipment were handed over to Health Facility In-charges; Managements of schools; youth focal point leaders; and CDOs – who had mobilized the youths. This represents a very good performance of 110% – against the mid-term target of establishing 20 youth-

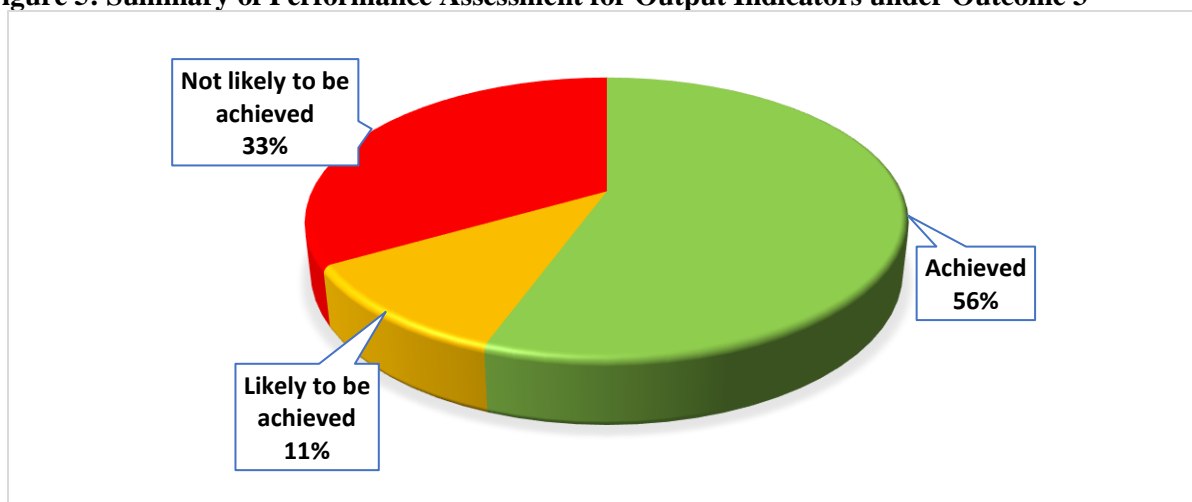
friendly safe spaces. It was, further, reported that there was more demand for supporting youths' friendly spaces.

Output (26):3.2.4: IEC materials on nutrition, gender, SRHR and family planning developed and disseminated through 50 local radio talk shows.

This output has, as its performance indicator: Number of Local radio talk shows on nutrition and family planning. At the time of the MTE, it was found that no talk shows on nutrition and family planning had been hosted yet. Therefore, there was no significant progress made towards attaining the mid-term target of approximately 32 radio talk shows. Accordingly, performance on the output was still significantly behind schedule – hence requiring special intervention.

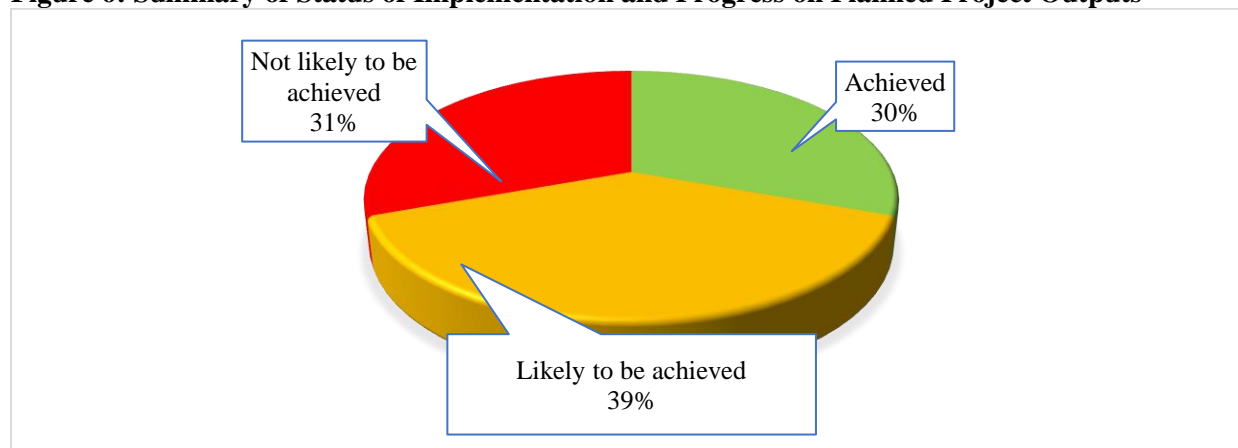
Figure 5 summarizes the assessment of performance of the output indicators under Project Outcome 3 – in accordance with this Evaluation's adopted grading system. As shown in Figure 5, 56% of the outputs were declared: "achieved"; 33% were declared: "most likely to be achieved" by end of the Project; while 11% of the outputs assessed were declared: "not likely to be achieved" – again, unless Project Management makes special efforts to turn them around in good time for Project closure.

Figure 5: Summary of Performance Assessment for Output Indicators under Outcome 3



By way of winding up this Sub-section on the effectiveness of Project implementation with particular regard to Karamoja and Katakwi sub-regions, it is important, first of all, to highlight the summary status of implementation – reflecting the level of excellent/outstanding performance so far registered, as well as the level of mediocre performance so far registered. This is, most importantly, with a view to gauging the required level of mitigation effort – going forward. Figure 6 below graphically sums it up all.

Figure 6: Summary of Status of Implementation and Progress on Planned Project Outputs



Overall, the project is implemented through a total of twenty-six (26) outputs with thirty-six (36) output indicators. Outcome 1 has nine (9) outputs and fifteen (15) output indicators; Outcome 2 has ten (10) outputs and twelve (12) output indicators; while Outcome 3 has seven (7) outputs with a total of nine (9) output indicators.

Measured against total output indicators at the implementation level, the project had registered a mid-term performance of 69.4% – which combined the targets of the output indicators that had been declared: “achieved”; and those that have been declared: “likely to be achieved”.

In the light of all the findings documented in the foregoing paragraphs, suffice it to sum up at this point, that Project implementation in Karamoja and Katakwi sub-regions in particular, had – so far – been significantly effective in its delivery of its planned outputs – by its mid-term – which is also indicative of good overall progress towards achievement of planned Project results. This is on the basis of the number of outputs in which performance has been very good Vs. those in which performance was still mediocre.

Going forward, Project Management will have to pay special attention to those outputs, which have so far registered mediocre performance – through well-thought out, targeted and focused interventions – during the 2nd and last Phase of the Project. This will be with a view to giving them a chance to succeed – before Project closure.

3.6.4. Other General and Cross-cutting Achievements Registered

Besides the performance of the Project registered – by its mid-term – with particular regard to specifically planned results – documented in foregoing Sub-sections (3.6.2 and 3.6.3) – the Evaluation, furthermore, sought to establish other major cross-cutting achievements that had been registered in the course of Project implementation – since its inception, up to its mid-term point. This was done through, inter alia: document study; constructive engagement of the Project’s various stakeholder categories; as well as observation. Accordingly, the most significant ones found – from multiple sources – by this Evaluation – besides those thematically documented under various other respective Sub-sections of this report – are documented in the paragraphs that follow.

First, it was reported that – from the outset – the CARE-led Consortium was very competitive in its bid for funding from the EU and that its proposal fulfilled almost all requirements – especially regarding the DINU priorities. It was also, similarly, reported that the Consortium had, so far, also gone ahead to perform generally well – especially as per the favorable comments made on its Annual Report (2020).

Secondly, the Consortium was also commended for its strong coordination amongst the Partner institutions – which had led to further strengthening of the Consortium.

Thirdly, it was also reported that the Consortium/Project had done extremely well in seed multiplication – especially for soybean and beans – working in collaboration with Makerere University – registering a lot of successes.

Related to the above, the Project was reported to have done well in improving access by farmers to quality seeds – which had saved them from all the troubles associated with fake seeds that were rampant on the open market.

Similarly, it was reported that the Project had registered significant successes in provision, multiplication and distribution of small ruminants – especially goats – in Karamoja. It was, further, reported that multiplication and distribution of small ruminants, especially goats, was planned to be a continuous process – including post-project.

Closely related to the above achievements, the Evaluation found – from especially LG sources – that the Project – had: carried out considerable capacity building amongst health workers; extension workers in good agronomic practices; trained apiary groups; trained many community management workers; mobilized and trained many farmers’ groups (including strengthening purposeful social cohesion/structures among them). The project had, similarly, mobilized youth groups for entrepreneurship skills training (including strengthening purposeful social cohesion/structures among them). The same Project was found to have: trained and built capacity in traders and market operators; trained Community Animal Health Workers; brought high level Researchers to the Project Area, including NARO; as well as organized Capacity building Exchange Visits – for Project Area LGs.

In the above regard – more recently – according to the Project’s Annual Report (2021) – Post Distribution Monitoring (PDM) was conducted across 10 sampled districts (Amudat, Nakapiripirit, Nabilatuk, Moroto, Napak, Abim, Katakwi, Kitgum, Karenga and Kaabong). From the above-noted PDM, the Project Team identified a diversity of further impressive achievements – which are duly documented in the said Project’s Annual Report (2021) – and, hence, need not be repeated here.

Fourthly, the Project was praised by different stakeholders engaged – at all levels – for: the significant improvements in nutrition and family planning it had registered in Karamoja; and for VSLAs development in the Project Area – which had grown considerably.

In a related way, it was reported by Project Management that farmers had been able to register earnings from agricultural product sales of 8.4 Billion – 6.4 Billion from contract sales; and 2 Billion from non-contract sales.

In addition, the Project was commended for its great development of partnerships between smallholder farmers and the Private sector – especially through the GADC Sesame Value Chain – which had considerable capacity to reach out to many farmers – and which is in line with the GoU Private Sector-led development strategy.

Furthermore, various stakeholders engaged also credited the Consortium for its impressive approach, strategy and demonstrated efforts to carry out focused and sustained constructive engagements with smallholder farmers, and their communities. It was reported, for instance, that by December 2021, the Project had had 97% of its targeted Farmers’ Groups recruited and profiled. The same Consortium was equally commended for its focused and sustained constructive engagements with the respective Project Area LGs – as a central element of its regular and inclusive Project planning and programming; implementation; as well as Monitoring & Evaluation “modus operandi”.

It was, further, revealed that the above-noted efforts by the Project Team had, inter alia, significantly contributed to the strengthening of farmers’ production and marketing capacity – which had, further, been enhanced through training of the farmers; supplying them high quality crop breeds and other improved agricultural materials; as well as supporting them to embrace the project-introduced technologies. All of these interventions had led to: increased production; some modest improvements in value-addition

(especially for cassava and sesame); increased household incomes; as well as other related benefits to Project beneficiaries, in particular, and their respective communities, as a whole. It was, further, reported, for instance, that the Consortium was keen, to the extent possible, to also support and build capacity in community members, who are not direct Project beneficiaries, as well.

The Evaluation, further, found that a number of the Project Area LGs had been reasonably successfully supported by the Project to build their capacity in integrating the Project priorities and interventions into their District Development Plans (DDPs) and in their regular work plans – hence, facilitating post-project sustainability. This, it was reported, was mainly achieved through the Project Team proactively engaging and working closely with the LGs – in an inclusive, participatory, transparent, as well as partnership manner.

The Evaluation, furthermore, found – from multiple sources – that the CARE-led Consortium had also, so far, been favorably assessed by many stakeholders with regard to its demonstrated in-depth understanding of the crucial importance of working closely and inclusively with Government MDAs; as well as Development Partner and other entities – besides their beneficiary groups, their communities and respective LGs. The Project was, similarly, favorably assessed by stakeholders regarding its performance in the area of working within Government structures. It was revealed that this was mainly aimed at, inter alia, optimizing synergies, as well as facilitating post-project sustainability of interventions and outcomes.

In this regard, the Project was further, praised for its effective integration of community structures with existing Government Structures – which had, among others, also helped to achieve more targets, e.g. through Community Based Trainers (CBTs).

In the above regard – according to the Annual Report (2021) – the Project Team had, more recently, conducted 17 district coordination meetings and Joint monitoring visits to improve coordination in each of the 11 districts. In addition, 4 consortium coordination meetings, and 1 Annual Reflection meeting had been conducted. The joint monitoring and joint coordination meeting, as well as Annual reflection meeting were aimed at improving coordination between the district and sub-county officials, on the one hand, and the Project Implementation Team, on the other – including sharing project information on objectives, activities, progress, results, and outcomes.

Furthermore, as regards the Consortium’s deliberate and demonstrable efforts to optimize partnerships and synergies, the Annual Report (2021) documented a number of further recently registered significant achievements – which need not be repeated here.

In addition, and in the light of above- and earlier- documented relationship-oriented achievements registered – by the mid-term – the Evaluation established, as earlier alluded, that, in general, the CARE-led Consortium had also succeeded in creating and nurturing friendly and mutually supportive political, economic, social, technological, as well as legal internal and external operational environments – at all levels of the Project Area, as well as of the institutional framework. Such conducive operational environments are normally crucial for the successful implementation of any project.

Further still, the CARE-led Consortium was commended by a diversity of stakeholders for successfully turning around and putting the Project back on track – in a relatively short time – from the serious negative impact on it that had been occasioned by the COVID-19 pandemic.

In this regard, it was, further, reported by Project Management that – in its own assessment – having suffered slowdowns, due to the challenges and constraints that the Project had experienced – especially during its first year – it had later reasonably stabilized; and that – going forward – Project Management intended to move faster.

The above views – by Project Management – were also echoed by some other key stakeholders engaged – which was an indication that the Project was performing relatively well; and that Project Management had

the potential to reasonably achieve its set objectives – and, hence, successfully complete its Project by its end-of-term closure.

3.6.5. Overall Effectiveness of Project Implementation Strategy and Delivery of Results

As is evident in the foregoing documented MTE findings, Sub-section 3.6.2, mainly focuses on Project outcomes and the Project objectives under which they were planned and assembled; Sub-section 3.6.3, mainly focuses on Project outputs that have been pursued with respect to Karamoja sub-region and Katakwi District. Furthermore, Sub-section 3.6.4, focuses on other general and cross-cutting achievements that had been registered by the Project – all up to the mid-term.

In the light of the foregoing, it is the view of this Evaluation that the sum-total of all the assessments made under the above three (3) Sub-sections provides the comprehensive account/picture of both Project performance effectiveness and overall progress towards the achievement of planned results – by the closure of the Project.

In the light of the MTE findings and their analysis – documented under the above 3 Sub-sections 3.6.2; 3.6.3; as well as 3.6.4 – which need not be repeated here – the Evaluation wishes to state here that the Management and Implementation Team of the CARE DINU Project had, so far, registered impressive performance in their effectiveness and progress towards the delivery of their planned results – as per Project design. They had, similarly, done very well in the choice of appropriate Project implementation approaches and strategies, as well in executing/employing them in a highly effective and results-oriented manner. All the above had led to impressive overall Project implementation effectiveness – so far, up to the mid-term point.

Thus, on the basis of all the foregoing, it can be summed up at this point that the Project Team had – so far – been highly effective in its delivery of its planned results – up to its mid-term – and accordingly, in pursuit of the objectives under which the outcomes were planned. This was also indicative of good overall progress towards achievement of Project results.

In view of the all the foregoing, Project Management needs to sustain – and even further strengthen the above-noted combination of effectiveness – as it implements the Project’s 2nd and last Phase. In so doing, its major focus should be placed on fully completing pending planned results, while at the same time, further, strengthening the “building blocks & pillars of sustainability” and of ultimate impact – that the Project has so far impressively embarked on – during its Phase 1.

3.6.6. Major Challenges, Constraints and Shortcomings that Characterized the Project and their Implications for Project Performance

Whereas the Project had registered a good number of achievements so far – which have been variously documented in the foregoing Sub-sections of this report, the Evaluation found that the same Project had also experienced a significant number of challenges, constraints, shortcomings and risks – during the course of Phase 1 of its implementation. These had influenced and affected Project implementation in a number of ways, including, inter alia, limiting/constraining its levels and speed of results delivery, in a number of ways.

These challenges, constraints, shortcomings and risks were reported from a diversity of sources and verified by the Evaluation. While some of them had been circumstantial; some had emanated from project design; while others were related to certain aspects of the Project implementation modalities/arrangements. The said major challenges, constraints, shortcomings and risks, which had characterized the Project, by the time of the MTE, are as outlined in the paragraphs that follow.

First, at the Project level – as per the consensus of all stakeholders engaged – the most important and consequential challenge and constraint that significantly affected the CARE DINU Project, was the COVID-19 pandemic. In summary, among other consequences, the pandemic and its associated limitations, variously forced the Project to slow down most of its operations. Against the above background, it was

reported by Project Management that – in its own assessment – the COVID-19 pandemic-related challenges and constraints had pushed overall Project performance to approximately 30% during its Year 1.

Secondly, it was, further, reported by Project Management that – in its own assessment:

- a) During the Year 2021, while Project performance had been expected to reach 110%, this was not possible largely due to the fact that the respective Project Area LGs had less capacity to move at the fast pace that the Project had set for itself.
- b) Part of the delays that had – by the time of the MTE – characterized Project implementation, were in the infrastructure development dimension of the Project – where most of the unspent project funds still were. These included, inter alia: establishment of abattoirs; loading trucks; livestock markets, slaughter slabs and similar ones. Project Management also informed the Evaluation that there was also another delay by the National Authorization Officer (NAO) to authorize the Consortium to fully establish itself in Kitgum.
- c) Another reported limitation that characterized the Project, especially in the beginning, was inadequate logistics – including transport equipment.

Thirdly, it was found by the Evaluation that extremely bad weather – in the form of a regional drought – had seriously affected agricultural production, especially during much of the first Project year – hence, negatively affecting Project targets. There is, therefore, need to incorporate agro-forestry, as well as related environmental sustainability strategies and efforts into project and post-project plans and interventions – to minimize/mitigate the impacts of unpredictable extreme weather changes.

Then, was the challenge of insecurity/instability (due to conflicts); as well as cattle rustling that struck the Project Area during the period under review – leading, inter alia, to most of the livestock being stolen from the farmers. In addition, the insecurity was so bad that even Motorcycles of Project Field Staff (implementation Team), were also associated with the disarmament operations in the sub-region. Hence, the insecurity/instability, in general, limited the movements of the Project Field Staff to reach out to Project beneficiaries for offering them Project support.

In addition, it was – rightly – pointed out by some stakeholders – as a matter of concern and as a limitation to the speed of Project progress – that most smallholder farmers in the Project Area still largely depended on rudimentary methods and tools of production – not adequately facilitative of commercial agriculture, including the hand hoe.

Furthermore, the Evaluation also identified – from multiple sources – the following as being system/operations-oriented challenges that had characterized Project Management – to varying degrees – from its inception up to its mid-term:

- a) It was reported that, overall, the available/allocated resources – through the Project grant – were not adequate to the broad scope of planned interventions and their corresponding outcomes, e.g. in the area of outreaches.
- b) Untimely and irregular release of funds by the Funding agency vis a viz the Project Work plans. This needs to be addressed early during Phase 2 of the Project.
- c) Similarly, it was reported by Project Management that – in the course of Project implementation – it had realized that – in view of the broad scope of its planned interventions and their corresponding desired outcomes – the Project had actually needed more time than the 3 years that had been allocated to it.
- d) Challenges associated with harmonizing Project priorities and interventions with the different District Development Plans and Work plans of the 11 Project Area LGs (each with varying priorities and “modus operandi”) – as well as integrating them.

- e) The Geographical scope of the Project Area is wide/extensive – hence constituting a challenge of effective coverage. For instance, at one time, 2 Officers were expected to reach and service 300 Farmers’ Groups!
- f) The above challenge was found to, further, be compounded by impassable roads in some areas – significantly limiting the movement of Project Field Staff – to execute Project interventions in a timely manner – especially reaching out to Project beneficiaries.

Due to the above-documented challenges and limitations, inter alia, a number of Project interventions had been affected in varying ways and degrees. Among those reported to have been most affected, included, inter alia: outreach programs (especially the integrated health outreaches; tillage service provision; and youth entrepreneurship training.

At the LGs level, some more challenges/shortcomings were reported as having characterized the Project – by its mid-term – the main ones, including those outlined below:

- a) It was, reported that there was need to enhance the capacity of some LGs in strengthening VSLA Groups – especially in building their capacity to qualify for being linked to Formal Financial Institutions – and qualify to access financing from these institutions. It was, further reported that there was need for more mentoring and training of Lead Farmers and Care-giver mothers.
- b) It was also reported that – apparently due to inadequate appreciation of the Project design model – there were local level stakeholders within the Project Area Districts that were complaining about the fact that the Project was practically/operationally concentrated in particular pre-selected geographical areas of their Districts – hence not covering the whole district. They had perceived this as a deliberate act of leaving them unserved or uncovered by the Project. This may necessitate the responsible Government actors (both political and administrative/technical), to make deliberate efforts to explain to their communities and also sensitize them about the design of the Project – with a view to fully clarifying this potentially confusing matter.
- c) Each Project Area District had hard to reach areas, especially due to impassable roads – constituting a challenge to Project operations and coverage.
- d) It was, further, reported that there had also been some cases of dysfunctional political interference in some Project interventions – in some of the Project Area Districts – which often negatively affect successful project implementation.

This can be addressed and minimized through continuous involvement of the political leadership from the District to LC 1 level – in Project and post-project interventions – to enable them to develop the much-needed senses of “ownership”, “mutual trust” and “partnership” – with regard to the corresponding operations.

At the Project Coordination and Supervision Institutional Framework level, it was, inter alia, also reported that – with particular regard to the Project Area LGs, whereas some capacity had been built, especially in the area of integrated planning, it was not yet adequate – to facilitate sustainability.

For instance, it was suggested that more robust capacity building, inter alia, through more support from the Sectoral Ministry (MAAIF), was still required, especially in the areas of agricultural extension (including livestock farming); and market information dissemination (especially in the LLGs) – to boost farmers’ incomes.

Lastly, at the institutional framework level, it was reported that one of the major identified weak areas of the Project was that it had not yet done enough on communication; visibility; and profiling of the Project – as per the original Project design and approval requirements. Accordingly, it was reported that whereas the Consortium was required to ensure Project profiling and visibility – through a Communication and Visibility Plan – the required plan had not been submitted during Year 1 – and had been made available

just recently. There was, therefore, need for the Consortium to enhance its PR efforts – especially through the Media.

In addition, the Project’s Annual Report (2021) further, duly documents some more practical challenges, more recently experienced and recognized by the Project Team – on the ground, and largely based on local knowledge – which need not be repeated here.

3.6.7. Interim Project Outcomes and Benefits with particular regard to Beneficiary Households

Another special area of focus for this MTE by Project Management – as highlighted in the TORs – was the assessment of interim project outcomes and outputs, as well as benefits so far, with particular regard to targeted beneficiary households.

Among other interests, Project Management asserted – through the TORs – that it wanted the Mid-Term Evaluation: “to capture information/data on the status of the targeted households regarding food and nutrition security; market access (household income); sexual reproductive health and gender; maternal and child nutrition; youth employability; and youth and women engagement – and establish the extent of Implementation”.

Accordingly, within the broader assessment of project performance – as a whole – the Evaluation also specifically focused its attention on this particular subject – mainly through carrying out an MTE Survey. The survey specifically used a representative sample of Project beneficiaries – through the employment of an interviewer-administered Questionnaire – designed to provide mid-term feedback on a wide range of beneficiary-focused project interventions that had been executed – by the mid-term (December, 2021). This Sub-section presents the major findings and highlights of the above-noted beneficiary-specific MTE survey – with particular regard to the above-noted components specified by Project Management (in the TORs) – within the broader framework of overall project performance. Otherwise, some of the other MTE survey findings – as a whole – are also directly or indirectly reflected in other Sub-sections of this report.

3.6.7.1. Food and Nutrition Security

The first most relevant Project result for this Project component is the planned Outcome 1.1: increased adoption and production of diverse food crops and animal products.

Table 1 below summarizes the MTE Survey findings on this component.

Table 1: Adoption and Production of Diverse Food Crops and Animal Products

Diversified food crops	Male	Female	Overall
Maize	67.7	66.5	67.1
Groundnuts	53.3	43.3	48.2
Beans	47.9	47.3	47.6
Sesame	12.6	10.7	11.6
Cassava	19.2	14.3	16.7
Soya beans	15.6	9.2	12.4
Potatoes	11.4	5.5	8.5
Rice	0.0	0.6	0.3
Overall	35.8	64.2	50.0
Diversified animal products			
Meat	19.3	19.8	19.6
Eggs	14.8	13.3	13.8
Overall	17.1	16.6	16.7

As is evident from Table 1 above, 50% of all sampled smallholder farmers reported producing diversified foods; while 16.7% reported producing diversified animal products. This is indicative of the fact that the Project had made reasonable progress in the area of promoting production of diversified foods and animal products. However, more effort is required in this area – in the form of more focused and vigorous interventions by the Project.

The second most relevant Project result for this Project component is the planned Outcome 3.1: Increased adoption of community-based gender transformative nutrition initiatives. Unfortunately, however, no reliable data was obtained by this Evaluation on this particular result from both available Project documents and the MTE survey.

The third most relevant Project result for this Project component is the planned Output 3.1.1: 19,000 members of 2,700 Household Caregiver Groups trained and mentored on essential nutrition and hygiene actions, and SRHR, including modern family planning methods, and establishment of kitchen gardens.

The two (2) most relevant performance indicators for this Output (3.1.1): were set as outlined below:

“No. of Household Caregiver Groups trained and mentored on essential nutrition and hygiene actions, and SRHR, including modern family planning methods”; and

“No. of pregnant, lactating women and adolescents (members of Household Caregiver Groups) trained and receiving inputs to establish kitchen gardens”.

Tables 2 and 3 below summarize the MTE Survey findings on the above component.

Table 2: Household Caregiver Groups Trained and Mentored on Essential Nutrition and Hygiene Actions, and SRHR, including Modern Family Planning Methods

Training received	Male	Female	Overall
Good nutrition	58.7	51.1	53.7
Hygiene	38.8	35.8	36.7
Family planning methods	19.9	20.1	19.9

As shown by Table 2 above, overall, 53.7% (58.7- male; and 51.1-Female) of the targeted group for training in essential/good nutrition had received the training – representing fair progress by the Project in this area – hence calling for more effort – with a view to enhancing coverage of trained beneficiaries.

Table 3: Pregnant, Lactating women and Adolescents (members of Household Caregiver Groups) Trained and receiving Inputs to Establish Kitchen Gardens.

	Yes	No	Overall
% of pregnant, lactating women & adolescents	64.0	36.0	64.0

As is evident in Table 3 above, overall, 64% of the targeted group had been trained and were receiving inputs to establish Kitchen Gardens – which represented good performance by the Project in this area – though more effort is still required.

3.6.7.2. Market Access (Household Income)

The first most relevant Project result for this Project component is: Immediate Objective 2: “Increased market accessibility for women and men smallholder farmers in Karamoja Sub-region and Katakwi districts”. The main set performance indicator for this planned Project Objective is: % of smallholder farmers, who report net income increase.

It was found by the MTE Survey that 63.4% of smallholder farmers reported net income increase – which constituted good progress by the Project on this important aspect. Nevertheless, there is still room for

improvement – as the more beneficiaries achieve income increase, the better – with regard to various dimensions of socio-economic transformation.

The second most relevant Project result for this Project component is Outcome 2.2: Market opportunities and product niches identified along the value chain and market exchanges and contractual agreements increased. The two (2) most relevant performance indicators for this Outcome 2.2: were as outlined below: “% of smallholder farmers who have sold any of their produce through collective marketing/bargaining”; and “No. of smallholder farmers (disaggregated by gender and age: women, men and youth), undertaking contract farming”.

Tables 4 and 5 below summarize the MTE Survey findings on the above component.

Table 4: Smallholder Farmers who have sold any of their Produce through Collective Marketing/Bargaining

District	% of smallholders who sold produce through collective marketing		
	% of male smallholder farmers who sold products through collective marketing	% of female smallholder farmers who sold products through collective marketing	overall smallholder farmers who sold products through collective marketing
Amudat	44.7 (21)	30.8 (12)	38.4 (33)
Nakapiripirit	25.0 (1)	2.7 (1)	4.9 (2)
Nabilatuk	0 (0)	6.3 (3)	5.1 (3)
Napak	12.5 (2)	7.1 (1)	10.0 (3)
Abim	22.2 (8)	32.8 (21)	29.0 (29)
Kotido	3.9 (1)	5.4 (4)	5.0 (5)
Kaabong	0 (0)	6.6 (6)	4.6 (6)
Karenga	7.8 (4)	13.2 (9)	10.9 (13)
Kitgum	25.0 (9)	11.1 (9)	15.3 (18)
Moroto	3.5 (1)	0 (0)	1.4 (1)
Katakwi	5.7 (2)	0 (0)	2.2 (2)
Overall	14.8 (49)	10.7 (66)	12.1 (115)

As is evident from Table 4 above, selling of products by smallholder farmers through collective marketing or bargaining was found to have become considerably popular in the project Area – and, hence, seemed to have good chances of progressing even further.

Table 5: No. of Smallholder Farmers (Disaggregated by Gender and Age: Women, Men and Youth) Undertaking Contract Farming

District	# of smallholders farmers undertaking contract farming		
	% of youth smallholder farmers undertaking contracting farming	% of male smallholder farmers undertaking contracting farming	% of female smallholder farmers undertaking contracting farming
Amudat	41.2 (14)	46.8 (22)	41.0 (16)
Nakapiripirit	57.9 (11)	100.0 (4)	16 (43.2)
Nabilatuk	47.8 (11)	63.6 (7)	33.3 (16)
Napak	28.6 (4)	37.5 (6)	7.1 (1)
Abim	79.1 (34)	83.3 (30)	76.6 (49)
Kotido	75.9 (22)	65.4 (17)	63.0 (46)
Kaabong	48.5 (32)	56.1 (23)	47.2 (43)
Karenga	45.6 (24)	58.8 (30)	38.2 (26)
Kitgum	93.0 (40)	88.9 (32)	91.5 (75)
Moroto	17.7 (6)	24.1 (7)	31.1 (14)
Katakwi	76.7 (23)	68.6 (24)	85.5 (47)
Overall	56.9 (221)	60.8 (202)	56.6 (349)

The main findings on the above performance indicator – as shown in Table 5 above – were that 60.8% of the men were found to have taken part in contract farming, as compared to women, who constituted 56.6%. It was, further, reported that GADC – a Consortium partner – had played a major role in achieving the above-documented performance – especially because it directly bought produce from farmers at fair prices – which had encouraged the beneficiary farmers to sell their produce to the Company.

3.6.7.3. Sexual Reproductive Health and Gender

The most relevant Project result for this Project component is the planned Outcome 3.2: “Increased community appreciation of SRHR (family planning)”. The main performance indicator for this planned Project Outcome 3.2 is: “% increase in the demand for family planning in the targeted sub-counties (the sum of unmet needs for family planning)”.

Table 6 below summarizes the MTE Survey findings on this component.

Table 6: Satisfied Demand for Modern Contraceptives among Women aged 15-49

District	% (overall) demand satisfied for modern contraceptive among women aged 15-49
Amudat	11.1 (4)
Nakapiripirit	0 (0)
Nabilatuk	0 (0)
Napak	0 (0)
Abim	16.4 (10)
Kotido	15.9 (11)
Kaabong	23.1 (21)
Karenga	27.3(18)
Kitgum	23.9 (17)
Moroto	4.6 (2)
Katakwi	43.6 (24)
Total	18.1 (107)

It was reported that in Southern Karamoja, the Consortium partners had encouraged natural family planning, whereby, mothers breastfeed children until they are two years old. In the whole Project Area, it was found that there was low intake of family planning services, the highest intake district being Katakwi district. In the districts that were found to have embraced family planning, beneficiaries were not shy to discuss it with their partners and in their discussion groups.

3.6.7.4. Youth and Women Empowerment

The most relevant Project result for this Project component is the planned Output 2.2.6: “2,000 women and youth engage in business operations with the UNCDF seed funds”. The main set performance indicator for this planned Project Output 2.2.6 is: No. of youth and women operating small businesses.

Table 7 below summarizes the MTE Survey findings on this indicator.

Table 7: Youth and Women Operating Small Businesses

District	# of youth and women operating small businesses	
	% of youth operating small businesses	% of women operating small businesses
Amudat	38.2 (13)	41.0 (16)
Nakapiripirit	63.2 (12)	62.2 (32)
Nabilatuk	69.6 (16)	45.8 (22)
Napak	50.0 (7)	42.9 (6)
Abim	81.4 (35)	70.3 (45)
Kotido	96.6 (28)	93.2 (69)
Kaabong	48.5 (32)	45.1 (41)
Karenga	67.9 (36)	66.2 (45)
Kitgum	86.1 (37)	76.3 (61)
Moroto	76.5 (26)	77.8 (35)
Katakwi	40.0 (12)	50.9 (28)
Total	65.5 (254)	63.7 (605)

As is evident in Table 7 above, it was found that 65.5% of Youth and 63.7% women were engaged in different business activities, which included farming; poultry keeping and retail shop business. The Project had provided training on savings and loans, which had led to confidence in the beneficiaries to borrow from their groups and start their own business. Some groups were also reported to also have borrowed from banks.

3.6.7.5. Youth Employability

The most relevant Project result for this Project component (though it is the same result combining youth and women), is the planned Output 2.2.6: “2000 women and youth engage in business operations with the UNCDF seed funds”. Similarly, the main performance indicator for this planned Project Output 2.2.6 is: “No. of youth and women operating small businesses”. Accordingly the same findings and their interpretations documented under Sub-section 3.6.7.4 above, do fully apply here – with particular respect to the youths.

3.6.7.6. Maternal and Child Nutrition

The most relevant Project result for this Project component is the planned Outcome 3.1, is: Increased adoption of community-based gender transformative nutrition initiatives. The most relevant performance indicator for this Outcome 3.1: was set as: “% of women of reproductive age in target area who adopt 3 – 5 recommended feeding practices”.

Table 8 below summarizes the MTE Survey findings on this component.

Table 8: Women of Reproductive Age in Target Area who Adopt 3 – 5 Recommended Feeding Practices

District	% of women in reproductive age using recommended feeding practices		
	% of women in reproductive whose households eat food in right amounts	% of women in reproductive whose households eat a balanced diet	% of women in reproductive whose household eat at least two meals a day
Amudat	25.0	40.4	34.6
Nakapiripirit	8.3	86.1	5.5
Nabilatuk	22.9	36.5	40.6
Napak	40.0	46.7	13.3
Abim	26.7	54.9	18.5
Kotido	42.9	20.0	37.1
Kaabong	63.1	8.2	28.7
Karenga	45.9	49.4	4.6
Kitgum	42.5	43.4	14.2
Moroto	42.3	28.2	29.5
Katakwi	12.0	61.2	26.8
Total	37.0 (296)	38.7 (310)	24.3 (194)

As shown in Table 8 above, it was found that there were 37% of sampled women in reproductive age, whose households ate food in the right amounts; and there were 38.8% of sampled women, whose households ate a balanced diet. It was reported that this was so because, as a result of Project interventions, some households had acquired vegetable gardens; grew their foods and could make porridge for their babies. Whereas some progress was evident, however, it was clear that much more effort was still required from the Project in this area.

By way of summing up the MTE Survey findings documented in this Sub-section – focusing on the Project components specified by Project Management in the TORs, noted above – the Evaluation wishes to state as follows. As is evident from all the foregoing findings, the interim Project outcomes and benefits with particular regard to beneficiary households – through the implementation of a series of interventions/activities by the Project – had – by the mid-term – constituted a mixture of good and fair performance, as well as progress. There were also, however, some areas (as is evident in the above-documented findings), where performance and progress were still clearly lagging behind – by the time of the mid-term. Accordingly, it can be asserted that the extent of Project implementation on these particular Project components – on the basis of the foregoing findings (documented in this Sub-section), as well as related ones that have been documented in other Sub-sections of this report – had been fairly good.

Accordingly, the major areas that were still lagging behind, do demand special attention by Project Management during the 2nd and last Project Phase of the Project.

3.6.8. Overall Interim/Transitional Project Outcomes and “Impact”

Against the background of the numerous achievements so far registered by the Project, on the one hand, and the many challenges, constraints and shortcomings that have characterized the same Project, on the other, the Evaluation outlines, below, the progress so far made by the Project in pursuit of its longer-term aspirations.

First, it must be clarified here – at the outset – that, in strict development planning and management terms, it is not practically possible to establish – in real terms – the impact so far created by the Project under review – after just two (2) years of its implementation, since its inception in January, 2020. This is normally too short a period of time to confidently and realistically gauge the impact of a Project’s interventions. Accordingly – at this stage – from the range of results so far delivered by the Project, the Evaluation’s focus

was mainly on high potential outcomes and outputs (even some of which, were still in transition) – as outlined below. These outcomes and outputs gave an indication of the likely impact of the Project on its beneficiaries, in particular, and their Project Area communities, at large – in the longer-term.

Hence, outlined below are some of the major Project achievements – in the form of outcomes and outputs – that were identified by the Evaluation – as having high potential for leading to some impacts in the longer-term:

First, according to the PDD – the Project implementing Consortium committed itself, to, inter alia, pursue – through its Project/Action – creation of a number of long-term impacts. This was especially, though not exclusively, with respect to its various targeted beneficiaries; as well as through the specific approaches and interventions to be executed in pursuit of the desired impacts. These were duly categorized into: technical impact – focusing on increased food security, increased annual income and improved nutrition; and economic impact – focusing on supporting smallholder farmers to engage in selected value chains – to increase their economic opportunities. They also included social impact – focusing on reduction of gender inequality, as a major driver of poverty; as well as policy impact – focusing, inter alia, on the Consortium engaging with LAs and DINU structures – to impact policy dialogues.

As regards technical impact, the Evaluation found evidence – especially as documented in Matrix 2 (Annex 2) – that indeed, significant strides had been taken in the right direction – in terms of delivery of planned outcomes and outputs in this regard. Trickle-down effects were also expected – as had already begun happening – with respect to other community members outside the Project – learning from, and being inspired by Project beneficiaries. If the status quo and trend continue, as they are expected, up to Project closure, this is likely to constitute a major “building block” and “pillar” for significant impact in this Project dimension. This is expected at the levels of the beneficiaries, in particular, and their communities in general – going forward.

Regarding economic impact, the Evaluation found that – as already documented, Project interventions in this regard – particularly, as spearheaded by GADC – had so far, already attracted a considerable degree of uptake and embracing by both Project beneficiaries and other community members outside the Project. Accordingly, it is expected that if this promising trend continues during Phase 2 of the Project, it is likely to create even more momentum. The said momentum is, consequently, also expected to constitute a major “building block” for significant impact in the area of increased economic opportunities. This is expected with respect to Project beneficiaries, in particular, and their Project Area Districts in general – going forward.

With regard to social impact – the Evaluation found that – whereas it is an undisputable empirical fact that social change normally occurs rather more slowly than other kinds of change – well-designed Project interventions in this regard had so far registered reasonable progress – with particular regard to Project beneficiaries. Accordingly, it is expected that if this promising trend continues during Phase 2 of the Project, it is the view of this Evaluation that a reasonably promising foundation for creating reasonable social impact – in the long-term – had been created. It is also expected to be enhanced/strengthened, further, during Phase 2 of the Project, as well as beyond.

As regards policy impact – first, the Evaluation found that the Project Team had made commendable efforts with regard to operationalization of its relevant commitments in this regard – which it made at the Project design stage (in the PDD). These were the commitments of: engaging with LAs and DINU structures; sharing of information on achievements, learnings, and obstacles faced by the beneficiaries to impact policy dialogues; as well as using the communication plan of the Action to inform policy decisions by the DINU Steering Committee, LAs and Government.

As some of the positive consequences of the above state of affairs, the high level of relevance and visibility of the Consortium and its Project interventions – as perceived by Project Area communities and other stakeholders – as well as the high level of communication between the Project and the above-noted

stakeholders – appeared to have been continuously enhanced. This appeared to have occurred throughout Project implementation, since its inception. Yet, other similarly positive consequences had included, inter alia, the creation of significant multi-dimensional capacity – especially in the respective Project Area LGs – mainly in the areas of participatory and integrated planning, implementation, M&E and enhanced synergies. Furthermore, desirable consequences had also included, inter alia, the development of positive senses of: mutual trust; unity of purpose; collective stake and partnership amongst the various stakeholder entities operating in the Project Area. All the above-noted developments and dynamics have great potential for the creation of multi-dimensional impact – at all levels of the Project Area – in the long-term.

3.6.9. Resource Management and Efficiency in Project Implementation

3.6.9.1. Overview

First, to recap – in the same way as was done with Project Relevance; Coherence; as well as with Effectiveness; Efficiency in project implementation (including resource management), was also one of the central areas of focus for this MTE.

Accordingly, the Evaluation's assessment of resource management and efficiency in Project implementation focused on a number of fundamental elements of this important subject – using a combination of applicable methodological approaches.

With particular regard to Efficiency of project implementation, the main focus was on the extent to which, the actual outputs compared with the planned targets; and the extent to which, resources had been optimally deployed.

Accordingly, the analysis sought to assess the extent to which, a set of parameters were achieved, as outlined below:

- a) The rate of budget allocations and utilization of the funds during the period.
- b) Actual program costs compared to the targeted outputs.
- c) The extent to which, the resources were optimally deployed and utilized.

The economic analysis sought to assess how selected interventions impacted on, inter alia, the following target beneficiaries:

- i) An estimated 68,250 smallholder farmer households with regard to increased adoption of production of diversified foods.
- ii) An estimated 2,700 RMMs and 3,600 youth, who were targeted to receive technical skills for business development.
- iii) An estimated 19,000 members targeted for Nutrition, SRHR and gender equality interventions.

Other efficiency parameters focused on the extent to which, the Project system and process contributed to timelines of achieving the planned outcomes.

3.6.9.2. Budget Outturns

The grant amount for this Project was EUR 8,216,418; with EUR 6,455,641 contributed by the European Union; and EUR 1,760,777 by the implementing Partners. At the mid-term, funds disbursed for Project implementation was estimated at EUR 5,019,364, representing 61% funds realization, as shown in Table 9 below.

Table 9: Budget Releases Vs. Projected Resources for the Period under Review

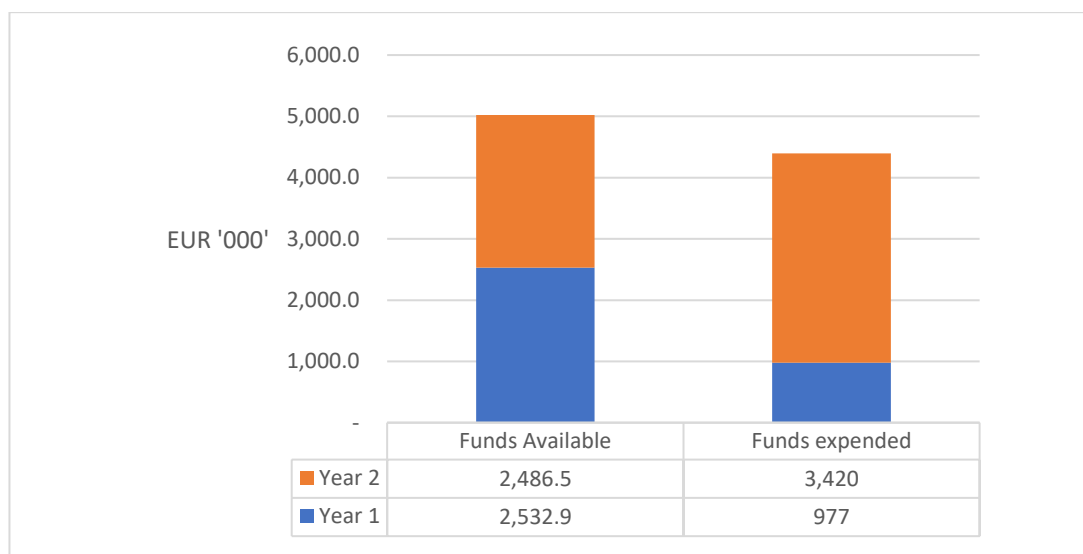
	Project Budget (Eur “000”)	Disbursements (Eur “000”)	%age released
Total Project Grant	8,216.418	5,019.364	61%
European Union	6,455.641	4,475.107	69%
Partner contributions	1,760.777	544.257	31%

Source: Project Reports.

3.6.9.3. Funds Utilization

A review of the funds expended during the period showed that a total of EUR 4,396,801.95 was expended – representing 87% funds utilization. The first year of operation posted a low funds utilization at 49% of the EUR 1,988,591 funds, allocated for the year. This was largely attributed to the slow project start up by the partners; as well as the nation-wide COVID-19 pandemic lock-down period. The partial re-opening of the economy was equally marked with limited interventions, due to restricted movements at the time. The second year of operation was characterized by accelerated Project implementation, which accounted for 85% of the funds available – up to end of December, 2021. Figure 7 below summarizes the rate of funds expenditure for the period under the review.

Figure 7: Funds Disbursement and Utilization



3.6.9.4. Resource Optimization

Project implementation pursued a funds optimization process, whereby resources were allocated and expended with a view to ensuring the most efficient implementation, in order to maximize achievement of the desired/planned objectives. Table 10 presents the indicative Resource Variance Analysis.

Table 10: Indicative Resource Variance Analysis

Expenditures	Total Cost (in EUR)	Expenditures at Mid-term (in EUR)	Variances	%ages
Program costs				
Immediate Objective 1:				
Increased production of diversified food by women and men smallholder farmers in Karamoja Sub-region and Katakwi district.				
<i>Adoption and production of diverse food crops and animal products.</i>	1,890,582.9	1,211,374.0	679,208.9	64%
<i>Access to key input and output markets for women and men small-scale farmers.</i>	191,640.0	112,145.0	79,495.0	59%
<i>Access to credit along the value chain through community saving and credit schemes.</i>	724,775.0	334,780.5	389,994.5	46%
Immediate Objective 2:				
Increased market accessibility for women and men smallholder farmers in Karamoja Sub-region and Katakwi district.				
<i>Linkages between smallholder farmers, agro-processors and market operators.</i>	208,125.0	6,605.3	201,519.7	3%
<i>Identification of market opportunities and product niches along the value chain, plus market exchanges and contractual agreements.</i>	1,504,854.0	488,953.4	1,015,900.6	32%
Immediate Objective 3:				
Improved nutrition & uptake of FP services through gender-responsive community-based approaches in Karamoja Sub-region and Katakwi district.				
<i>Adoption of community-based gender transformative nutrition initiatives.</i>	360,000.0	104,955.8	255,044.2	29%
<i>Community appreciation of SRHR (family planning).</i>	139,360.0	59,766.8	79,593.2	43%
Total Program costs	5,019,336.9	2,318,580.8	2,700,756.2	54%
Program Overheads				
<i>Equipment and Supplies</i>	260,150.0	224,284.9	35,865.1	86%
<i>Human Resources</i>	1,483,757.4	1,010,216.8	473,540.6	68%
<i>Local office costs</i>	338,358.6	232,700.2	105,658.3	69%
<i>Other costs ,and services</i>	524,343.3	260,735.9	263,607.4	50%
<i>Travels</i>	52,950.0	62,641.5	(9,691.5)	118%
Program Overheads	2,659,559.3	1,790,579.4	868,979.8	67%
Total operational costs	7,678,896.2	4,109,160.2	3,569,736.0	54%
Indirect costs at 7%	537,522.7	287,641.2	249,881.5	54%
Total project costs	8,216,418.93	4,396,801.39	3,819,618	54%

Analysis of the relevant reports on expenditure showed that overall, the Project had incurred costs to a tune of 54% of the Project's costs by the end of December, 2021. The Administrative overheads were incurred to a tune of 67% of the funds allocated under this category; while the program costs accounted for 46% of the allocated program costs. This is partly attributed to the slow down during the national lock-down, as many of the program activities were restricted.

A further analysis showed that expenditures on activities under Outcome 1 were to the tune of 54% of the Project costs; as compared to Outcome 2 and outcome 3, with 18% and 36% of the Project costs, respectively. These latter two outcomes were designed to be characterized by more personal interaction than outcome 1.

For the individual budget line items, the travel cost budget had been fully utilized, with the actual expenditure incurred to a tune of 118% of the Project allocation. The budget lines utilized least were for activities related to improved linkages between smallholder farmers, agro-processors and market operators, under outcome 2, with 3% utilization rates.

3.6.9.5. Project Outcome Efficiencies

These outcome efficiencies were analysed based on selected outcomes for the three Immediate Objectives, as set out in the grant documents. The Project aimed to achieve, among others, 68,250 farmers adopting increased production of diversified foods; 2,700 RMMs; 3,600 youths receiving technical skills for business development; and about 19,000 members targeted for Nutrition, SRHR and gender equality interventions. These key outcomes were used as proxy outcomes for purposes of this analysis. Table 11 below shows the overall realised unit costs in relation to the overall budgeted unit costs. The adjusted units' costs were estimated after fully absorbing all the Administrative overheads to the Project costs, using a simple absorption method, as illustrated in Table 11 below.

Table 11: Adjusted Budgeted Costs Vs. Adjusted Actual Expenditure as at End of December, 2021

Outcomes	Budgeted costs (EuR '000')	Expected outcomes	Adjusted Budgeted Cost per unit	Actual expenditures Eur "000"	Actual Outputs	Adjusted Actual cost per Unit
Increased production of diversified food by women and men smallholder farmers	4,594.9	68,250	67	3,144.6	34,125	92.15
Increased market accessibility for women and men smallholder farmers	-	-	-	-	-	-
Skill empowerment	709	4,974	143	50.9	187	271.95
Infrastructure developments	605	11	55,039	395.7	2	197,869
Farm inputs	1,489.6	13,000,000	0.115	493.0	3,100,000	0.16
Improved nutrition & uptake of FP services through gender-responsive community-based approaches.	817.4	19,000	43	312.4	11,970	26.10

Provisional analysis indicated that the overall adjusted cost per unit for the selected outcomes reflected a higher unit cost of operation in comparison to the planned costs, thereby translating into less efficient implementation. This could be partly attributed to the low levels of programmatic interventions implemented due to the COVID 19 lock-down during the period under review; and partly due to delays in replenishments of funds for the Partners, as a result of delayed accountabilities.

In addition, however, as a part of the Project's financial performance assessment, the Evaluation wishes to report as follows. It found – from engagements with some key Project stakeholders – that an audit which was carried out for year 1 of the Project – as a part of the periodic Expenditure Verification system – which constitutes the basis for further funding – had established that the Project implementing Consortium had performed well – hence, the decision to continue funding the Project for Year 2.

3.6.9.6. Challenges and their Implications

- The delays in the funds accountabilities from the partners had affected the replenishment cycles and, hence, Project implementation. The delays were due to incomplete accountabilities from some Partners.
- Human resource constraints were also one of the factors that had affected the reporting cycles. The constraints were attributed to the Human resource structures within the Implementing partners. This calls for more frequent supervision and mentorship visits as far as financial management is concerned.

- To improve the financial aspects, there is need for continued orientation for the respective staff of partners to ensure smooth and quick flow of the financial functions, thereby ensuring steady and timely availability of resources for Project implementation.
- The involvement of the Project Area Local Government leaderships in Project planning and supervision, as well as the capacity building interventions for the 60 Sub-county officers and for the 160 Private extension staff, offer a huge opportunity for Project sustainability at the district and community levels. In this regard, leaderships at the district level, as well as community extension staff, represent an enabling institutional memory for future interventions – post-project.

Suffice it to wind up this Sub-section by noting here that the Evaluation had also wished to include in its assessment/analysis of resource management and efficiency in project implementation, relevant contents of the Annual Expenditure Verification Report for 2021 – as well as relevant comments of the usual mandated actor/stakeholder entities of the Project supervision and oversight institutional framework. This was based on the promise that had earlier been given to the Evaluation Team that the report was due for submission during the Month of March, 2022 and, hence, that the Team would be given the opportunity to access it. The Team was, however, finally informed that the said report was not yet available.

3.6.10. Sustainability of Project Interventions and Outcomes

The crucial importance of institutional post-project sustainability of interventions and their corresponding transformative outcomes, as well as, their related benefits to the respective Project Area Communities, cannot be over-emphasized. This is especially true – given the fact that such sustainability provides the much-needed time-based opportunity for the Project’s “hierarchical” result framework and cycle to fully mature to the desired level of long-term and transformative impacts. Equally important is that it makes the case for optimization of Value for Money invested in the project. It, furthermore, provides a sufficient empirical and evidence-based ground for success factor lessons to be learnt – that often benefit not only the Project Area Community, itself, but also other similar projects/interventions in future.

Accordingly, this Evaluation also sought to appreciate the design-based (in-built) strategies; as well as the practical courses of action that had so far been undertaken by the Project on the ground, to deliberately build the foundation for the said much-needed sustainability. It also sought to assess the extent to which capacity for the said sustainability had so far been built amongst current and post-project actor/stakeholder entities and individuals; the challenges and constraints faced; as well as strategies and plans in place for the remaining Project Phase – and for the way forward.

Hence, the Evaluation’s assessment of Sustainability – as required – focused, inter alia, on the extent to which the DINU CARE Project could be considered to be sustainable – with particular regard to the necessary “sustainability building blocks and pillars” it had so far built; as well as those it is was expected to have built by the end of the Project.

As regards the design-based (in-built) strategies and related elements for facilitating Project sustainability that were conceived at the stage of Project design, the CARE-led Consortium – in its Project Design Document (PDD) (pp. 26 – 29) – quite impressively articulated – in considerable detail (which need not be repeated here) – its own appreciation of the multi-dimensional subject of project sustainability. This was ably articulated and documented with regard to: the dimensions/elements of sustainability that the then planned Project/Action wished to focus on. These were duly categorized as: financial sustainability; institutional sustainability; policy level sustainability; as well as environmental sustainability. In addition, the same Project implementing Consortium – at the project design stage – clearly elaborated – with illustrative and convincing proposals – the various innovative, as well as participatory/inclusive approaches and strategies that it intended to employ in pursuit of the desired sustainability – as a part of its then planned Project/Action. It, furthermore, documented the means of operationalizing the said approaches and strategies in a result-oriented manner.

In view of all the foregoing, this Evaluation found that the impressive articulation of appreciation of the desired project sustainability – documented in the PDD by the Consortium – at the project design stage – was considerably convincing and appropriate. Yet, regarding the courses of action that had so far been deliberately/proactively undertaken and those that continued to be employed by the Consortium, the Evaluation established as follows. First, especially through stakeholder engagements, it was interesting to find that – in the course of Project implementation – the same Consortium had made considerable efforts to practically operationalize a significant proportion of its sustainability proposals that it had documented in its PDD. Of particular importance in this regard, inter alia, was the Evaluation’s finding – also already noted – that the Consortium had, so far, been credited by a significant number of stakeholders engaged, for its deep and demonstrated appreciation of the crucial importance of working closely and inclusively with Government, Development Partner and other entities, beneficiary groups and their communities. It was, similarly credited for its keen interest in working within Government structures. The Consortium was found to be doing all the above, with a view to, inter alia, optimizing synergies, as well as facilitating post-project sustainability of interventions and outcomes.

Against the above background, the Evaluation’s assessment of the the extent of the capacity for post-project sustainability that had so far been built amongst current and post-project actor/stakeholder entities and individuals, is as outlined below:

- 1) First, the general view amongst the various categories of stakeholders engaged – including the Project implementing Consortium – was that so far, chances for sustainability of the Project were relatively good – which view, the Evaluation also shares – mainly because of the sound reasons summarized below:
 - a) In the first place, this is, essentially, a Government of Uganda Project – in which it has considerable and strategic stake because it is implemented in Uganda. Secondly and even more importantly, because it is implemented in the Northern and North-eastern sub-regions of the Country – in which the Government (with the support of its partners), has already spent enormous resources and special efforts – in pursuit of their rehabilitation, development and socio-economic transformation.
 - b) The Project implementation approach and strategy employed of effectively integrating Project interventions into the existing Government structures and systems – especially into the respective LG structures and systems. This desired integration had, so far, been reasonably successfully achieved in most Project Area LGs. This is important because the said structures and systems are permanent – and hence, must outlive the Project – thereby, reasonably guaranteeing the continuity of Project interventions in the Project Area – after its closure – keeping other factors constant. In this regard, it was also frequently reported that significant capacity had, so far, been built in the respective LGs in integrating the various Project interventions into their regular District Development Plans, as well as, accordingly, incorporating them into their regular work plans and programs. This also included M&E of Government programs and other operations. It was, therefore, expected that, with the necessary support, the LGs would ably continue doing all the above – post-project. It was reported that the above-noted capacity had been mainly achieved through: the Project’s practice/approach of planning together; and ensuring that extension workers had always been a part of the Technical Teams – hence building their capacity. Also included was always endeavoring to hold Project meetings at District Headquarters – inter alia, to minimize distrust by local politicians – and, hence, to minimize negative political interference. Accordingly, the Project had also been involving the political leaders (to own the Project) – inter alia, through regular meetings and information sharing.
 - c) The approach and strategy so far effectively employed by the Consortium of pro-actively, consistently and constructively, as well as transparently engaging – as far as feasible – all its various partner entities and individuals (who are also stakeholders) – especially all the 11 Project Area LGs – in all its Project interventions that required working together. This, it was reported, had been done

throughout the entire “intervention chain” of: concept development; planning; execution; information and idea sharing; as well as periodic monitoring & evaluation.

- d) The important finding – from multiple sources – that the CARE-led Consortium had so far registered a relatively impressive performance record in the Project Area (especially with particular regard to community engagement and direct benefits to Project beneficiaries, as well as other community stakeholders). This, it was reported, had led to the Consortium “winning” the confidence and trust of especially women’s and youth’s groups, as well as motivated their quick and lasting uptake of many of the Project interventions – with conviction that they would truly and significantly transform their lives.

The above kinds of positive mind-set change are particularly important for sustainability – at the level of real and potential beneficiaries.

- 2) Secondly, many stakeholders – including the Project implementing Consortium – further, positively assessed the sustainability chances of the Project on, inter alia, the following grounds:

- a) That the Private sector model employed in Project implementation – especially, though not exclusively, in Karenga, Abim and Kitgum – had great potential and opportunity for lasting success and sustainability. This is essentially because of the inclusive, cooperative, caring and obviously beneficial approach that the Consortium – especially through GADC – had operationalized in the Project Area, and even beyond.

In this regard, it was reported that GADC had been heavily involved in directly buying produce from farmers – at good prices – including, inter alia, soybean; sesame; maize, etc.; and in the process, had created a very good image and “transitional impact” among farmers – in the areas of honesty; fairness; generosity; reliability and sustainability. GADC had also been helping other Companies – using its technology – to clean their sesame for the European market. In addition, it was reported that due to the friendly and conducive environment created by GADC, other regional business actors had been moving into the Project Area.

In the light of the above-noted positive developments by GADC, it is the view of this Evaluation that other relevant Cooperative entities in the Project Area should also be constructively engaged – with a view to bringing them on board. This should be done, inter alia, to further enhance synergies in the area of building the capacity of the smallholder farmers in their efforts to optimize their value chains – as they pursue increased household incomes.

- b) The constructive social cohesion and enthusiasm with which smallholder farmers in their groups had embraced certain Project interventions – especially in the area of production value-chains. It was also highly indicative that they are expected to sustainably continue on their own – post project.
- c) It was, further reported that some efforts were being made by Project Management and its partners to negotiate with some Development Partners and other partner entities, e.g. CARITAS; MAAIF; NARO; Lutheran World Federation and similar ones – to continue supporting some of the possible Project interventions – that fall within their respective areas of operation – after Project closure – in pursuit of their sustainability.
- d) It was, similarly, reported that the CARE-led Consortium was making deliberate efforts to ensure that – as far as possible – Project interventions would be aligned with the Parish Development Model – in pursuit of their sustainability. It was also making deliberate efforts to constructively engage community-based private sector actors, in particular, and to strengthen the Community based private sector base, in general – with a view to ensuring that they continue partnering with, and supporting the smallholder farmers – going forward.
- e) Further efforts that were being considered by the Consortium and its Partners, it was reported, involved linking the Project Area LGs to Governance development agencies – as a part of their

capacity building to better support the Project beneficiaries. Further efforts reported would be to link the LGs and Project beneficiaries to UNCDF – with a view to enhancing their access to funding/finance – especially the farmers, in whom capacity must be built in the area of accessing investment funds. UNCDF can also assist LGs to boost their financial capacity.

It was, furthermore, reported that efforts were also being made to support infrastructure development in the Project Area – to facilitate both the farmers – along their value chains, as well as the respective LGs. Major actor entities in the infrastructure area include, inter alia, GIZ – mainly involved in water infrastructure – from which farmers will be assisted to access support – with regard to their value chains.

- 3) Further factors that were identified by multiple stakeholders – potentially favoring and in support of post-project sustainability – and with which the Evaluation concurred – include those outlined below. It was reported that:
- a) Climate change and environmental sustainability had been mainstreamed in Project design and implementation. Accordingly, the respective LGs must be supported to carry this important intervention forward – through integrating them into their DDPs and regular work plans.
 - b) Planning capacity in the TPCs of the respective LGs was relatively high. Otherwise, the same LGs still needed capacity building in other areas where they were deficient.
 - c) The fact that Government’s strategy is to ensure that District Technical Planning Committees and District Councils of the Project Area LGs are on board; as well as to build adequate capacity in them – to ensure sustainability. This is to be achieved through, inter alia, requiring the LGs to continue to regularly integrate Project interventions into their District Development Plans and Budgets – as priorities. Accordingly, therein, strongly and sustainably linking farmers with the market should be a major priority – at all levels – going forward. Farmers’ Groups and associations must also be continuously strengthened and facilitated.

Furthermore, Project interventions must also be aligned to the Parish Development Model –in good time – to facilitate immediate continuity.

In line with the above-noted Government’s strategy, however, there is also need for an efficient Government MIS to track the performance of all projects, as well as LG-driven interventions in the whole Project Area – to continuously and timely inform policy and program interventions.

- 4) At the Project Area LGs level, in particular, the LG representatives engaged, articulated – in their own assessment/perception – the potential for sustainability of Project interventions and outcomes – post-project – as well as recommendations for facilitating it, as outlined below:
- a) Considerable capacity for carrying interventions forward had been built by the Project through: training – especially of extension workers – who were doing reasonably well; as well as through provision/installation of vital equipment. Accordingly, they expressed optimism, that the Project’s built capacity would facilitate the results-oriented operationalization of the Parish Development Model – going forward.
 - b) Vital infrastructure/equipment like the Honey Processing Plant – that was in the process of being installed and operationalized – by the time of the MTE – was expected to boost local economic activities – and the proceeds/revenue from it, were expected to support the plant in terms of Operation & Maintenance (O&M) – hence making it self-sustaining. At the same time, it was optimistically expected that the trained extension workers would effectively monitor and guide its proper utilization and management by its Operators and users (the farmers).
 - c) The goats’ distribution intervention by the Project had so far performed fairly well – and it was expected to do even better as the goats would multiply more, and more farmers become beneficiaries – hence improving household incomes.

It was emphasized, however, that there was need for continuous training of farmers – to ensure continuous and progressive capacity in them – going forward.

In the light of the above positive developments, LG representatives made the local-knowledge-based recommendations – which the Evaluation also concurred with – as outlined below:

- 1) That there was need for continued involvement of local political leaders – to own interventions; as well as to optimize their capacity to mobilize communities and to popularize interventions – with a view to facilitating their sustainable success – going forward.
- 2) That all the successes so far registered by the Project – to date – should be duly documented – with a view to effectively selling them to political and technical stakeholders – at all levels, so as to ensure that they own them and sell them further to their communities.
- 3) That there was need to effectively align all Project interventions to the existing Government and community structures – from the District to the Parish level (and even LC1 level) – with a view to preparing the respective communities for future responsibility of owning and moving them forward – post-project.
- 4) That there was need for ensuring that Central Government Transfers to the respective LGs are properly planned for and budgeted in a focused way – to facilitate sustainability of identified priorities – going forward.
- 5) That there was need to make all the necessary efforts to ensure that the respective Project Area communities do trust and work closely with their LGs – with confidence that they will lead them to prosperity. This should, especially, be done through using local Political leaders to spearhead these efforts; particularly through sensitizing the local communities to develop and sustain a “sense of ownership” – with a view to facilitating sustainability of interventions.

In the light of all the foregoing findings and points of view on this very important subject of post-project sustainability, the Evaluation wishes to sum up as outlined below. It was very encouraging to find that almost all stakeholders engaged on this subject expressed optimism about the sustainability of the Project interventions and outcomes – up to its mid-term point. It was similarly encouraging to find that the reasons on which this multi-dimensional optimism was based were reasonably sound – with some even being evidence-based.

Taking into consideration all the above-documented findings and viewpoints, as well as ideas, the Evaluation makes further recommendations for the way forward on this important subject of sustainability under Section 5.0 of this report.

4.0. CONCLUSIONS

In view of all the foregoing findings of the MTE process – documented in the various Sub-sections of this report – this Evaluation can plausibly conclude as follows. Whereas the CARE DINU Project had been significantly affected by a number of challenges, limitations, constraints, threats and risks since its inception in January, 2020, overall Project performance – up to its mid-term point – had been very good.

This was, first of all, partly on account of the overall assessment of Project design and planning – already documented under Sub-section 3.2.5 – and, hence, need not be repeated here.

Secondly, the above-noted assessment is also partly on account of the many achievements registered by the Project during its 1st Phase – up to its mid-term point – which have already been duly documented in their respective Sub-sections of this report.

In particular, however, the Evaluation’s assessment of very good overall performance is largely premised on the fact that a reasonably impressive performance had been registered by the Project in the delivery of a

considerably high number of planned outcomes; as well as a fairly good number of outputs (though – expectedly – some were still in transition towards full delivery/attainment) – as is clearly documented in Matrix 2, in Annex 2. Accordingly, the Project’s well-planned SMART results had also been achieved through a high level of effectiveness in implementation of Project interventions/activities.

The above-noted assessment of very good overall performance, as well as high level of effectiveness in implementation of Project interventions/activities, were, inter alia, in the areas of: overall Project Management and Operations; Pursuit of Project Objectives and Outcomes; Project Implementation with particular regard to Karamoja Region and Katakwi District; Overall Interim Project Benefits and “transitional Impact”; as well as Overall Project Implementation Strategy and Delivery of Results – already documented in detail under their respective Sub-sections of this report.

In line with the foregoing, the Evaluation, accordingly, established that the most important factors that were responsible for the above-noted very good overall performance of the Project – whose details have already been documented – included, inter alia: a high level of preparation before and during project design; as well as reasonably high standards of project design, planning, implementation and Monitoring & Evaluation employed by the Project Team. This also included, inter alia, the high level of consultation and involvement of various categories of actors/stakeholders.

Of course, the above performance had also been significantly facilitated by the relatively considerable amount of funding (of approx. 8.2m Euros), that was provided to the Project for its implementation. This level of funding – together with the ingenious resource management capabilities of the Consortium Management – had gone a long way in making it possible for the Consortium to operationalize its very good plans – in a results-oriented manner – and with considerable success – up to the Project’s mid-term.

Also included in the above-noted high level of effectiveness, had been the Consortium’s impressive multi-stakeholder and participatory/inclusive Project implementation approaches and strategies – which have already been documented.

Among the major challenges, constraints, threats and risks, which had characterized and affected the Project – during its 1st Phase – up to its mid-term point – included, inter alia: the COVID-19 pandemic; some delays in the flow of project funds; as well as the major and widespread drought of 2020. They had also included: some significant pockets of instability in some parts of the Project Area; some hard to reach locations of the Project Area; as well as the others duly documented under Sub-section 3.6.6. Hence, the above assessment of overall performance also takes into consideration the circumstances under which the implementing Consortium had had to operate over the first 2- year Phase of the Project – up to December, 2021.

Indeed, the Evaluation, further, established that the above-noted challenges, constraints, limitations, threats and risks had constituted the most important factors that had been responsible for the mediocre performance of the Project in those areas where its planned outcomes and outputs still lagged behind – whose details have already been documented.

As regards resource Management and efficiency in Project implementation – in view of the circumstances under which the Project had been implemented – up to its mid-term – these were also found to have been relatively good.

Yet, as regards impact, the Evaluation’s view is that whereas – in technical development planning and management terms – it is not practically possible to establish – in real terms – the impact so far created by the Project under review, after just two (2) years of its implementation, the MTE was able to identify and document a number of major outcomes and outputs – that had high potential for leading to some impacts in the longer-term.

Lastly, regarding Project sustainability, the Evaluation found that a significant level of “sustainability building blocks and pillars” had – up to the mid-term – been built – largely through diverse forms of

capacity building by the Project. This had been done at the beneficiary and community levels, as well as within the institutional framework – with the supervising Project Area LGs being at the center. Accordingly, most stakeholders engaged on this matter expressed optimism that Project interventions and outcomes had good chances of being sustainable – provided the necessary conditions are put in place before project closure, as well as post-project. The details are documented under Sub-section 3.6.10 of this report.

In the light of all the foregoing, it is the Evaluation’s final conclusion that the Project had – up to its mid-term – performed well enough to fully justify being supported with all the necessary capacity needed to ensure that it is successfully and impactfully completed during its 2nd and last Phase.

There is no doubt, that the relatively high standards of Project design and planning – coupled with the corresponding high standards of Project implementation, as well as Monitoring & Evaluation achieved – up to its mid-term point – will considerably contribute to its much-needed successful and impactful completion – keeping other factors constant.

5.0. RECOMMENDATIONS FOR THE WAY FORWARD

In the light of all the foregoing findings of the MTE process and their interpretations; as well as the ensuing conclusions; the Evaluation – besides those recommendations thematically documented under various other respective Sections of this report – further recommends as outlined in the paragraphs that follow.

First, the necessary detailed recommendations regarding a number of important Project dimensions have already been adequately documented under their respective Sub-sections and, hence, need not be repeated here. These dimensions include: Project Management and Operations; the Project’s SWOT and Risk Analysis; and the Institutional Framework for Project Supervision and oversight. They also include: Effectiveness of Project Implementation with particular regard to Karamoja Region and Katakwi District; Interim Project Benefits and Impact with particular regard to Targeted Households; as well as Overall Interim Project Benefits and “Transitional Impact”. They, furthermore, include Overall Effectiveness of Project Implementation Strategy and Delivery of Results; as well as Resource Management and Efficiency in Project Implementation.

Nevertheless, given their importance, the Evaluation summarizes here below the key highlights of recommendations for each of the above important Project dimensions:

- a) As regards Project Management and Operations, the Evaluation found the unique internal Management structure and system of the Project implementing Consortium – including Project Management’s implementation approaches and strategies – highly appropriate for the nature of the Project under evaluation. The Consortium and Project were also found to be characterized by largely adequate: multi-dimensional capacity, as well as internal processes and systems – vis a viz the multi-dimensional needs of the Project. Accordingly, the key recommendation here is that the entire Project Team needs to sustain – and even further strengthen – the above-noted advantages, as they implement the Project’s last Phase.
- b) As regards the Project’s SWOT and Risk Analysis, the key recommendation is that Project Management should endeavour to optimize benefits from the Project’s Strengths and Opportunities, as well as to minimize the identified Weaknesses, Threats and Risks – through appropriate and timely mitigation measures.
- c) Regarding the DINU Program Institutional Framework for Project Supervision and oversight, the key message is that whereas the framework is generally adequate for successful Project completion; the two (2) identified and documented omissions need to be timely addressed. These are the omissions regarding: (a) technical representation of MAAIF on the TWG (with regard to the agricultural extension and market information functions); and (b) policy-level representation on the NSC (of the Ministry’s

Top Management) – especially for sustainability – given that the most central interventions of the Project fall under MAAIF.

- d) Regarding Effectiveness of Project Implementation with particular focus on Karamoja Region and Katakwi District – which was found to be reasonably high – the key recommendation is that Project Management needs to pay special attention to those outputs, which had so far significantly lagged behind. This should be operationalized through well-thought out, targeted and focused interventions – during the 2nd and last Phase of the Project. This should be done with a view to giving them a chance to succeed – before Project closure.
- e) Concerning Interim Project Benefits and Impact with particular regard to Targeted Beneficiary Households, the key message is that the major areas that were still lagging behind, do demand special attention by the Project Team during the 2nd and last Phase of the Project.
- f) As far as Overall Interim Project Benefits and “Transitional Impact” are concerned, the key recommendation is that given that this MTE identified major Project outcomes and outputs that had high potential for leading to some impacts in the longer-term, the Project Team’s attention should be focused on ensuring sustainability of those results. This should be done with a view to giving them adequate time and the opportunity to translate into real impacts.
- g) Regarding Overall Effectiveness of Project Implementation Strategy and Delivery of Results, the key recommendation is that given the MTE conclusion that the Project Team had – so far – been highly effective in its delivery of its planned results – up to its mid-term, the same Project Team needs to sustain – and even further strengthen – the above-noted effectiveness – as it implements the Project’s last Phase. Here, the major focus should be placed on completing pending planned results, as well as strengthening the “sustainability building blocks and pillars” – for post-project.
- h) Lastly, on Resource Management and Efficiency in Project Implementation, the key recommendation is that the Project Team should review and address the identified and documented issues – especially, though not exclusively, those under Sub-section 3.6.9.6 of this report.

Otherwise, as regards the very important subject of Sustainability of Project Interventions and Outcomes – in the light of all the findings and viewpoints documented under Sub-section 3.6.10, the Evaluation finally recommends as outlined in the paragraphs that follow.

- 1) It is absolutely necessary that – during Phase 2 of the Project – the CARE-led Consortium effectively sustains prioritization of what has so far proven to be a crucial part of its “multi-dimensional winning strategy” that has, so far, yielded significantly impressive results. This is the strategy of pro-actively, consistently and constructively, engaging all its various partner entities and individuals (who are also stakeholders) – in all their Project interventions that require working together. This has so far, been done; and should continue being done; throughout the entire intervention chain. As already indicated, the above-noted approach and practice had, inter alia, led to the much-needed strengthening of synergies amongst the various partner entities (including the Project Area LGs). This is crucial for facilitating sustainability of Project interventions and outcomes – going forward.
- 2) In order to optimize the functionality and bearing of the desired fruits from the above recommendation, however, it will be indispensably necessary for the Government of Uganda (GoU) to continuously provide the necessary policy and strategic direction/guidance, as well as support to all the Project Area Local Governments. Government should pursue the above imperative especially through the Ministry of Local Government (MoLG); the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF); as well as the Office of the Prime Minister (mainly operating through the Institutional Framework – to provide the necessary coordination and oversight). This will be crucial in order to ensure that the LGs are able to continue to further streamline and strengthen their internal structures and operations, in a manner that will enable them to optimize sustainable adoption and internalization of the planning, implementation, as well as M&E approaches and practices that the Project has trained them in.

- 3) Furthermore, as already noted, the Evaluation found – from multiple sources – inter alia, that the CARE-led Consortium had so far registered a relatively impressive performance record in the Project Area (especially with particular regard to community engagement and direct benefits to project beneficiaries). One of the most important transitional psycho-social “impacts” of this achievement had been for the Consortium to “win” the confidence and trust, as well as, “role-model status” – in the minds of many of its Project beneficiaries in particular, and other community stakeholders outside the Project, at large. In the light of the above phenomenon, the Evaluation recommends that the Consortium should, further, leverage this achievement – as a part of the collective efforts to facilitate lasting sustainability of project interventions and outcomes, as well as future impact.

Given the time-tested crucial importance of “positive mid-set change” – as a key driver and facilitator of the commitment by communities – once they identify “ a Champion” – to pursue socio-economic transformation (whose foundation the Project had ably built in the Project Area), the Evaluation recommends as follows. In order for the CARE-led Consortium to optimize the leveraging of its achievements, the GoU should appoint a day – before formal Project closure – and dedicate it to a series of well-planned promotional activities for specifically commemorating the formal closure of the Project – and marking the beginning of the post-project/sustainability Phase.

On this day, as many actors/stakeholders and community members as possible, from within and outside the Project Area Sub-regions of Karamoja, Teso and Acholi; as well as from the public and private sectors, together with representatives of the Development Partners, should be invited to attend. Most importantly, representatives of the CARE-led Consortium – flanked by representatives of their implementation partners on the ground – especially from the Project Area LGs; MAAIF and OPM – should be given as much space as possible. They should then optimize the utilization of that space to re-assure – using evidence-based illustrations and practical lessons learnt – that many of the prosperity wishes and dreams of the *wanainchi* are actually achievable – with the necessary commitment and the correct mind-set, as well as approach.

The whole public function should also be adequately covered by all kinds of media outlets – and also deliberately, widely publicized.

It is expected that the above intervention – which will be perceived to be a living testimony by known and tested “Champions” – will go a long way in motivating and energizing the *wanainchi* to achieve positive mind-set change – and, accordingly, also to strive to optimize their potential – at household, community and national levels – in pursuit of prosperity.

- 4) The Evaluation, furthermore, recommends that GoU, with the support of its chosen partners – again, mainly through MoLG; MAAIF; and OPM – will also have important roles to play – if the desired sustainability of interventions and outcomes from the Project, as well as their corresponding desired ultimate impact are to be optimized. The said major roles of the GoU will include the following. First, will be taking conscious and deliberate steps to continuously build the necessary multi-dimensional internal capacity in all the 11 Project Area Local Governments (PA LGs). The said capacity building will also include, inter alia, continuously carrying out the necessary M&E, inter alia – in pursuit of the following:
 - a) Ensuring that all the PA LGs sustainably continue – on their own – with the good practices – entrenched by the Project of: (i) periodically incorporating the relevant outcomes, corresponding outputs and activities/interventions into their strategic, annual and respective lower level plans, as well as, budgeting and resource allocation – in a prioritized, efficient and results-oriented manner; (ii) effectively implementing their plans – following the holistic, participatory and results-oriented approach, as well as ensuring timely and effective M&E; and (iii) strengthening collaboration amongst themselves; as well as with all other value-adding private and public sector actor/stakeholder entities operating in their sub-regions. This will be crucial in facilitating

optimization of synergies amongst themselves and amongst all other value-adding private and public sector actor/stakeholder entities operating in their sub-regions.

- b) It is important, however, for the PA LGs to also recognize that in order to achieve visible and significant post-project sustainability of the transformation of the livelihoods of the beneficiaries in their communities – it will be necessary for the LGs to adopt a phased approach. This should involve starting with optimizing the “reaping of the low-hanging fruits”. This will include, inter alia, sequencing the areas of intervention – according to their levels of importance/priority in each particular District.

What appears to cut across in all the PA Districts, however, as the top level priority – which should, therefore, take the first slot throughout – is vigorous continuation with efforts to replicate capacity building in value-chain development and operationalization. This will involve, inter alia, putting emphasis on effectively addressing the major challenges – with a view to ensuring easy and affordable access – by all smallholder farmers – to investment funds and high quality inputs. It will also involve putting emphasis on supporting diverse and high value production (of crops and livestock) – for food security and good nutrition, as well as for income; and value addition. Priority will, similarly, have to be given to ensuring easy access to reliable and well-paying markets for the smallholder farmers. Among the key drivers of this intervention will be the development of strong local model production groups in each District – which will motivate all other community members to become active in production and value-addition.

- c) Ensuring that all the infrastructures – especially for supporting the developed value chains – put in place by the Project (including the honey processing plant; the abattoirs; loading trucks; slaughter slabs; produce markets, etc.) – are sustainably maintained and well-managed. It will also be crucial to make deliberate efforts to progressively add more infrastructures – as resources do permit.
- d) Devising special ways of supporting those LGs that may – at any time – have in their plans priority outcomes, or outputs of an expensive infrastructural or equipment nature, including high O&M expenses – intended to support capacity building of their populations in the areas of production and/or value addition – along the various value chains. Accordingly, such LGs should be given special consideration for support, if it is established that the costs and/or expenses involved may be far out of reach of the financial capacity of the respective LG and/or its potential partner entities.
- e) Ensuring that the entire Project Area – comprised of all the 11 Districts – is sustainably secure and stable – to provide it with the much-needed conducive environment for the respective beneficiary communities to carry out their transformative socio-economic activities – with confidence, profitably, as well as the corresponding enhancement of household incomes.

Fortunately, at present, the existing channels and legal, policy, strategy and plan frameworks through which the GoU can pursue and achieve the above-recommended capacity building, as well as policy, strategy and operational guidance/direction – with regard to the respective PA LGs – are relatively adequate, appropriate and enabling. These include, besides the Parish Development Model, all those already duly documented under Sub-section 3.2.4 of this report – and, hence, need not be repeated here.

6.0. LESSONS LEARNT

Against the background of the findings, conclusions and recommendations of this MTE, documented in the foregoing Sections of this report, in this Section, the Evaluation documents the key lessons that have been learnt in the process of implementing the Project over the period under review. These lessons are expected to be of benefit – first and foremost – to implementation of the second and last Phase of the Project. The same lessons are, however, also expected to be useful in facilitating successful implementation of similar projects in future – within and outside Uganda. The main lessons learnt are as outlined in the paragraphs that follow.

- 1) The Evaluation learnt that in order to achieve success in developmental and socio-economic transformation projects – similar to the CARE DINU Project – deliberate, conscious and focused efforts are crucial – at the project design stage – to ensure relevance and coherence of project interventions with regard to the priority needs and challenges of Project beneficiaries in particular, and the Project Area, as a whole. It is especially crucial to pursue this imperative through a highly consultative and inclusive approach with key actors/stakeholders.
- 2) It was, similarly, learnt that adequate investment of time, effort and other resources in ensuring high standards of, and comprehensive project design, formulation and planning, are crucial for achieving excellent project performance. This also includes endeavoring to achieve project relevance and coherence.
- 3) It was also learnt by the Evaluation that in order to effectively manage the ever-unpredictable future challenges, constraints, or outright crises that can crop up any time and pose risks to project success, it is crucial to incorporate reasonable flexibility in the funding and funds utilization rules and guidelines in the respective Project Financing Agreement. This is crucial in ensuring minimization of the risks of Project disruption/distraction.
- 4) It was, further, learnt, however, that the Project implementers' internal innovative capacity and resilience to quickly and effectively adapt, as well as respond to unforeseen challenges and threats, is also crucial for successful Project implementation. This is especially so in situations characterized by uncertainty and unpredictability.
- 5) Another major lesson learnt was that if success of any project is to be achieved, under-estimation of its human resource requirements – including over-reliance – at Project design stage – on the human resources of prospective implementing partner entities – should be avoided. This is particularly important because of the high levels of coordination and monitoring often involved, besides other often unpredictable critical engagements that may emerge during the life cycle of the project. This is particularly crucial with regard to extensive Project Areas.
- 6) It was, furthermore, learnt that with regard to all developmental and socio-economic transformation projects – similar to the CARE DINU Project – it is crucial to first carry out an in-depth and realistic assessment of the objectives and actual scope of outcomes and interventions that the Project intends to pursue, as well as the extent of the Project Area, before determining the project life cycle and resource requirements. All the above aspects are important in order to ensure that the timeframe and resources allocated to the project do not turn out to be too inadequate.
- 7) The implementation strategy and approach of continuous pursuit of holistic networking and engagement with regard to all deserving categories of Project Stakeholders active in the same geographical space/region, are also indispensably necessary and valuable in ensuring trust, confidence and partnership building. They are, similarly, crucial in: facilitating synergy optimization; minimization of duplication of effort and resources; and facilitating complementary interventions. Accordingly, the above are critical in facilitating successful project implementation; as well as optimization of transitional impact creation.

- 8) Furthermore, it was learnt that if a project is diverse, cross-sectoral and multi-stakeholder – similar to the CARE DINU Project – the respective sectoral agencies of Government need to be more extensively consulted and involved in project design and planning, as well as implementation. This is especially so with regard to the scope and kinds of policy and strategic direction, as well as technical support that the Project may need from them. This is with a view to ensuring that all the major and necessary policy, as well as technical needs of the Project are comprehensively catered for.
- 10) In addition, the lessons learnt globally from the COVID 19 Pandemic, per se – particularly, as regards the serious disruptive impacts that it has occasioned on development projects – cannot go undocumented. Of particular importance, it has been learnt that in order to ensure project success under circumstances of uncertainty, it is crucial to build in project design, flexibility, resilience and adaptation capacity (including, inter alia, innovative capabilities). This is necessary, if the project is to survive the unforeseeable and abrupt, yet sometimes highly disruptive and distractive external forces – such as COVID-19 has practically demonstrated to the whole world.
- 11) Furthermore, the Project's Annual Report (2021) also further documents some more useful practical lessons – more recently learnt by the Project Team on the ground, and largely based on local knowledge – which need not be repeated here.

ANNEXES

ANNEX 1: Summary of the Key Design Elements of the CARE DINU Project

Matrix 1: Summary of the Key Design Elements of the CARE DINU Project (2020 – 2023) – under Review

Result Chain			
Overall Objective	Immediate Objectives	Outcomes	Outputs
Overall Objective: To increase food security, improve maternal and child nutrition and enhance household income in the Karamoja Sub-region, and Katakwi District.			
<i>(Continued)...</i>	1) Immediate Objective 1: Increased production of diversified food by women and men smallholder farmers in Karamoja Sub-region and Katakwi districts.	1) Outcome 1.1: Increased adoption and production of diverse food crops and animal products.	1.1.1: 30,000 farmers, including 18,000 women have been trained on how to integrate into value chains for commercial production of cotton, soya, sorghum/cassava and sesame. 1.1.2: 2,700 lead farmers trained and supported on improved breeds of livestock and improved agricultural production based on targeted climatic and ecological zones. 1.1.3: Train and distribute apiary starter kits to 200 PMGs adopting apiary based on a business plan.
<i>(Continued)...</i>	Immediate Objective 1 <i>(Continued)...</i>	2) Outcome 1.2: Increased access to key input and output markets for women and men small-scale farmers.	1.2.1: 50 local seed businesses identified and trained in value chain approach for selected value chains. 1.2.2: 200 Community Animal Health Workers trained and supported in preventing and controlling pests and disease among the livestock (40 % women) and animal husbandry practices. 1.2.3: 500 Tillage Service Providers within farmers groups trained to provide draught animal power tillage services. 1.2.4: 2 PMGs to set up and manage a honey processing incubation centre.
<i>(Continued)...</i>	Immediate Objective 1 <i>(Continued)...</i>	3) Outcome 1.3: Improved access to credit along the value chain through community saving and credit schemes.	1.3.1: 357 existing and 2,343 new VSLA groups trained in established linkages to FFS, developing business skills, financial literacy, and gender sensitive business development. 1.3.4: Existing e-wallet financial innovative products and services, as well as usage of agency banking at partner FSPs rolled out to members of 357 VSLAs.

Continued...

Overall Objective	Immediate Objectives	Outcomes	Outputs
<i>(Continued)...</i>	2) Immediate Objective 2: Increased market accessibility for women and men smallholder farmers in Karamoja Sub-region and Katakwi District.	4) Outcome 2.1: Sustainable Strong linkages between smallholder farmers, agro-processors and market operators established.	2.1.1: 675 PMGs supported to develop business plans and apply for support from existing business incubations funds (10% applying for incubation funds i.e. DINU/UNCDF). 2.1.2: 1 digital market information systems linked to existing system operated by Agrinet, Infotrade and FEWSNET on traders and produce sales prices established. 2.1.3: 9 Learning exchange sessions conducted for representatives of Farmer groups through agriculture trade fairs, shows, including participation in exhibitions and international world food days.
<i>(Continued)...</i>	Immediate Objective 2 <i>(Continued)...</i>	5) Outcome 2.2: Market opportunities and product niches identified along the value chain and market exchanges and contractual agreements increased.	2.2.1: 3,600 youth provided skills development and support, and 1,000 women and 1,000 youth entrepreneurs provided business development through GoU BTVETs. 2.2.2: Small market infrastructure: 5 small abattoirs, 2 cattle markets, 5 slaughter slabs constructed and implementation arrangements agreed with LAs and existing market operators. 2.2.3: 15,000 smallholder farmers of the 30,000 smallholder farmers trained (1.1.3) supported to undertake contract farming. 2.2.4: 150 traders and market operators trained on conducting businesses in a responsible manner, including on gender barriers especially facing women producers. 2.2.5: 1 ultraviolet sesame cleaning facility established for access to the EU niche market. 2.2.6: 2,000 women and youth engage in business operations with the UNCDF seed funds. 2.2.7: 30,000 smallholder farmers engaged in contract farming.

Continued...

Overall Objective	Immediate Objectives	Outcomes	Outputs
<i>(Continued)...</i>	3) Immediate Objective 3: Improved nutrition & uptake of FP services through gender-responsive community-based approaches in Karamoja Sub-region and Katakwi district.	6) Outcome 3.1: Increased adoption of community-based gender transformative nutrition initiatives.	3.1.1: 19,000 members of 2,700 Household Caregiver Groups trained and mentored on essential nutrition and hygiene actions, and SRHR, including modern family planning methods, including establishment of kitchen gardens. 3.1.2: 2700 Role Model Men (RMM) identified by communities, trained and accompanied to promote good nutrition. 3.1.6: 2,400 Integrated Health Outreach Services facilitated to provide ANC, supplementation, deworming and immunization services through public health providers.
<i>(Continued)...</i>	Immediate Objective 3 <i>(Continued)...</i>	7) Outcome 3.2: Increased community appreciation of SRHR (family planning).	3.2.1: 1,120 VHTs trained on gender and family planning and on services and referrals for training of farmer groups. 3.2.2: 2,700 Role Model Men (RMM) trained as champions for gender and women empowerment, including SRHR and family planning. 3.2.3: 20 youth-friendly safe spaces established in schools/health facilities for awareness raising in sexual and gender-based violence and SRHR. 3.2.4: IEC materials on nutrition, gender, SRHR and family planning developed and disseminated through 50 local radio talk shows.

Note: The corresponding sets of major activities/interventions that were planned to be executed in pursuit of the above-documented outputs, are all duly documented in the original main Project Logframe – in the PDD – and, hence, need not be repeated here.

ANNEX 2: THE MID-TERM (EFFECTIVENESS) EVALUATION MATRIX FOR THE PROJECT

MATRIX 2: THE MID-TERM EVALUATION MATRIX FOR THE CARE DINU PROJECT (SUMMARY ANALYSIS OF FUNDAMENTAL PERFORMANCE ELEMENTS OF PROJECT EFFECTIVENESS)

Overview

As already documented, the comprehensive Performance Effectiveness Assessment Matrix below, documents the Evaluation's overarching assessment/"measurement" and grading of actual performance of the Project – up its "mid-term point" (December, 2021). This is with particular regard to delivery of outcomes and outputs vis a viz their respective Evaluation-derived proportionate mid-term targets.

Details of how the assessment/"measurement" and grading were actually carried out by the MTE Team, as well as the justifications for doing so, are duly documented under Sub-section 3.6.1 of this report – and, hence, need not be repeated here.

The Performance Effectiveness Assessment Matrix is functionally designed in such a way that it documents: the Result Chain – in Column 1; the Performance Indicators and the originally set result Targets – in Column 2; Baselines – in Column 3; Mid-term performance vis a viz Proportionate Mid-term Targets – in Column 4; Deviation from Proportionate Mid-term Targets – in Column 5; and Summary Narrative & Major Factors responsible for the Deviation – in Column 6. Grading of performance – using colour-coding – in the manner documented under Sub-section 3.6.1 of this report – is indicated in Column 7 – which is the very narrow bar at the extreme end of the Matrix – colored: **green**; **yellow**; **red**; or **blue** – to signify the performance grading/status of each respective "Result" measured.

It is also crucial to state here that the major technical Project Planning and M&E documents – from among those that the Evaluation Team received from Project Management – on which the MTE Team mainly, though not exclusively, relied, for the specific purpose of this assessment/"measurement" and grading of actual performance of the Project – were as listed below:

- 1) The Project Design Document (PDD)/"CARE DENMARK DINU Full Proposal" – Narrative; and the original Project Logframe;
- 2) The MEAL Matrix Plan of the Project; and
- 3) The Project M&E/Progress reports – especially, the Annual Report (2021).

These have been relied on as the key source documents – with specific regard to technical measurement of Project performance – and particularly, as regards planned Project results vis a viz their respective baselines; performance indicators; and targets; as well as actual registered performance.

Accordingly, throughout the comprehensive Performance Effectiveness Assessment Matrix, an effort was made – as far as practicable – to quote/indicate the source(s) of the elements/values used – especially using Footnotes.

**MID-TERM EVALUATION OF “INCLUSIVE MARKET-BASED DEVELOPMENT FOR SMALLHOLDER FARMERS”
PROJECT UNDER UNDER THE DEVELOPMENT INITIATIVE FOR NORTHERN UGANDA PROGRAM**

**(SUMMARY OVERARCHING ANALYSIS/ASSESSMENT OF FUNDAMENTAL PERFORMANCE ELEMENTS OF PROJECT
EFFECTIVENESS)**

**MATRIX 2: THE MID-TERM (EFFECTIVENESS) EVALUATION MATRIX FOR PROJECT PERFORMANCE
(BASED ON THE PROJECT RESULT CHAIN)**

Originally Planned Project Cycle: 38 Months: Actual Commencement Date: January, 2020.

Mid-Term Evaluation (at 24 Months after Project Inception): Commencement: 16th December, 2021

<i>Project Planning Aspects</i>	Performance Indicator(s) + Originally Set Result Targets	BASELINES¹	Mid-term Performance <u>vis a viz</u> Proportionate Mid-term Targets (<i>With QOT & SMART</i>) (<i>Out of 63%</i>)	Deviation from Proportionate Mid-term Targets	Summary Narrative & Major Factors Responsible for the Deviation
Project Results (Objectives)					
Overall Objective					
Overall Objective To contribute to the DINU objective “to increase food security, improve maternal and child nutrition and enhance household incomes through support to diversified food production and commercial agriculture and through improved household resilience”.	Indicator(s): <i>From DINU indicators</i> 1) % reduction in poverty rates in targeted regions. 2) % change in the prevalence of stunting amongst children under five years of age, or change in the number of children under five years of age affected by stunting.	1) Poverty Status report ² 2014: Karamoja: 74.2% 2) Karamoja: 35.2% Teso: 14.3%.	Not Applicable (N/A)	Not Applicable (N/A)	This a largely high level and longer-term Project result – to which – ideally – a diversity of interventions (including those outside this Specific Project), are expected to contribute.

¹ Source: Mainly the MEAL Matrix Plan and the Original Main Project Logframe (PDD).

² Source: The Original Main Project Logframe (PDD).

Continued...

Project Planning Aspects Project Results (Objectives)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance vis a viz Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid-term Targets	Summary Narrative & Major Factors Responsible for the Deviation
<i>Specific Objectives</i>					
Immediate Objective 1: Increased production of diversified food by women and men smallholder farmers in Karamoja Sub-region and Katakwi districts.	Indicator(s): % ge of small holder farmers' direct beneficiaries reporting an improvement in food and nutrition security in the household. Target(s): 40% ³ of target by end of action.	Improvement in food production: 25% Male: 26.1% Female: 23.6%	Overall, 61.3 % of the sampled population of the smallholder farmers reported an improvement in food production. 60.3 % female. 63.2% male. <u>Evaluation-derived Mid-term target:</u> 25.2% of the sampled population of the small holder farmers adopting diversified food.	+36.1%	Outstanding performance.

³ Source: Mr. Sam Okello's E-mail to the MTE Consultant (dated 9th June, 2022).

Continued...

Project Planning Aspects Project Results (Objectives)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance <u>vis</u> <u>a viz</u> Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid-term Targets	Summary Narrative & Major Factors Responsible for the Deviation
Immediate Objective 2: Increased market accessibility for women and men smallholder farmers in Karamoja Sub-region and Katakwi District.	Indicator(s): (1) % of smallholder farmers, who report increase in income ⁴ . Target(s) 80% of Smallholder farmers (60% women) by end of Action ⁵ .		Overall, 63.4% of the sampled smallholder farmers reported net income increase. <u>Evaluation-derived Mid-term target:</u> 50.4%	+13%	Very good performance.
	Indicator(s): (2) % of smallholder farmers (sex-disaggregated) reporting earning more than UGX 1,000,000 annually. Target(s) 20% ⁶ of smallholder farmers by end of Action.	Overall, 6.1% Male: 10.1% Female: 4.0%	Overall, 8.6% of the sampled population of smallholder farmers were earning more than 1,000,000 UGX annually. (9.1% -Female; 6.6% Male). <u>Evaluation-derived Mid-term target:</u> 12.6%	-4.0%	Good Performance

⁴ Source: Main Project Logframe

⁵ Source: Main Project Logframe

⁶ Source: Mr. Sam Okello's E-mail to the MTE Consultant (dated 9th June, 2022).

Continued...

<i>Project Planning Aspects</i> Project Results (Objectives)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance <u>vis</u> a viz Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid-term Targets	Summary Narrative & Major Factors Responsible for the Deviation
Immediate Objective 3: Improved nutrition & uptake of FP services through gender-responsive community-based approaches in Karamoja Sub-region and Katakwi district.	Indicator(s): % reduction of prevalence of anemia in children aged 6-59 months and women of reproductive age ⁷ . Target(s) 5% reduction for children ⁸ . (DINU)	Karamoja 32.0%/67.7% Teso:31.9%/58.9% (women/children).	Given that the indicator was specifically on establishment of “actual %age reduction of prevalence of anemia in children aged 6-59 months, and women of reproductive age”; in absence of a specifically documented scientific assessment/score (in a Project Document); yet, the MTE Survey was also a largely “self-reporting”/perception study; the Evaluation lacked precise and reliable data to accurately “measure” actual performance on this indicator – directly and specifically attributable to this Project. <u>Evaluation-derived Mid-term target:</u> 3.15% reduction for children.	N/A	As per the explanation documented in Column 4. Unfortunately, attempting to use reported assessments of general performance (documented in regional or national reports), on this indicator, emanating from other non-project-specific interventions, would automatically raise the controversial challenge of attribution – as regards which particular interventions would actually have led to the reported general performance. Otherwise, it would, alternatively, raise the challenge of what proportion (%age) of the reported general (regional or national) performance would be scientifically attributable to this particular Project.

⁷ Source: Main Project Logframe

⁸ Source: MEAL Matrix Plan

Continued...

Project Planning Aspects Project Results (Outcomes)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance <u>vis a</u> <u>viz</u> Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid-term Targets	Summary Narrative & Major Factors Responsible for the Deviation
<i>Outcomes</i>					
<p>Outcome 1.1: Increased adoption and production of diversified food crops and animal products.</p>	<p>Indicator(s)⁹: <u>Result Indicators:</u> 1) % of farmers (sex disaggregated), adopting production of diversified food crops and animal products.</p> <p>Targets 1) 60%¹⁰ by end of Action.</p>	<p>Overall: 33.7%; a) Male: 38.1%; a) Female: 31.3%.</p>	<p>1) 50% of the sampled population had adopted production of diversified food crops and animal products.. (35.8% Male; 64.2% Female)</p> <p><u>Evaluation-derived Mid-term target:</u> 37.8% small holder farmers adopting production of diversified food crops and animal products.</p>	<p>+12.2%</p>	<p>Very good performance.</p> <p>1) The small holder farmers were effectively supported with skills for production. They were provided linkages to input and output markets, as well as financial management of savings and credit.</p>
	<p>2) % of small-holder farmers (sex disaggregated) reported to adopt, at least 3 climate-smart agricultural technologies.</p> <p>Target(s): 2) 35%¹¹ small-holder farmers by end of Action.</p>	<p>Overall: 26.2%; Male: 29.5%; Female: 24.2%</p>	<p>2) 63.7 % of the sampled smallholder farmers adopted climate-smart agricultural technologies. (67.2%-Male;62.1% female)</p> <p><u>Evaluation-derived Mid-term target:</u> 22.05% small-holder farmers adopting smart agriculture technologies.</p>	<p>+41.65%</p>	<p>Outstanding performance.</p> <p>2)The increased adoption of climate-smart agricultural technologies is attributed to the coaching approach that was adopted by the Project staff, District & Sub-county extension staff and the use of demonstration gardens, where the lead farmers trained fellow group members.</p>

⁹ Source: MEAL Matrix Plan

¹⁰ Source: Mr. Sam Okello's E-mail to the MTE Consultant (dated 9th June, 2022).

¹¹ Source: Mr. Sam Okello's E-mail to the MTE Consultant (dated 9th June, 2022).

Continued...

<p><i>Project Planning Aspects</i></p> <p>Project Results (Outcomes)</p>	<p>Performance Indicator(s) + Originally Set Result Targets</p>	<p>BASELINES</p>	<p>Mid-term Performance vis a viz Proportionate Mid-term Targets (Out of 63%)</p>	<p>Deviation from Proportionate Mid-term Targets</p>	<p>Summary Narrative & Major Factors Responsible for the Deviation</p>
<p>Outcome 1.2: Increased access to key input and output markets for women and men small-scale farmers</p>	<p>Indicator(s): <u>Result Indicators:</u> 1) % increase of smallholder farmers, accessing quality agro-inputs.</p> <p>Target: 1) 60%¹² increase by end of Action.</p>	<p>Overall:30.5%; Male:29.1%; Female: 31.1%</p>	<p>1) Overall, of the 80.6 % of the smallholder farmers sampled were accessing agro-processing inputs. (75.5% - males; 83.3 %-females).</p> <p><u>Evaluation-derived Mid-term target:</u> 37.8%</p>	<p>+42.8%</p>	<p>Outstanding performance.</p>
	<p>2) % of smallholder farmers reporting access to output markets.</p> <p>Target: 2) 90%¹³ by end of Action.</p>	<p>Overall: 79.2%; Male:79.5%; Female: 79%</p>	<p>2) Overall, 58.1% of the sampled beneficiaries had access to outputs markets. (60.8% male; 56.6% female).</p> <p><u>Evaluation-derived Mid-term target:</u> 56.7%</p>	<p>+1.4%</p>	<p>Very good performance.</p>

¹² Source: Mr. Sam Okello's E-mail to the MTE Consultant (dated 9th June, 2022).

¹³ Source: Mr. Sam Okello's E-mail to the MTE Consultant (dated 9th June, 2022).

Continued...

Project Planning Aspects Project Results (Outcomes)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance <u>vis a</u> <u>viz</u> Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid-term Targets	Summary Narrative & Major Factors Responsible for the Deviation
<p>Outcome 1.3: Improved access to credit along the value chain through community saving and credit schemes</p>	<p>Indicator(s): Result Indicators: 1) % of smallholder farmers accessing financial products from VSLA¹⁴</p> <p>Target¹⁵: 30% increase (Assumption: by end of Action)</p>	<p>1)VSLA: Overall: 54.0% Men 43.9%; Female 59.6%.</p>	<p>1) Overall, 98.6 % of smallholder farmers sampled were accessing financial products from VSLAs. (96.6% males; 96.5% females)</p> <p><u>Evaluation-derived Mid-term target:</u> 18.9%</p>	<p>+79.7%</p>	<p>Excellent performance.</p>
	<p>2) % of smallholder farmers who are active users of informal and formal financial services¹⁶</p> <p>Target (85%¹⁷) increase (Assumption: by end of Action)</p>	<p>2) Overall: 59.1%; Men: 49.3%; Female: 36.4%.</p>	<p>2) Overall, 75.7% of the small holder farmers sampled used formal and informal financial services. (71.1 % males; 78.1 % females).</p> <p><u>Evaluation-derived Mid-term target:</u> 53.6%</p>	<p>+22.1%</p>	<p>Outstanding performance.</p>

¹⁴ Source: Project Logframe

¹⁵ Source: Project Logframe

¹⁶ Source: MEAL Plan Matrix

¹⁷ Source: Mr. Sam Okello's E-mail to the MTE Consultant (dated 9th June, 2022).

Continued...

<p><i>Project Planning Aspects</i></p> <p>Project Results (Outcomes)</p>	<p>Performance Indicator(s) + Originally Set Result Targets</p>	<p>BASELINES</p>	<p>Mid-term Performance <u>vis a</u> <u>viz</u> Proportionate Mid-term Targets (Out of 63%)</p>	<p>Deviation from Proportionate Mid-term Targets</p>	<p>Summary Narrative & Major Factors Responsible for the Deviation</p>
	<p>3) % of women who report¹⁸ they are able to equally participate in Household financial decision making¹⁹</p> <p>Target: 70%²⁰</p>	<p>3) 43.2%²¹</p>	<p>Measurement on this indicator was not possible due to lack of data (both from Project Documents and the MTE Survey). As regards the MTE Survey, it was established that, unfortunately, the most appropriate question for eliciting the desired data from respondents was inadvertently omitted in the Survey tool.</p>	<p>N/A</p>	<p>As per the explanation documented in Column 4.</p>
<p>Outcome 2.1: Sustainable Strong linkages between smallholder farmers, agro-processors and market operators established.</p>	<p>Indicator(s): <u>Result Indicators:</u> 1) % of smallholder farmers that belong to community groups that have partnered with, or connected to financial & technical institution, or market operators</p> <p>Target: 55%²² by end of Action.</p>	<p>Overall: 13.1% Male: 10.8%; Female: 14.3%</p>	<p>Overall, 56.5 % of the sampled smallholder farmers had been connected to financial & technical institution, or market operators. (Male: 65.4%; Female: 51.8%)</p> <p><u>Evaluation-derived Mid-term target: 34.7%.</u></p>	<p>+21.8%</p>	<p>Outstanding performance.</p>

¹⁸ Source: MEAL Plan Matrix

¹⁹ Source: MEAL Plan Matrix

²⁰ Mr. Sam Okello's E-mail to the MTE Consultant (dated 9th June, 2022).

²¹ Source: Baseline Survey Report.

²² Mr. Sam Okello's Email to the MTE Consultant (dated 9th June, 2022).

Continued...

Project Planning Aspects Project Results (Outcomes)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance <u>vis a</u> <u>viz</u> Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid-term Targets	Summary Narrative & Major Factors Responsible for the Deviation
<p>Outcome 2.2: Market opportunities and product niches identified along the value chain and market exchanges and contractual agreements increased.</p>	<p>Indicator(s): Result Indicators: 1) # of youth and women operating small businesses²³</p> <p>Target: 1,000 youth and 1000 women by end of Action</p>	<p>0</p>	<p>65.5% of Youth and 63.7% women had engaged in the different business activities, which include farming, poultry keeping and retail shop business.</p> <p><u>Evaluation-derived Mid-term target:</u> 63% Youth; 63% Women of the targeted number by end of action.</p>	<p>+ 2.5% youths; and + 0.7 women.</p>	<p>Very good performance.</p>
	<p>2) % of smallholder farmers who are adding value to their crop and or animal products²⁴</p> <p>Target: 50%²⁵</p>	<p>2) Overall: 19.0%; Males: 20.1%; Females: 18.4%.</p>	<p>26.9% of the small holder farmers sampled were adding value to their crop and animal products.</p> <p><u>Evaluation-derived Mid-term target:</u> 31.5%</p>	<p>-4.6%</p>	<p>Good Performance.</p>

²³ Source: Project Logframe

²⁴ Source: MEAL Plan Matrix

²⁵ Mr. Sam Okello's Email to the MTE Consultant (dated 9th June, 2022).

Continued...

Project Planning Aspects Project Results (Outcomes)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance <u>vis a</u> <u>viz</u> Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid-term Targets	Summary Narrative & Major Factors Responsible for the Deviation
	3) % of smallholder farmers who have sold any of their produce through collective marketing/bargaining ²⁶ Target: 30% ²⁷	3) Overall:16.9%; Male: 17.6%; Female: 16.4%.	21% of all the sampled smallholder farmers sold their produce through collective marketing or bargaining; whereby, of the Female farmers, 10.7% sold their produce through that arrangement; and of the male farmers, 14.8% sold their produce through the same arrangement. <u>Evaluation-derived Mid-term target: 18.9%.</u>	+2.1%	Very Good performance.
	4) # of smallholder farmers (disaggregated by gender and age: women, men and youth) undertaking contract farming ²⁸ Target: 30,000 farmers (60% women) by end of action	0	56.6% (women); 60.8% men; and 56.9 (youths) of the sampled smallholder farmers respectively, were undertaking contract farming. <u>Evaluation-derived Mid-term target:</u> 18,900 farmers (37.8%).	In accordance, with the derived mid-term target, performance was as follows: Women: +18.8%; Men: +23%; and Youths: +19.1%.	Outstanding performance.

²⁶ Source: MEAL Plan Matrix

²⁷ Mr. Sam Okello's Email to the MTE Consultant (dated 9th June, 2022).

²⁸ Source: Project Logframe

Continued...

Project Planning Aspects Project Results (Outcomes)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance <u>vis a</u> <u>viz</u> Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid-term Targets	Summary Narrative & Major Factors Responsible for the Deviation
Outcome 3.1: Increased adoption of community-based gender transformative nutrition initiatives.	Indicator(s): Result Indicators: 1) % of women of reproductive age in target area who adopt 3 – 5 recommended feeding practices ²⁹ Target: 25% ³⁰ by end of Action.	17.6%	55.3% of women in reproductive age sampled were engaged in the recommended feeding practices <u>Evaluation-derived Mid-term target: 15.8%.</u>	+39.5%	Outstanding performance.
	2) Increased # of male partners (husbands, fathers, male children etc.) taking part in household food and nutrition security including milk preparation) ³¹ Target: 60% ³² by end of Action.	46.9%	Measurement on this indicator was not possible due to lack of reliable data (both from Project Documents and the MTE Survey). As regards the MTE Survey, it was established that, unfortunately, the most appropriate question for eliciting the desired data from respondents was inadvertently omitted in the Survey tool. <u>Evaluation-derived Mid-term target: 37.8%</u>	N/A	As per the explanation documented in Column 4.

²⁹ Source: MEAL Plan Matrix

³⁰ Mr. Sam Okello's Email to the MTE Consultant (dated 9th June, 2022).

³¹ Source: MEAL Plan Matrix

³² Mr. Sam Okello's Email to the MTE Consultant (dated 9th June, 2022).

Continued...

<i>Project Planning Aspects</i> Project Results (Outcomes)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance <u>vis</u> <u>a viz</u> Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid- term Targets	Summary Narrative & Major Factors Responsible for the Deviation
Outcome 3.2: Increased community appreciation of SRHR (family planning)	Indicator(s) & Progress: Result Indicators: 1) % change in the demand for family planning in the targeted sub-counties (the sum of unmet needs for family planning) ³³ Target: 1) 15% ³⁴ by end of Action	Karamoja: 21.3% Teso: 52.2%	1) 49.4% of the sampled beneficiaries demanded for family planning. 47.0 % - Karamoja; 61.1% - Teso 55.9 % - Acholi 49.4% performance – against the set mid-term target. <u>Evaluation-derived Mid-term target:</u> 9.45%	+39.95%	Excellent performance.
	2) % of people who reject intimate partner violence (Disaggregated by Sex) ³⁵ Target: 100% ³⁶	Overall: 89.7% Male:92.8%; Female::88.1%	Overall, 80.7% of the sampled population reject intimate partner violence. Male: 78.3%; Female -82.1% <u>Evaluation-derived Mid-term target:</u> 63%	+17.7%	Very good performance.

³³ Source: MEAL Plan Matrix

³⁴ Source: Mr. Sam Okello's E-mail to the MTE Consultant (dated 9th June, 2022).

³⁵ Source: MEAL Plan Matrix

³⁶ Source: Mr. Sam Okello's E-mail to the MTE Consultant (dated 9th June, 2022).

Continued...

Project Planning Aspects Project Results (Outcomes)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance <u>vis</u> <u>a viz</u> Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid- term Targets	Summary Narrative & Major Factors Responsible for the Deviation
Outcome 3.2 (continued...)	4) % of ever partnered women and girls aged 15 years and older subjected to physical, sexual, or psychological violence by current or former intimate partner in the last 12 months ³⁷ Target: 10% ³⁸	37.2%	27.3 % of the women & girls of the sampled population had been subjected to physical, sexual & psychological violence. <u>Evaluation-derived Mid-term target:</u> 6.3%	+ 21%	Outstanding Performance.

³⁷ Source: MEAL Plan Matrix

³⁸ Mr. Sam Okello's Email to the MTE Consultant (dated 9th June, 2022).

Continued...

Project Planning Aspects Project Results (Outputs)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance vis a viz Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid- term Targets	Summary Narrative & Major Factors Responsible for the Deviation
Output 1: 1.1.1: 30,000 farmers, including 18,000 women have been trained on how to integrate into value chains for commercial production of cotton, soya, sorghum/cassava and sesame.	Indicator(s): <u>Result Indicators:</u> 1) # of farmer group members trained (sex disaggregated) Target: 30,000 farmers including 18000 women by year 2	0	Twenty-six Thousand Seven Hundred Seventy-nine (26,779) farmers trained, of which, Seventeen Thousand Two Hundred Twenty-One (17,221) were females. 89.26% performance achievement against the mid-term target. <u>Mid-term target: 30,000 farmers trained</u>	-10.74%	Good performance
	2) # of public and private extension staff trained in select value chains and CSA (sex-disaggregated) Target: 60 public and 160 private extension staff trained by end of year 2.	0	One hundred Fifty-six (156) extension workers (34 females) trained in select value chains and CSA 70.9% performance against the mid-term target. <u>Mid-term target:</u> 60 public and 160 private extension staff (220) trained by end of year 2.	-29.1%	Fairly good performance. Additional 64 extension workers were planned to be trained in quarter 1, 2021.

Continued...

Project Planning Aspects Project Results (Outputs)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance <u>vis</u> <u>a viz</u> Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid- term Targets	Summary Narrative & Major Factors Responsible for the Deviation
Output 2: 1.1.2: 2,700 lead farmers trained and supported on improved breeds of livestock and improved agricultural production based on targeted climatic and ecological zones.	Indicator(s): Result Indicators: # lead farmers trained ³⁹ . Target: 1) 2,700 lead farmers trained by end year 2. ⁴⁰	0	1) Two Thousand Seven hundred 2,700 (471 female) lead farmers trained. 100% performance – against the set mid-term target. <u>Mid-term Target:</u> 2,700 lead farmers trained by end year 2	0%	Very good performance. 1) The project worked through the government and Private extension system which made target Lead farmers to access timely extension services.
	2) # of improved goats distributed ⁴¹ Target: 2) 5,400 improved livestock distributed by end year 2	0	2) Two thousand Sixty-Four (2,064) goats distributed. Two thousand Three Hundred Fifty-Eight (2,358) Lead Farmers trained and supported. 38.2% performance – against the set mid-term target. <u>Mid-term Target:</u> 5,400 improved livestock distributed by end year 2.	-61.8%	Still lagging behind. 2) The allocated budget was only able to cover the purchase of goats for 2,358 Lead Farmers. Budget re-allocations was to be reviewed to cover the remaining 342 farmers in year 3.

³⁹ Source: MEAL Plan Matrix

⁴⁰ Source: MEAL Plan Matrix

⁴¹ Source: MEAL Plan Matrix

Continued...

Project Planning Aspects Project Results (Outputs)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance <u>vis</u> <u>a viz</u> Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid- term Targets	Summary Narrative & Major Factors Responsible for the Deviation
Output 3: 1.1.3: Train and distribute apiary starter kits to 200 PMGs adopting apiary based on a business plan ⁴² .	Indicator(s): Result Indicators: 1) # of individuals trained in apiary business Target: 1) 200 individuals trained in apiary business (Assumption: End of Action)	0	1) Three Hundred Twenty-Five (325) (173 female) individuals trained on apiary business. 257.9% performance against the mid-term target. <u>Evaluation-derived Mid-term target: 63% of 200 (126) individuals trained in apiary business.</u>	+157.9%	Remarkably Outstanding performance.
	2) # of apiary kits received by members of PMGs Target: 2) 200 of apiary kits delivered (Assumption: End of Action)	0	One thousand One Hundred (1,100) apiary kits procured and distributed. 873.01% performance against the mid-term target. <u>Evaluation-derived Mid-term target: 63% of 200 (126) apiary kits delivered</u>	+ 773.01%	Uniquely Outstanding performance. The additional 900 apiary kits were procured and distributed to the additional 125 farmers that were enrolled and trained in the project. There was increased production of honey in the region.

⁴² Source: MEAL Plan Matrix

Continued...

Project Planning Aspects Project Results (Outputs)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance vis a viz Proportionate Mid-term Targets <i>(Out of 63%)</i>	Deviation from Proportionate Mid- term Targets	Summary Narrative & Major Factors Responsible for the Deviation
Output 4: 1.2.1: 50 local seed businesses identified and trained in value chain approach for selected value chains.	Indicator(s): Result Indicators: 1) # local seed businesses identified for selected value chains ⁴³ Target⁴⁴: 50 local seed businesses trained by mid-term	0	Fifty (50) LSBs had been identified and assessed for training. 100% performance against mid-term target. <u>Mid-term Target:</u> 50 local seed businesses trained mid-term	0%	Very good performance.

⁴³ Source: MEAL Plan Matrix

⁴⁴ Source: MEAL Plan Matrix

Continued...

<p><i>Project Planning Aspects</i></p> <p>Project Results (Outputs)</p>	<p>Performance Indicator(s) + Originally Set Result Targets</p>	<p>BASELINES</p>	<p>Mid-term Performance <u>vis</u> <u>a viz</u> Proportionate Mid-term Targets (Out of 63%)</p>	<p>Deviation from Proportionate Mid- term Targets</p>	<p>Summary Narrative & Major Factors Responsible for the Deviation</p>
<p>Output 5: 1.2.2: 200 community animal health workers trained and supported in preventing and controlling pests and diseases among the livestock (40 % women) and animal husbandry practices.</p>	<p>Indicator(s): <u>Result Indicators:</u> 1) # of community animal health workers trained by mid-term⁴⁵</p> <p>Target: 1) 200 community animal health workers (40% women) trained by mid-term⁴⁶</p>	<p>0</p>	<p>One Hundred Sixty-Six (166) (137 males; 31 female) CAHWs identified and trained. 83% performance against the set mid-term target.</p> <p><u>Mid-term performance target:</u> 200 community animal health workers (40% women) trained by mid-term.</p>	<p>-17%</p>	<p>Good performance.</p>

⁴⁵ Source: Project Logframe

⁴⁶ Source: Project Logframe

Continued...

Project Planning Aspects Project Results (Outputs)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance <u>vis</u> <u>a viz</u> Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid- term Targets	Summary Narrative & Major Factors Responsible for the Deviation
<p>Output 6: 1.2.3: 500 tillage service providers within farmers groups trained to provide draught animal power tillage services.</p>	<p>Indicator(s): Result Indicators: # of tillage service providers within farmer groups trained to provide draught animal power and tillage services⁴⁷</p> <p>Target: 500 tillage service providers trained by mid-term⁴⁸</p>	0	<p>One Hundred Twenty-Five (125) (13 female) TSPs trained within the farmer groups. 25% performance achievement against the set mid-term target.</p> <p><u>Mid-term target:</u> 500 tillage service providers trained by mid-term</p>	-75%	<p>Still significantly lagging behind.</p> <p>However, there was a plan to have an additional 375 TSPs trained in Year 3.</p>
<p>Output 7: 1.2.4: 2 PMGs to set up and manage a honey processing incubation centre.</p>	<p>Indicator(s): Result Indicators: # of PMGs running a honey processing incubation center</p> <p>Target: 2 PMGs with honey processing by end year 2</p>	0	<p>The procurement of the honey processing equipment was underway.</p> <p><u>Mid-term target:</u> 2 PMGs with honey processing by end year 2.</p>	The process had just began unfolding	<p>Still significantly lagging behind. However, establishment of the PMGs was in process. The procurement of the honey processing equipment had been finalized.</p>

⁴⁷ Source: MEAL Plan Matrix

⁴⁸ Source: Project Logframe

Continued...

Project Planning Aspects Project Results (Outputs)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance vis a viz Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid- term Targets	Summary Narrative & Major Factors Responsible for the Deviation
<p>Output 8: 1.3.1: 357 existing and 2,343 new VSLA groups trained in establishing linkages to FFS, developing business skills, financial literacy, and gender sensitive business development.</p>	<p>Indicator(s): Result Indicators: 1) # of VSLA groups trained (disaggregated by new and existing)⁴⁹</p> <p>Target: 357 VSLA existing groups Trained by end of year 1⁵⁰</p>	0	<p>Finding: 2,138 new VSLA/SILC groups trained – constituting 91.25% performance against the mid-term target.</p> <p>Mid-term target: 357 existing VSLA groups and 2,343 new VSLA groups trained by end of Year 1 (assuming it also became a mid-term Target).</p>	-8.75%	<p>Good performance.</p> <p>However, additional 562 VSLAs were due to be trained in year 3.</p>
	<p>2) # of CBTs /Field agents recruited, trained and accompanied to mobilize and support V/YSLAs⁵¹.</p> <p>Target: 95 CBTs/Field agents recruited, trained by mid-term⁵²</p>	0	<p>193 Field agents/CBT's (37 Females, 156 Males) Performance: 203.16% – against the set mid-term target.</p> <p>Mid-term target 95 CBTs /Field agents recruited, trained by mid-term</p>	+103.16%	<p>Remarkably Outstanding performance.</p> <p>The CBT to group ratio was 1:10 and that was the recommended ratio. This increased the number of CBTs recruited and trained. to manage 2,700 groups.</p>

⁴⁹ Source: MEAL Plan Matrix

⁵⁰ Source: MEAL Plan Matrix

⁵¹ Source: Project Logframe

⁵² Source: MEAL Plan Matrix

Continued...

Project Planning Aspects Project Results (Outputs)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance <u>vis</u> <u>a viz</u> Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid- term Targets	Summary Narrative & Major Factors Responsible for the Deviation
Output 8 (Continued...)	3) # Smallholder farmer households trained on gender equitable financial management Target: 2343 new VSLA (143 YSLA) formed and trained by mid-term ⁵³	0	No progress had been made yet as the market was not yet mature for the initiative. <u>Mid-term target</u> 2343 new VSLA (143 YSLA) formed and trained by mid-term	N/A	Still significantly lagging behind. Through district advice, Planned for mature VSLAs/SILC in Year 3.
Output 9: 1.3.4: Existing e-wallet financial innovative products and services, as well as usage of agency banking at partner FSPs rolled out to members of 357 VSLAs.	Indicator(s): Result Indicators: 1) # of VSLA members (sex disaggregated) introduced to e-wallet financial innovative products and services, as well as agency banking at partner FSPs ⁵⁴ Target: 1) "Members of 357 VSLAs (sex disaggregated) introduced to e-wallet financial innovative products and services" ⁵⁵ (The timing element of the Target is missing).	0	50 VSLAs with 250 members (152 female) introduced to e-wallet financial products and services. <u>Mid-term Target:</u> N/A	The MEAL Plan and the Project Logframe do not show the timing element of the set Target, hence making it impossible to meaningfully measure performance on this indicator.	1) It was, however, reported to be planned for year 3.

⁵³ Source: MEAL Plan Matrix

⁵⁴ Source: MEAL Plan Matrix

⁵⁵ Source: MEAL Plan Matrix

Continued...

<i>Project Planning Aspects</i> Project Results (Outputs)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance <u>vis</u> <u>a viz</u> Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid- term Targets	Summary Narrative & Major Factors Responsible for the Deviation
Output 9 (continued...)	2) # of Linkage Banking Officers recruited and trained ⁵⁶ . Target: 30 Linkage Banking Officers trained by mid-term ⁵⁷	0	2) No linkage banking officers had been recruited trained. (AR) <u>Mid-term target</u> 30 Linkage Banking Officers trained by mid-term.	N/A	Still significantly lagging behind. 2) The Linkage Officers were planned to be recruited and trained in Year 3. (<i>Source: Annual Report, 2021</i>).

⁵⁶ Source: Project Logframe

⁵⁷ Source: Project Logframe

Continued...

<p><i>Project Planning Aspects</i></p> <p>Project Results (Outputs)</p>	<p>Performance Indicator(s) + Originally Set Result Targets</p>	<p>BASELINES</p>	<p>Mid-term Performance <u>vis</u> <u>a viz</u> Proportionate Mid-term Targets (Out of 63%)</p>	<p>Deviation from Proportionate Mid- term Targets</p>	<p>Summary Narrative & Major Factors Responsible for the Deviation</p>
<p>Output 10: 2.1.1: 675 PMGs supported to develop business plans and apply for support from existing business incubation funds (10% applying for incubation funds i.e. DINU/UNCDF).</p>	<p>Indicator(s): <u>Result Indicators:</u> 1) # of PMGs supported to develop business plans</p> <p>Target: 675 PMGs supported to develop business plans by end of action⁵⁸.</p>	<p>0</p>	<p>1) 28 PMGs were supported to develop business plans 6.59% performance – against set mid-term target.</p> <p><u>Evaluation-derived Mid-term target:</u> 1) 425 PMGs supported.</p>	<p>-93.41%</p>	<p>Still significantly lagging behind.</p> <p>1) More PMGs were planned to be formed from mature Farmers Groups in Y3. (<i>Source: Annual Report, 2021</i>).</p>
	<p>2) # of PMGs applying for incubation funds⁵⁹</p> <p>Target: 68 PMGs apply for incubation funds⁶⁰ (<i>Assumption: by mid-term</i>)</p>	<p>0</p>	<p>2) The performance of this target was dependent on having a critical mass of PMGs with business plans.</p> <p><u>Mid-term target</u> 2) 68 PMGs apply for incubation funds by mid-term.</p>	<p>N/A</p>	<p>Still significantly lagging behind.</p> <p>2) The UNCDF funds could not be accessed, since the PMGs had not yet been fully formed. (<i>Source: Annual Report, 2021</i>).</p>

⁵⁸ Source: MEAL Plan Matrix

⁵⁹ Source: MEAL Plan Matrix

⁶⁰ Source: MEAL Plan Matrix

Continued...

<p><i>Project Planning Aspects</i></p> <p>Project Results (Outputs)</p>	<p>Performance Indicator(s) + Originally Set Result Targets</p>	<p>BASELINES</p>	<p>Mid-term Performance <u>vis</u> a viz Proportionate Mid-term Targets <i>(Out of 63%)</i></p>	<p>Deviation from Proportionate Mid-term Targets</p>	<p>Summary Narrative & Major Factors Responsible for the Deviation</p>
<p><i>Output 10 (Continued...)</i></p>	<p>3) # of Investment roundtable meetings conducted</p> <p>Target:⁶¹ 6 Investment roundtable meetings by mid-term.</p>	<p>0</p>	<p>3) A concept note had been developed to conduct the investment round table meetings.</p> <p><u>Mid-term target</u> 3) 6 Investment roundtable meetings by mid-term.</p>	<p>N/A</p>	<p>Still significantly lagging behind.</p> <p>3) This indicator was dependent on the critical number of PMGs with business plans, as well as the accessibility of incubation funds. <i>(Source: Annual Report, 2021).</i></p>
<p>Output 11: 2.1.2: 1 digital market information system linked to existing systems operated by Agrinet, Info trade and FEWSNET on traders and produce sales prices established⁶².</p>	<p>Indicator(s): <u>Result Indicators:</u> 1) # of digital market information systems linked to existing system⁶³.</p> <p>Target: 1 digital market information system linked to existing system by mid-term.⁶⁴</p>	<p>0</p>	<p>Digital marketing information systems linking to the existing system had not been established yet.</p> <p><u>Mid-term target</u> 1 digital market information system linked to existing system by mid-term.</p>		<p>Still significantly lagging behind.</p> <p>Establishment of a digital Market information system in Kotido was planned for April 2022. <i>(Source: Annual Report, 2021).</i></p>

⁶¹ Source: MEAL Plan Matrix

⁶² Source: MEAL Plan Matrix

⁶³ Source: MEAL Plan Matrix

⁶⁴ Source: MEAL Plan Matrix

Continued...

Project Planning Aspects Project Results (Outputs)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance vis a viz Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid- term Targets	Summary Narrative & Major Factors Responsible for the Deviation
Output 12: 2.1.3: 9 learning exchange sessions conducted for representatives of Farmer groups through agriculture trade fairs, shows, including participation in exhibitions and international world food days.	Indicator(s): <u>Result Indicators:</u> # of learning exchange sessions conducted ⁶⁵ Target: 9 learning exchange sessions conducted by end of Action.	0	No learning exchange sessions had been conducted yet for representatives of Farmer groups through agriculture trade fairs, shows, including participation in exhibitions and international world food days. <u>Mid-term target:</u> 6 learning exchange sessions conducted by mid-term.	N/A	Still significantly lagging behind The learning exchange sessions were planned for FY3 (<i>Source: Annual Report, 2021</i>).

⁶⁵ Source: MEAL Plan Matrix

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<p><i>Project Planning Aspects</i></p> <p>Project Results (Outputs)</p>	<p>Performance Indicator(s) + Originally Set Result Targets</p>	<p>BASELINES</p>	<p>Mid-term Performance <u>vis</u> <u>a viz</u> Proportionate Mid-term Targets (Out of 63%)</p>	<p>Deviation from Proportionate Mid- term Targets</p>	<p>Summary Narrative & Major Factors Responsible for the Deviation</p>
<p>Output 13: 2.2.1: 3,600 youth provided skills development and support, and 1,000 women and 1,000 youth entrepreneurs provided business development through GoU BTVETs.</p>	<p>Indicator(s): <u>Result Indicators:</u> 1) # of youth and women supported for business development.</p> <p>Target: 3,600 youth provided skills development and support mid-term, and 1000 women and 1,000 youth entrepreneurs provided business development by end of year 2⁶⁶.</p>	<p>0</p>	<p>The process to profile the youths and women who will benefit from the skilling is currently on-going.</p> <p>Mid-term Target: 3,600 youth provided skills development and support mid-term, and 1000 women and 1,000 youth entrepreneurs provided business development by end of year 2.</p>	<p>The process had essentially just began unfolding.</p>	<p>Still significantly lagging behind.</p> <p>Profiling of youths and women for skilling was going on. (<i>Source: Annual Report, 2021</i>).</p>

⁶⁶ Source: MEAL Plan Matrix

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<p><i>Project Planning Aspects</i></p> <p>Project Results (Outputs)</p>	<p>Performance Indicator(s) + Originally Set Result Targets</p>	<p>BASELINES</p>	<p>Mid-term Performance <u>vis a</u> <u>viz</u> Proportionate Mid-term Targets (Out of 63%)</p>	<p>Deviation from Proportionate Mid- term Targets</p>	<p>Summary Narrative & Major Factors Responsible for the Deviation</p>
<p>Output 14: 2.2.2: Small market infrastructures: 5 small abattoirs, 2 cattle markets; 5 slaughter slabs constructed and implementation arrangements agreed with LAs and existing market operators.</p>	<p>Indicator(s): <u>Result Indicators:</u> 1) # of small market infrastructures constructed⁶⁷.</p> <p>Target: 12 small market infrastructures (5 small abattoirs, 2 cattle markets, 5 slaughter slabs) constructed by end of Action⁶⁸.</p>	<p>0</p>	<p>3 small Market Infrastructures had been completed (2 small abattoirs for small ruminants constructed in Moroto, 1 small abattoir in Amudat district). Hand-over was scheduled for 2nd week of January 2022. Approx. 40% performance – against the mid-term target.</p> <p><u>Evaluator-derived Mid-term target:</u> Approx.8 market infrastructures constructed by mid-term.</p>	<p>-60%</p>	<p>Still lagging behind.</p> <p>However, constructions had commenced in South Karamoja and were soon to start in North Karamoja. (<i>Source: Annual Report, 2021</i>).</p>

⁶⁷ Source: MEAL Plan Matrix

⁶⁸ Source: MEAL Plan Matrix

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<p><i>Project Planning Aspects</i></p> <p>Project Results (Outputs)</p>	<p>Performance Indicator(s) + Originally Set Result Targets</p>	<p>BASELINES</p>	<p>Mid-term Performance <u>vis a</u> <u>viz</u> Proportionate Mid-term Targets <i>(Out of 63%)</i></p>	<p>Deviation from Proportionate Mid- term Targets</p>	<p>Summary Narrative & Major Factors Responsible for the Deviation</p>
<p>Output 15: 2.2.3: 15,000 smallholder farmers of the 30,000 smallholder farmers trained (1.1.3) and supported to undertake contract farming.</p>	<p>Indicator(s): <u>Result Indicators:</u></p> <p>1) # of smallholder farmers supported to undertake contract farming.⁶⁹</p> <p>Target: 15,000 smallholder farmers supported to undertake contract farming by year 2⁷⁰</p>	<p>0</p>	<p>14,764 (8610 female) of small holder farmers were undertaking contract farming. 98.4% performance – against the set mid-term target.</p> <p><u>Mid-term target</u> 15,000 smallholder farmers supported to undertake contract farming by year 2</p>	<p>-1.6%</p>	<p>Good performance</p> <p>Farmers contracted for organic sesame and soy bean production. <i>(Source: Annual Report, 2021).</i></p>

⁶⁹ Source: MEAL Plan Matrix

⁷⁰Source: MEAL Plan Matrix

Continued...

<p><i>Project Planning Aspects</i></p> <p>Project Results (Outputs)</p>	<p>Performance Indicator(s) + Originally Set Result Targets</p>	<p>BASELINES</p>	<p>Mid-term Performance <u>vis a</u> <u>viz</u> Proportionate Mid-term Targets (Out of 63%)</p>	<p>Deviation from Proportionate Mid- term Targets</p>	<p>Summary Narrative & Major Factors Responsible for the Deviation</p>
<p>Output 16: 2.2.4: 150 traders and market operators trained on conducting businesses in a responsible manner, including on gender barriers, especially facing women producers.</p>	<p>Indicator(s): <u>Result Indicators:</u> # of traders and market operators trained</p> <p><u>Target:</u> 150 traders and market operators trained by end year 1</p>	<p>0</p>	<p>37 traders and market operators were trained (14 female).</p> <p>Performance: 37 traders and market operators trained (14 female) 24.66% performance – <i>by the mid-term (though the Target was by end year 1)</i></p> <p><u>Mid-term Target:</u> N/A</p>	<p>The set target had been for end of Year 1 (not by the Mid-term), yet, no information was provided as to when the training was carried out – making it difficult to do an accurate and meaningful mid-term measurement.</p>	<p>Otherwise, the Output appears to be still lagging behind.</p> <p>However, the trained traders had been connected to the farmers and providing primary market of farmers produce. <i>(Source: Annual Report, 2021).</i></p>

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<p><i>Project Planning Aspects</i></p> <p>Project Results (Outputs)</p>	<p>Performance Indicator(s) + Originally Set Result Targets</p>	<p>BASELINES</p>	<p>Mid-term Performance <u>vis a</u> <u>viz</u> Proportionate Mid-term Targets <i>(Out of 63%)</i></p>	<p>Deviation from Proportionate Mid- term Targets</p>	<p>Summary Narrative & Major Factors Responsible for the Deviation</p>
<p>Output 17: 2.2.5: 1 ultraviolet sesame cleaning facility established for access to the EU niche market.</p>	<p>Indicator(s): <u>Result Indicators:</u> # Ultraviolet sesame cleaning facility established.⁷¹</p> <p>Target: 1 ultraviolet sesame cleaning facility established by end year 1.⁷²</p>	<p>0</p>	<p>The sesame Infra-Red sterilization equipment was in the final stage of shipment to Uganda and installation was expected to be completed by February 2022.</p> <p><u>Mid-term Target:</u> N/A</p>	<p>The set target had been for end of Year 1 (not by the Mid-term). It was, however, clear that the process was unfolding.</p>	<p>Still significantly lagging behind.</p> <p>However, GADC had paid 30% for the sesame equipment from Kreyenborg GmbH and CO.KG. Once the equipment is installed and operationalized, sesame and soybean farmers are expected to earn a premium from the sesame and soybean export market. <i>(Source: Annual Report, 2021).</i></p>

⁷¹ Source: MEAL Plan Matrix

⁷² Source: MEAL Plan Matrix

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<i>Project Planning Aspects</i> Project Results (Outputs)	Performance Indicator(s) + Originally Set Result Targets	BASELINES	Mid-term Performance <u>vis a viz</u> Proportionate Mid-term Targets (Out of 63%)	Deviation from Proportionate Mid- term Targets	Summary Narrative & Major Factors Responsible for the Deviation
Output 18: 2.2.6: 2,000 women and youth engage in business operations with the UNCDF seed funds	# of youth and women operating small businesses. Target: 1,000 youth and 1,000 women by end of Action.	0	Youths profiling on-going. <u>Evaluation-derived mid-term Target</u> 630 youth and 630 women by mid-term.	From the finding documented in Column 4, it was clear that the process had almost just begun unfolding.	Still significantly lagging behind.
Output 19: 2.2.7: 30,000 smallholder farmers engaged in contract farming.	# of smallholder farmers engaged in contract farming. ⁷³ Target: 30,000 farmers (60% women) by end of Action. ⁷⁴	0	14,764 (8610 female) engaged in contract farming. 78.11% performance against set mid-term target. <u>Mid-term target:</u> 63% (18,9000) farmers (60% women)	-21.89	Fairly good performance

⁷³ Source: MEAL Plan Matrix

⁷⁴ Source: MEAL Plan Matrix

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<p><i>Project Planning Aspects</i></p> <p>Project Results (Outputs)</p>	<p>Performance Indicator(s) + Originally Set Result Targets</p>	<p>BASELINES</p>	<p>Mid-term Performance <u>vis a</u> <u>viz</u> Proportionate Mid-term Targets <i>(Out of 63%)</i></p>	<p>Deviation from Proportionate Mid- term Targets</p>	<p>Summary Narrative & Major Factors Responsible for the Deviation</p>
<p>Output 20: 3.1.1: 19,000 members of 2,700 Household Caregiver Groups trained and mentored on essential nutrition and hygiene actions, and SRHR, including modern family planning methods, including establishment of kitchen gardens.</p>	<p>Indicator(s): <i>Result Indicators:</i> 1) # of Household Caregiver Groups established⁷⁵.</p> <p>Target: 2,700 Household Caregiver Groups by end of project⁷⁶.</p>	<p>0</p>	<p>1) 2,329 Household Caregiver Groups established. 1) Performance: 136.9% performance against set mid-term target.</p> <p><u>Mid-term Target:</u> 63% (1,701) Household Caregiver Groups.</p>	<p>+36.9%</p>	<p>Excellent performance. 1) Additional 371 Household care givers groups will be trained in year 3. . <i>(Source: Annual Report, 2021).</i></p>
	<p>2) # Household Caregiver Groups trained and mentored on essential nutrition and hygiene actions, and SRHR, including modern family planning methods⁷⁷.</p> <p>Target: 2,700 Household Caregiver Groups trained and mentored by end of project⁷⁸.</p>	<p>0</p>	<p>2) 2,329 Household Caregiver Groups trained and mentored on essential nutrition and hygiene actions, and SRHR including modern family planning methods. 2) Performance: 136.9% achievement against set mid-term target. <u>Mid-term Target:</u> 63% (1,701) Household Caregiver Groups trained and mentored on essential nutrition and hygiene actions.</p>	<p>+36.9%</p>	<p>Excellent performance. 2) Additional 371 Household care givers groups will be trained in year 3. <i>(Source: Annual Report, 2021).</i></p>

⁷⁵ Source: MEAL Plan Matrix

⁷⁶ Source: MEAL Plan Matrix

⁷⁷ Source: MEAL Plan Matrix

⁷⁸ Source: MEAL Plan Matrix

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<p><i>Project Planning Aspects</i></p> <p>Project Results (Outputs)</p>	<p>Performance Indicator(s) + Originally Set Result Targets</p>	<p>BASELINES</p>	<p>Mid-term Performance <u>vis a</u> <u>viz</u> Proportionate Mid-term Targets (Out of 63%)</p>	<p>Deviation from Proportionate Mid- term Targets</p>	<p>Summary Narrative & Major Factors Responsible for the Deviation</p>
<p><i>Output 20 (continued...)</i></p>	<p>3) # of Pregnant, lactating women and adolescents (members of Household Caregiver Groups) trained and receiving inputs to establish kitchen gardens⁷⁹.</p> <p>Target: 19,000 pregnant, lactating women and adolescents receive inputs and training by end of Action⁸⁰.</p>	<p>0</p>	<p>3) 7,162 Pregnant, lactating women and adolescents (members of Household Caregiver Groups) trained and receiving inputs to establish kitchen gardens. 3) 59.8% performance against mid-term target.</p> <p><u>Evaluation-derived Mid-term Target:</u> 63% (11,970) pregnant, lactating women and adolescents receive inputs and training</p>	<p>-40.2%</p>	<p>Still slightly lagging behind</p> <p>3) More trainings were being conducted to newly recruited HHCGs (<i>Source: Annual Report, 2021</i>).</p>

⁷⁹ Source: MEAL Plan Matrix

⁸⁰ Source: MEAL Plan Matrix

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<p><i>Project Planning Aspects</i></p> <p>Project Results (Outputs)</p>	<p>Performance Indicator(s) + Originally Set Result Targets</p>	<p>BASELINES</p>	<p>Mid-term Performance <u>vis a</u> <u>viz</u> Proportionate Mid-term Targets (Out of 63%)</p>	<p>Deviation from Proportionate Mid- term Targets</p>	<p>Summary Narrative & Major Factors Responsible for the Deviation</p>
<p>Output 21: 3.1.2: 2,700 Role Model Men (RMM) identified by communities, trained and accompanied to promote good nutrition.</p>	<p>Indicator(s): <u>Result Indicators:</u> 1) # of Role Model Men (RMM) identified by communities, trained and accompanied to promote good nutrition.⁸¹</p> <p>Target: 3,400 Role Model Men (RMM) by end of Action.⁸²</p>	<p>0</p>	<p>1,289 Role Model Men (RMM) identified by communities, trained and accompanied to promote good nutrition. 60.2% performance against the mid-term target.</p> <p><u>Mid-term Target:</u> 63% (2,142) Role Model Men (RMM).</p>	<p>-39.8%</p>	<p>Fairly good performance</p> <p>Additional 1,411 Role model men were planned to be trained in Year 3. (<i>Source: Annual Report, 2021</i>).</p>

⁸¹ Source: MEAL Plan Matrix

⁸² Source: MEAL Plan Matrix

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<p><i>Project Planning Aspects</i></p> <p>Project Results (Outputs)</p>	<p>Performance Indicator(s) + Originally Set Result Targets</p>	<p>BASELINES</p>	<p>Mid-term Performance vis a viz Proportionate Mid-term Targets <i>(Out of 63%)</i></p>	<p>Deviation from Proportionate Mid-term Targets</p>	<p>Summary Narrative & Major Factors Responsible for the Deviation</p>
<p>Output 22: 3.1.3: 2,400 Integrated Health Outreach Services facilitated to provide ANC, supplementation, deworming and immunization services through public health providers.</p>	<p>Indicator(s): <u>Result Indicators:</u> # of Integrated Health Outreach Services conducted by health centers facilitated to provide ANC, supplementation, deworming and immunization services through public health providers.⁸³</p> <p>Target: 2,400 Integrated Health Outreach Services by end of Action.⁸⁴</p>	<p>0</p>	<p>616 (26%) outreaches to 44,814 (27,785 Female, 17,029 Male and 4,506 children) reached. 40.74% performance – against derived mid-term target</p> <p><u>Evaluation-derived Mid-term Target</u> 63% (1,512) Integrated Health Outreach Services.</p>	<p>-59.26%</p>	<p>Still lagging behind.</p> <p>The Project was planning to work with Health centers II, III and Hospitals through Ministry of Health planned outreaches) to conduct more outreaches. <i>(Source: Annual Report, 2021).</i></p>

⁸³ Source: MEAL Plan Matrix

⁸⁴ Source: MEAL Plan Matrix

Continued...

<p><i>Project Planning Aspects</i></p> <p>Project Results (Outputs)</p>	<p>Performance Indicator(s) + Originally Set Result Targets</p>	<p>BASELINES</p>	<p>Mid-term Performance vis a viz Proportionate Mid-term Targets <i>(Out of 63%)</i></p>	<p>Deviation from Proportionate Mid- term Targets</p>	<p>Summary Narrative & Major Factors Responsible for the Deviation</p>
<p>Output 23: 3.2.1: 1,120 VHTs trained on gender and family planning and on services and referrals for training of farmer groups.</p>	<p>Indicator(s): <i>Result Indicators:</i> # of VHTs trained on gender and family planning and on services and referrals for training of farmer groups.⁸⁵</p> <p>Target: 1120 VHTs trained⁸⁶ <i>(No Timeframe indicted)</i></p>	<p>0</p>	<p>1120 VHTs trained on gender and family planning.</p> <p>100% performance – against the set the mid-term target.</p> <p><u>Mid-term Target (assumed):</u> 1120 VHTs trained.</p>	<p>0%</p>	<p>Very good performance.</p> <p>Completed. <i>(Source: Annual Report, 2021).</i></p>

⁸⁵ Source: MEAL Plan Matrix

⁸⁶ Source: MEAL Plan Matrix

Continued...

<p><i>Project Planning Aspects</i></p> <p>Project Results (Outputs)</p>	<p>Performance Indicator(s) + Originally Set Result Targets</p>	<p>BASELINES</p>	<p>Mid-term Performance vis a viz Proportionate Mid-term Targets <i>(Out of 63%)</i></p>	<p>Deviation from Proportionate Mid-term Targets</p>	<p>Summary Narrative & Major Factors Responsible for the Deviation</p>
<p>Output 24: 3.2.2: 2,700 Role Model Men (RMM) trained as champions for gender and women empowerment, including SRHR and family planning.</p>	<p>Indicator(s): <i>Result Indicators:</i> # of Role Model Men (RMM) trained as champions for gender and women empowerment, including SRHR and family planning.⁸⁷</p> <p>Target: 2,700 Role Model Men (RMM)⁸⁸ <i>(No Time dimension documented; but the Evaluation assumed it to be by mid-term)</i></p>	<p>0</p>	<p>2,700 Role Model Men (RMM) trained as champions for gender and women empowerment, including SRHR and family planning. 100% performance – against the target.</p> <p><u>Evaluation-assumed mid-term Target:</u> 2,700 Role Model Men (RMM)</p>	<p>0%</p>	<p>Very good performance. <i>(on the basis of the assumed mid-term target in Column 4)</i></p> <p>Completed. <i>(Source: Annual Report, 2021).</i></p>

⁸⁷ Source: MEAL Plan Matrix

⁸⁸ Source: MEAL Plan Matrix

Continued...

<p><i>Project Planning Aspects</i></p> <p>Project Results (Outputs)</p>	<p>Performance Indicator(s) + Originally Set Result Targets</p>	<p>BASELINES</p>	<p>Mid-term Performance vis a viz Proportionate Mid-term Targets <i>(Out of 63%)</i></p>	<p>Deviation from Proportionate Mid-term Targets</p>	<p>Summary Narrative & Major Factors Responsible for the Deviation</p>
<p>Output 25: 3.2.3: 20 youth-friendly safe spaces established in schools/health facilities for awareness raising in sexual and gender-based violence and SRHR.</p>	<p>Indicator(s): <i>Result Indicators:</i> # of Youth-friendly safe spaces established in schools/health facilities for awareness raising in sexual and gender-based violence and SRHR.⁸⁹</p> <p>Target: 20 youth-friendly safe spaces established⁹⁰. <i>(No Time dimension documented; but the Evaluation assumed it to be by mid-term).</i></p>	<p>0</p>	<p>22 Youth-friendly safe spaces were established, equipped with chairs, balls, volleyballs, netballs and volleyball nets, all this equipment's were handed over to health in charges, school management, youth focal point leaders and CDOs who mobilized the youths. Performance: 110% – against the mid-term target.</p> <p><u>Evaluation-assumed mid-term Target:</u> 20 youth-friendly safe spaces established.</p>	<p>+10%</p>	<p>Very good performance <i>(on the basis of the assumed mid-term target in Column 4</i></p> <p>There was, however, more demand for supporting youths-friendly spaces. <i>(Source: Annual Report, 2021).</i></p>

⁸⁹ Source: MEAL Plan Matrix

⁹⁰ Source: MEAL Plan Matrix

Continued...

<p><i>Project Planning Aspects</i></p> <p>Project Results (Outputs)</p>	<p>Performance Indicator(s) + Originally Set Result Targets</p>	<p>BASELINES</p>	<p>Mid-term Performance <u>vis a</u> <u>viz</u> Proportionate Mid-term Targets (Out of 63%)</p>	<p>Deviation from Proportionate Mid- term Targets</p>	<p>Summary Narrative & Major Factors Responsible for the Deviation</p>
<p>Output 26: 3.2.4: IEC materials on nutrition, gender, SRHR and family planning developed and disseminated through 50 local radio talk shows.</p>	<p>Indicator(s): <u>Result Indicators:</u> # of Local radio talk shows on nutrition and family planning.⁹¹</p> <p>Target: 50 radio talk shows⁹². (No time dimension documented)</p>	<p>0</p>	<p>No talk shows on nutrition and family planning had been hosted yet.</p> <p><u>Evaluation-derived mid-term Target:</u> Approx. 32 radio talk shows.</p>	<p>From the finding documented in Column 4, it was clear that the operationalization of this output had not yet even began.</p>	<p>Significantly still lagging behind.</p> <p>This activity was planned for Y3. (Source: Annual Report, 2021).</p>

⁹¹ Source: MEAL Plan Matrix

⁹² Source: MEAL Plan Matrix

ANNEX 3: RISK AND SWOT ANALYSIS

RISK AND SWOT ANALYSIS

As already noted, as one of the components of the Situation Analysis carried out to partly inform this Evaluation, a Risk Analysis; as well as a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis with regard to CARE-led Consortium’s capacity and *environment* to successfully implement the Project – especially its 2nd and last Phase, were carried out. Matrix 3 and Matrix 4 below summarize the findings.

The findings of the Risk Analysis – including recommended strategies for the Project to address the major implications of the identified risks are presented in Matrix 3 below:

Matrix3: Risk Analysis (for the Remaining Project Phase and for Sustainability of Project Interventions – Post-Project) and Mitigation Measures

SN	Risk Factor	Level	Risk Management Strategies
1.	Resistance to change – largely due to the possible fear by some men in the Project Area that further entrenchment of gender-sensitivity and women empowerment may eventually cause them significant loss of their traditional authority and power.	High	Continuously sensitizing beneficiary communities, including urging women beneficiaries to conduct themselves responsibly to avoid being misunderstood.
2	The security/stability situation worsens and slows down the pace of project implementation, as well as disorients beneficiaries and their communities from Project and post-project interventions.	High	Working very closely with security agencies, especially in sharing intelligence information and continuously sensitizing beneficiary communities.
3	Negative political interference in Project operations disorients beneficiaries and their communities from Project and post-project interventions.	High	Continuously engaging old and new political leaders, especially through intensively involving them in Project and post-project interventions – to “win” their sense of ownership and partnership.
4	Funding for project and post-project interventions drastically reduces due to the unfolding global economic dynamics.	High	Endeavoring to build capacity among beneficiaries for self-reliance, especially through further prioritizing the private sector model, including their engagement in income generating activities.
5	Extreme weather conditions, such as the recent severe region-wide drought strike again and negatively impacts farmers’ activities and livelihoods.	High	Intensifying interventions for climate-smart agriculture in the farming communities to enable them to be resilient at all times; and sharing of weather information in collaboration with the national meteorological authority.
6	Youths and women smallholder farmers experience difficulties in accessing land for agricultural production.	Medium	Incorporating into Project and post-project interventions support to beneficiaries towards easing their access to agricultural land, including land renting arrangements.
7	Consistent under-funding of the Local Governments, which limits their support to beneficiaries.	High	Optimizing utilization of the Parish Development Model and negotiating for more central Government transfers – specifically to support value-chain development.
8	Inadequate Staff, Equipment and other related capacity in the respective Local Governments to sustain Project interventions – post-project	High	Lobbying for more Central Government and Development Partner support in these areas.
9.	Possible unhealthy competition among beneficiary Project Area Local Governments, which can jeopardize synergies.	Medium	Endeavor to ensure uniform/equitable benefits to all of them, as well as constructively engaging them on a continuous basis.

Matrix 4 below summarizes the findings of the SWOT Analysis.

Matrix 4: SWOT ANALYSIS

No.	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	The major ones identified are as outlined below:	The major ones identified are as outlined below:	The major ones identified are as outlined below:	The major ones identified are as outlined below:
1.	The highly cohesive and constructive Partnership of the Consortium – whose combined multi-dimensional resources enable the Consortium to cover a wide geographical and project subject matter scope – together.	Some of the consortium partners lacked adequate technical capacity in some key areas, e.g. GADC in gender-related interventions.	Readiness by the Project Area LGs and other entities to work with the Consortium,	The fear that the time allocated to the Project (of 3 years), may not be adequate to ensure comprehensive achievement of the original Project Objectives.
2.	Such a Project demands a combination of diverse subject matter and experiential expertise – all under one well-coordinated management system – which the Consortium provides.	Operating a big consortium of 5 Partner Entities – working in an extensive Project Area – hence, involving a lot of associated coordination challenges and costs.	Good image of the Consortium amongst its partner central Government agencies.	The fear that financial resources provided for the Project – though may appear sizeable – may not be inadequate.
3.	Successful implementation of such a Project in such an extensive and vast Project Area necessitates the pooling and effective coordination of enormous leadership, managerial, technical, technological, logistical, as well as financial capacity – which the Consortium provides.	Challenges associated with harmonizing the internal Priorities of the many individual Partner entities with those of the Consortium – as a whole	A friendly and mutually supportive external operational environment (including LGs; political; civil society; traditional; religious; private sector; and other stakeholders).	The reported fact that there other interventions in the same Project Area – which divert the attention of some Members of the Consortium’s Top Management.
4.	The CARE-led Consortium also, further, optimized its advantage by deliberately deciding that each Project component was to be led by the Consortium Member with the best expertise and experience in it; and that each Consortium Member would cover those Project Area Districts in which it had the greatest experience.		Quick acceptance and uptake of its interventions by the beneficiary communities.	Unpredictable Drought, like the one that recently badly affected the Project Area.

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No.	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
5.	Success lessons from the implementation of similar projects elsewhere – hence having tested approaches and strategies.		A big network of partner entities to work with within the same development space.	The vast and extensive Geographical scope of the Project Area – hence constituting a challenge of effective coverage.
6.	Extensive experience by the Consortium Member institutions in the Project Area.			Insecurity (due to conflicts) that already badly affected the Project Area, but still seems to persist.
7.	Choice of effective models, approaches and strategies in the implementation of a complex project like this one.			Untimely and irregular release of funds by the Funding agency vis a viz the Project Work plans.
8.	Relatively significant funding to enable it operationalize most of its planned Project results.			Impassable roads (in some areas) – significantly limiting the movement of Project Field Staff – to execute project interventions – especially reaching out to Project beneficiaries.
9.	A strong team of experts with diverse skills from the Consortium member entities.			
10.	A strong and innovatively structured Project Management			
11.	Successful delivery of project outputs and outcomes.			
12.	Effective Coordination of LGs – by engaging different relevant Government Sectors.			
13.	Effective integration of Community structures with existing Government Structures			
14.	The Project using its integrated approach, to effectively blend Government systems, LGs, NGOs and private sector.			

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No.	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
15.	Flexibility of the Consortium member Entities in successfully adapting to the covid-19 Pandemic restrictions and challenges – relatively quickly – was also a major Strength.			
16.	Strong and effective coordination among the Consortium Members – which has further strengthening the Consortium’s partnership.			
17.	The Consortium Member entities supporting each other has also been a major Strength – as compared to a situation if any one organization attempted to cover 11 Districts alone.			
18.	The vibrant Project’s M&E system – which has been effective in tracking and reporting on the Project interventions.			

ANNEX 4: DOCUMENTS AND OTHER MATERIALS CONSULTED AND REVIEWED

1. The National Development Plan III, October 2020
2. The Uganda Food and Nutrition Policy, 2003
3. National Agriculture Policy, September 2013
4. Uganda Nutrition Action Plan (2011-2016)
5. Situation of Food Security and Nutrition Assessments in Karamoja by Uganda Bureau of Statistics Kampala, Uganda, IBFAN Uganda, WFP Kampala, Uganda, UNICEF Uganda, Kampala, March 2020
6. GoU/EU: Baseline Study for Inclusive Market-Based Development for Smallholder Farmers in Northern Uganda under DINU Program by REEV Consult International, March, 2021
7. Annual Progress Report for Inclusive Market Based Development for Smallerholder Farmers in Northern Uganda (2021) by Development Initiative for Northern Uganda
8. DINU Financial Inclusion implementation Thematic Guide for Inclusive Market Based Development for Smallerholder Farmers in Northern Uganda, October, 2021
9. CARE Gender Market Vetting Form, 2021
10. Grant Application Form-11th European Development Fund (2016) under Financing Agreement No.FED/2016/0381-781
11. CARE-Resilience Market Vetting Form
12. Quarterly Report for DINU Interventions, 2021
13. CARE Pathways for Empowerment; Farmer Field and Business School Toolkit
14. GADC: Buying Agents
15. GoU/EU: Household Survey Tool, 2020
16. CARE Inclusive Governance Marker Vetting Form
17. GoU/EU: Key Informant Interview Guide: Inclusive Market Based Development for mallholder Farmers in Northern Uganda-DINU Baseline Survey, 2020
18. Excel Financial Reports
19. DINU Contract Document
20. IPIA-DINU Agreement
21. Development Initiative for Northern Uganda by the Office of the Prime Minister, 2017/18-2021/22
22. DINU Quarterly Report in Pictures
23. Development Initiative for Northern Uganda, Quarter Two Report, 2021
24. DINU CARE Bi-annual Progress Brief
25. DINU-CARE, 2021 Quarter 3 Report

26. GoU/EU: DINU: Scoping Study: Final Report, July, 2017.
27. CARE Denmark DINU: Full Project Proposal
28. DINU: MEAL Plan Final (October, 15, 2020)
29. GoU/EU: Tillage Implement Usage and Maintenance: Asset Training Pamphlet
30. CARE: Resilience Marker: Vetting Form
31. CARE: Inclusive Governance Marker: Veting Form

**ANNEX 5: LIST OF KEY ACTORS/STAKEHOLDERS
CONSULTED/ENGAGED**

No	Name	Entity	Position	contact
1.	Ms. Annette W. Munabi	EU	Internal Coordinator of DINU Programs	Annette.WEREMUNABI@ext.eeas.europa.eu,
2.	Mr. Sseremba Geoffrey	OPM		
3.	Mr. Masagazi Deogratius	OPM		
4.	Mayanja Gozanga	OPM		
5.	Mr. Poul Lossen	OPM	CTA DINU	poul_henrik_lassen@hotmail.com
6.	Mr. Okello Ongom Pius	OPM	Coordinator DINU Program	pongomokello@gmail.com
7.	Mr. Mugisa Charles	OPM	M & E Specialist DINU program	pcmugisa@gmail.com
8.	Mr. DRAMADRI JOSEPH	OPM		jdramadri@yahoo.co.uk
	Mr. Kizito Odongo <i>(Representing the Commissioner & MAAIF)</i>	MAAIF	Senior Agricultural Officer/Focal Person for DINU	okizito79@gmail.com
9.	Kumakech Oluba Charles	Moroto	CAO	0772015779
10.	Mr. Tumusiime Leonard	Amudat	CAO	0772452620
11.	Mr. Abraham	Napak	IT Officer	
12.	Mr. Kimani Robert	Amudat	DP/DINU Focal Person	0772452620
13.	Mr. Akol Benard	Moroto	Ag. DP/DINU Focal Person	
14.	Sylvia Alaso	CRS	Programme Manager	Sylvia.Alaso@crs.org
15.	Mr. Gabriel Agiro	CARE	Manager-CARE-Consortium	Gabriel.Agiro@care.org
16.	Madam Leah Lomongin	CARE	MEAL Coordinator	Leah.Lomongin@care.org
17.	Lomoe Simon Peter Lokure	DADO	ED	ploupa@dadoug.org
18.	Madam Joanita Nagadya	CRS		Nutritionist Specialist
19.	Madam Emily Lazenby	GADC	Program Coordinator	em.lazenby@gmail.com
20.	Mr. Ochepe Peter	SORUDA	ED	e.d@soruda.org
21.	Madam Linda Bahati			
22.	Mr. Emmanuel G			
23.	Madam Dorothy Lutaza	CARE	Head of Grants and Compliance	Dorothy.Rutazaana@care.org
24.	Mr. Sam Okello	CARE	MEAL Advisor	Sam.Okello@care.org
25.	Mr Ronald Kasozi	Finance Administration and Contract Technical Advisor (FACTA)	DINU Office of the Prime Minister	256-772-696493
26.	Ms. Rose Nyinamariza	Grants Coordinator	CARE International	+256 775 519 254

**ANNEX 6: SOME “VISUAL”, “VOICE” AND EXPERIENTIAL
ILLUSTRATIONS OF SOME PROJECT PHENOMENA**

Abim district Abim Sub-County, Aninata Parish, Aninata North Village: Acheng Florence said she has benefited from the training by SORUDA/CARE through the knowledge of savings and she used part of her saving to buy more cows to increase the stock of her animals.



Omwony John, 23 years from Alimon Youth Group in Obokoloth village, Awach Parish, Awach Sub-county in Abim district: Attending to his Business established from VSLA Funds



The Project Administration of the Consultancy being shown around a Model Garden in Kotido in Napeet used by a Group – which was severely affected by the Drought



Carol, a group member of Obar Farmers' Group in Abim received three poultry birds from the project and the chicken were then hatching eggs. Below is a hatchery.



Kiyonga Maritina – A project beneficiary - from Kotido, Panyagara Loletio, Kapadakook village, she grows vegetables in her kitchen garden throughout the year. She waters her vegetables using water from a borehole. She has been able to buy books for her school going children and also beans for sauce. Below is her nursery garden which contains onions, spinach, tomatoes and goobe for the next season.



A Research Assistant in Kaabong Village ready to engage sample beneficiaries



Lokee, A Lead Farmer of Lolukuteen Village (A Member of Apaloi Farmers' Group) Pupu Parish, Rupa subcounty, Moroto District. The members water their kitchen gardens using water from a borehole.



Beehives in Amudat, Loro sub-county



Nango Norah from Kaabong East Kalongor Parish a member of Morueengor VSLA group watering her vegetable garden. They sell their vegetables to the local community and they save their money in the group



Katakwi District, Omodoi Sub-County, Angodingod parish Acuna village: Acilakida acuna farmers Group: Members planted 10 acres, but they were affected by the drought. The Lead farmer and a Research Assistant showing the Project Administrator of the Consultancy around.



A project beneficiary standing near her mini Passion Fruit Garden in Kaabong



**A latrine used by the different households in Ariamaoi Nabilatuk District
– for Promoting Community Hygiene and Sanitation**



A Meeting in Progress for Hardrock VSLA Members in Moruita Sub-county, Nakapiripiti District



A SELECTED “SAMPLE” OF APPRECIATION MESSAGES FROM PROJECT BENEFICIARIES/STAKEHOLDERS

Angor Betty from Kaabong East: *“My gratitude towards CARE is that it has supported our VSLA groups by providing us with saving boxes and through the VSLA savings, I have been able to develop my household that is able to buy necessities like food, and clothes, hence, the meal frequency has improved and no hunger issues. What I am requesting CARE is to add on the amount of seeds they provide”.*

“TRANSFORMATIVE MIND-SET PROGRESS” MADE BY THE PROJECT AMONG ITS BENEFICIARIES

Some Illustrative Examples:

- i. Beneficiaries from Moroto said they could make their own manure using the cow dung.
- ii. Beneficiaries from Amudat said that by adopting modern methods of bee farming using the modern bee hives, they thought that they would be able to harvest a large amount of honey in the coming season.
- iii. Beneficiaries from Karenga and Nabilatuk said they could make porridge for themselves, however some were unable to do so in the manner in which they were trained due to a lack of ingredients.
- iv. In Nabilatuk, Beneficiaries said they produced their own insecticide out of ash, soap, onions, red pepper, neem tree, tick berries and water – all of which are available locally.
- v. In some districts like Kaabong, Moroto, and Kotido, Beneficiaries said they watered their crops, and some of them are planted near boreholes, making it easy for them to get water for watering them.
- vi. In Kotido, and Kaabong, beneficiaries said they had set up nursery beds, where they would plant the seeds first and then transfer the crops to the gardens later.
- vii. Beneficiaries in Moroto and Amudat said they spaced their crops, which made ploughing and watering easier.
- viii. Beneficiaries in Kaabong, Amudat and Kotido said they sold the vegetables they harvested and saved the money in village cooperatives.



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