

NURI
Coordination Function

Royal Danish Embassy
Uganda

DEVELOPMENT ENGAGEMENT DOCUMENT

Northern Uganda Resilience Initiative (NURI)
Coordination Function 2018-2022

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UDENRIGSMINISTERIET
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Cover page

Outcome	Enhanced resilience and equitable economic development in supported areas of Northern Uganda, including for refugees and host communities
Outputs	<ul style="list-style-type: none"> • Output 1: Increased agricultural output of small scale farmers • Output 2: Agriculturally related rural infrastructure renovated and constructed • Output 3: Agric.-related physical and natural water infrastructure renovated and constructed or made more resilient to climate change
Beneficiaries	<p>Primary Beneficiaries:</p> <ul style="list-style-type: none"> • 4,000 farmer groups (120,000 farmers) • 1,800 communities (54,000 people) participating in rural infrastructure projects • Communities in the catchment area of 40 water resources management projects • Include both refugees and host communities in refugee hosting districts • Target youths, women and men in four refugee hosting districts • Target youths, women and men in five non-refugee hosting districts
Programme Duration	January 2018 - December 2022
Geographical Focus	Nine (9) districts in Northern Uganda: Arua, Nebbi, Zombo, Pakwach, Moyo, Adjumani, Kitgum, Agago and Lamwo.
Partners	<ul style="list-style-type: none"> • Strategic Partners: Office of the Prime Minister (OPM), UNHCR, UNFPA • Implementing Partners (IPs): Arua District Farmers Association (DFA), Agency for Accelerated Regional Development (AFARD), CARE International, Resilience Agricultural Units (RAUs), Danish Refugee Council (DRC) • Collaborating Partners: District Local Governments
Budget	DKK 285,000,000

1.0 Introduction

This present Development Engagement Document (DED) details the objectives and management arrangements for the implementation of the Northern Uganda Resilience Initiative (NURI) as agreed between the parties specified below. The Royal Danish Embassy (RDE) acts as Legal Entity for the NURI Coordination Function (NURI CF), and NURI CF is as such a decentralized unit under RDE. The Danish support to NURI is part of the Uganda Programme on Sustainable and Inclusive Development of the Economy (UPSIDE), which is one of two thematic programmes of the Danish country programme for Uganda 2018-2022, for which a bilateral agreement has been signed between the Government of Denmark and the Government of Uganda.

The objective of UPSIDE is inclusive and sustainable economic growth. NURI will contribute to this objective by enhancing resilience and equitable development in supported areas of Northern Uganda, including for refugees and host communities by supporting the following interventions:

- 1) Climate Smart Agriculture (CSA);
- 2) Rural Infrastructure (RI);
- 3) Water Resources Management (WRM).

Refugees and host communities will be among the beneficiaries to support Uganda's progressive refugee policy and the nexus between development and humanitarian action.

This Development Engagement Document together with the documentations specified below under 1.2 constitutes the Bilateral Agreement with the NURI Coordination Function.

1.1 Parties

The Royal Danish Embassy in Kampala (RDE) and the Northern Uganda Resilience Initiative Coordination Function (NURI CF).

1.2 Documentation

This Development Engagement is based on the NURI Project Document 2018-2022, including the manuals revised or developed in support hereof. The latest versions of the following documents form part of this DED:

- 1.2.1 The DED signed between RDE and UNFPA for the Women, Adolescent and Youth Rights and Empowerment Program;
- 1.2.2 The DED signed between RDE and the Ministry of Water and Environment, 1st December 2017 for implementation of Water Resource Management Intervention as NURI Output 3;
- 1.2.3 The management contract for implementation of Rural Infrastructure and Water Resource Management.
- 1.2.4 Project document – North Uganda Resilience Initiative (NURI) 2018-2022
- 1.2.5 NURI CF Management Manual, NURI Accounts Manual, NURI M&E Manual and NURI Human Resource Manual

1.3 Contributions

Denmark, represented by the Royal Danish Embassy in Kampala of the Danish Ministry of Foreign Affairs, commits to a contribution to the NURI engagement of DKK 285 million (two hundred and eighty five million Danish Kroners) for the period January 2018 to December 2022. DKK 35 million of the budget frame will cover intervention 3, namely Water Resources Management, and derives from the Danish Climate Change Envelope (CCE). This WRM intervention starts in 2018, while the other two interventions will start in 2019.

2.0 Background

NURI is one of eight engagements under Danida's Uganda Country Programme 2018-2022. NURI will enhance resilience and equitable economic development in supported areas of Northern Uganda by promoting climate smart agriculture, agriculturally related rural infrastructure, and water resources management. Refugees and refugee-hosting communities will be among the beneficiaries in order to support Uganda's progressive refugee policy and the nexus between development and humanitarian action. NURI will be implemented under the thematic area of UPSIDE. UPSIDE recognises the agricultural sector and specifically private sector actors within it, as being the primary drivers of sustainable and inclusive economic growth. The development focus of UPSIDE is on improving the conditions for primary producers, processors and traders. The NURI intervention will focus on the upstream of the value chain i.e. primary production, and strengthening of market linkages with mid-stream value chain actors (produce traders and processors). The inclusion of rural infrastructure (RI) and water resources management (WRM) is designed to improve the enabling environment for production and marketing. In conclusion, NURI was designed to engage the major challenges facing Uganda's economy today, i.e. climate change, low productivity, population growth, and gender inequality and youth unemployment. Consequently, besides promoting CSA (Climate Smart Agriculture), NURI will also address complimentary issues such as, financial literacy, participation and empowerment of women and youth, and Sexual and Reproductive Health and Rights (SRHR).

2.1 National context

Poverty levels and trends. Uganda remains one of the poorest countries in the world, with 65 percent of Ugandans primarily engaged in subsistence agriculture. Northern Uganda in particular has for decades lagged behind the rest of the country. In 2013, it was home to 47 percent of poor Ugandans, up from 38 percent in 2010. However, recent statistics (2017) seem to suggest that Northern Uganda is beginning to catch up with the rest of the country. Generally, Uganda has in recent years achieved impressive progress on poverty reduction, but much of the progress is attributed to favourable weather conditions and high commodity prices rather than productivity improvements. Forty percent of Ugandans remain "insecure non-poor", and in general, women, youth and children constitute the highest percentage of those living in extreme poverty.

Influx of refugees. The high poverty levels have been exacerbated by the recent influx of South Sudanese refugees into Northern Uganda. The influx since July 2016 increased the pressure on agricultural livelihoods, access to land and natural resources. With an estimated 1.2 million refugees in the country by December 2018, Uganda is Africa's largest refugee hosting country, with the vast

majority of refugees living in Northern Uganda. As there is no expectation that the situation in South Sudan will be conducive for the return of refugees in the near future, the pressure on social services, economic infrastructure, livelihood opportunities, and natural resources is enormous with several districts experiencing a doubling of their population over a period of less than 2 years.

Climate change. Climate change is having significant negative effects in Uganda, not least for those two-thirds of the population who as smallholder farmers are dependent on rain-fed agriculture and the natural resource base at large. The impact of prolonged periods of drought and decreasing and more erratic rainfall is exacerbated in Northern Uganda by the high level of poverty and the refugee influx. Climate models predict increased rainfall in the dry season, which could have adverse impacts on crop yields, and post-harvest activities such as drying and storage. If no adaptive action is taken in the coming years, studies show that annual costs associated with climate change in Uganda could be up to USD 5.9 billion by 2025, and Uganda's ability to achieve the Sustainable Development Goals (SDGs) could be compromised.

Rural infrastructure. The lack of adequate rural infrastructure and poor maintenance of existing infrastructure, especially community access roads and market places is hampering agricultural and economic development in rural areas. Poor roads increase the difficulties farmers face in marketing their produce, as well as increasing costs for farmers and traders. In Northern Uganda, many community access roads are in poor condition, and some are impassable by vehicles in the rainy season. Construction and maintenance of community access roads is the responsibility of sub-county authorities, but funds allocated by the Central Government under the Uganda Road fund (URF) are grossly inadequate, and the district engineering departments that support them are often understaffed¹.

Demographic pressure. Uganda's development challenges are further exacerbated by the high fertility rates. Uganda has one of the fastest growing populations in the world, especially in rural areas where the fertility rate is 5.9 children per woman compared to the national average of 5.4. This high fertility rate contributes to the persistence of subsistence farming and low agricultural productivity and undermines economic growth.

Several other programmes funded by Development Partners (DPs) target agriculture, rural infrastructure, and/or water resources management in Northern Uganda. The most relevant for NURI are:

- Development Initiative for Northern Uganda (DINU): EU, EUR 150 million, 2017-2020.
- Northern Uganda Social Action Fund III (NUSAF3): World Bank, USD 130 mill, 2015-2021.
- Project for Restoration of Livelihoods in Northern Uganda (PRELNOR): IFAD, USD 71 mill, 2015-2022.
- Development Response to Displacement Impact Project (DRDIP): World Bank, USD 50 mill, 2016-2021.
- Support Programme to the Refugee Settlements and Host Communities in Northern Uganda (SPRS-NU): EU/Valetta Trust Fund, EUR 20 mill, 2016-2019.

¹MoWT Annual Sector Performance Report 2016/2017

- Northern Uganda: Transforming the Economy through Climate Smart Agribusiness (NU-TEC): DFID, EUR 50 mill, 2014-2022.

2.2 Justification

Despite the other interventions mentioned above, there is a need for NURI given the development needs in Northern Uganda. With many years of experience from Northern Uganda, including from working with refugees and their host communities, and with approaches that in many ways differ from those of other actors, NURI is uniquely placed to promote enhanced resilience and equitable economic development, both through its own interventions and by sharing best practices and lessons learned with others.

Moreover most actors in the refugee intervention come from the humanitarian sector; NURI comes with strong development experience, well established links to local government systems and local communities and a team with deep local knowledge and understanding. The opportunities for supporting refugee self-reliance within Uganda's progressive refugee policy, while at the same time supporting hosting communities and safeguarding Uganda as a safe haven for refugees mean this engagement, which is closely aligned to the CRRF, has strategic significance well beyond Northern Uganda. The establishment of the CRRF secretariat offers useful opportunities for coordination and lesson learning and sharing. The pilot activities carried out to test the NURI concept for working with refugees under RDNUC, both in Climate Smart Agriculture and in Rural Infrastructure, have already created significant interest among the communities.

2.3 Lessons learnt

Denmark has supported development in Northern Uganda since 1999. First through support to the Self-Reliance Strategy (SRS) of the Government of Uganda, and later through successive phases of Development Assistance to Refugee-hosting areas (DAR) in West Nile, directed at improving agricultural livelihoods, and Restoration of Agricultural Livelihoods in Northern Uganda Component (RALNUC), focused on returning internally displaced persons in the Acholi sub-region following the 1986-2006 insurgency in Northern Uganda. Most recently, U-Growth II has seen Denmark support the Recovery and Development in Northern Uganda Component (RDNUC), operating in both West Nile and the Acholi sub-region. Important lessons have been learnt from these interventions as documented in various assessments, reviews and evaluations, most recently the 2016 mid-term review of U-Growth II and a recent study on "Challenges and opportunities in Northern Uganda concerning development and forced displacement to inform the Danish Country Programme for Uganda 2018-2022".

Enterprise selection. The RDNUC focused on a few strategic crops with the intention of applying a value chain approach to promote commercial agriculture. While this approach promoted production and bulk selling, and has led to significant earnings for some farmers, it has paid secondary attention to increased resilience through climate smart agriculture and combining cash crops and food crops. NURI needs to apply the strategic crop approach more flexibly and, in a more climate-smart manner,

rigorously promote inter-cropping, crop rotation, soil and water conservation and market opportunities.

Beneficiary targeting. With regard to targeting, women comprised 65 percent of beneficiary farmers during RDNUC, and youth (defined as 18-35 years old under RDNUC) comprised 59 percent of participants in rural infrastructure projects. This suggests that the challenge is not so much in ensuring equitable participation of women and youth in development, but rather in ensuring that this translates into their economic and social empowerment, which is a major objective in NURI. A related lesson is that youth, who do not have family and financial responsibilities, are often reluctant to participate in agriculture, but more eager to participate in public works, suggesting that public works can be a way to reach this group and give them an opportunity to earn some income.

Implementing partner selection. RDNUC preferred to implement the agriculture production and marketing interventions through district farmers associations (DFAs). However, the lack of DFAs and local NGOs with the necessary capacity compelled the RDNUC CF to set up its own units to implement the agricultural production and marketing, but without a plan to help farmers develop the units into capable organizations. Self-implementation by RDNUC has had some advantages. RDNUC trained and equipped many staff with skills they can apply in different contexts. In addition, efficiency was high due to decreased fiduciary risks and no politicisation of activities. The lack of sustainability of the implementation units remains a major concern. While there are no easy answers to the challenge of finding capable implementing partners, going forward, the RDE and NURI CF will have to consider carefully the options and risks.

Complimentary activities. Low financial literacy levels in Northern Uganda are a further challenge to economic resilience. The 2017 RDNUC monitoring survey found that most members of farmer groups supported under the RDNUC had only completed lower and upper primary, and as such low literacy levels were experienced. Therefore, many participants in supported groups could not be fully functional in terms of record keeping and public/community engagement. Village Savings and Loan Associations (VSLAs) offer an avenue for addressing this challenge, as groups who have VSLAs are not only more resilient and cohesive, but also invest most of their savings in agricultural activities. Moreover, 75 percent of the group members were found to be taking loans for agricultural purposes. VSLA is also seen as having positive impact on women's sense of empowerment and female support networks. Thus, the VSLAs directly compliment the training in good agricultural practices as well as offering a practical way to address poor financial literacy and women's empowerment.

Project coordination. In terms of coordination, the District Technical Planning Committee (DTPC) was the steering committee for RDNUC at district level, providing supervision and monitoring of the projects and integrating them into the District Development Plan (DDP). This ensured RDNUC was harmonized with other projects in the district, such as the PRDP and NUSAF. As humanitarian and development actors are increasingly targeting similar beneficiaries in host communities and refugee settlements with similar approaches, the need for coordination both nationally and locally is increasing. Nationally, the secretariat for the Comprehensive Refugee Response Framework (CRRF) and the CRRF Development Partners Group could provide a platform for coordination. Within the UPSIDE thematic area, there is a potential for improved synergies and resource-efficiency between

the different engagements if coordination and information-sharing is improved compared to U-Growth II.

The NURI Project Document, which forms part of this Development Engagement Document, details the other lessons, which informed the formulation of NURI.

2.4 Rationale for the support

NURI will contribute to the thematic objective of UPSIDE (“sustainable and inclusive economic growth”) by pursuing enhanced resilience and equitable economic development in supported areas of Northern Uganda, including for refugees and host communities. To achieve this objective, NURI will promote climate smart agriculture and marketing, agriculture related rural infrastructure, and agriculture oriented water resources management. NURI’s outputs are thus²:

- Output 1: Increased agricultural output of small-scale farmers
- Output 2: Agriculturally related rural infrastructure renovated and constructed
- Output 3: Agriculturally-related physical and natural water infrastructure renovated and constructed or made more resilient to climate change

Increased agricultural output of small-scale farmers will be realized through CSA activities. This will be achieved through practical knowledge and skills enhancement in climate-smart farming as well as marketing, and it will target both refugees and hosting communities. The CSA activities will also give farmers CSA technologies in order to improve productivity. The rural infrastructure activities on the other hand are included to improve access to farmland, markets and other socio-economic services, while the activities in water resources management are intended to improve water availability within the open landscape and improve soil moisture for farming. The project will be youth and gender sensitive and implement complimentary activities such as financial literacy, VSLA and SRHR services. To that end, NURI will identify and work with suitable knowledge partners to realize its outputs. This way, NURI will contribute to one of the four overall development objectives of NDP II, namely, “increase sustainable production, productivity, and value addition in key growth opportunities” as well as to the GoU objective to “enhance national response capacity to refugee emergency management”. NURI will thus support Uganda in realising SDG 1 (no poverty), 5 (gender equality), 8 (decent work and economic growth), 10 (reduced inequalities) and 16 (peace, justice and strong institutions).

2.5 Theory of change

The objective of NURI is to enhance resilience and equitable economic development in supported areas of Northern Uganda, including for refugees and host communities. NURI will pursue this objective by training farmers in climate smart agriculture and marketing; rehabilitating/constructing

² It should be noted that in the Management Contract for Rural Infrastructure and Water Resources Management, Outputs are stated and described at “intervention” level although with same indicators and targets at “Output” level. Output 1 falls under “Intervention 1: Climate Smart Agriculture - Training of small-scale farmers in climate smart agriculture and agriculture marketing”. Output 2 falls under “Intervention 2: Rural Infrastructure – Renovation and construction of agriculturally-related rural infrastructure”; and Output 3 falls under “Intervention 3: Improved Climate Change Resilience in Northern Uganda through WRM, including for refugees and host communities”.

agriculture related rural infrastructure; and by rehabilitating /constructing agriculture related physical and natural water infrastructure.

Through the support of NURI, smallholder Ugandan and refugee farmers in Northern Uganda will improve their knowledge, skills and technologies in climate smart agriculture, and apply climate smart farming practices. They will also increasingly farm a suitable mix of food crops and cash crops. This will lead to gains in productivity, marketable surplus, market participation, produce sales and household food security and incomes. Similarly, through rehabilitation /construction of agriculture related physical and natural water infrastructure, NURI will improve soil moisture in the open landscape, leading to improved yields, outputs, marketable surplus, market participation and household incomes.

On the other hand, the renovation and construction of agriculturally related rural infrastructure such as community access roads will improve access to internal (local) as well as external markets for local produce. This combined with training in collective marketing and increased dissemination of market price information for both cash crops and surplus food crops will enhance marketing resulting in higher incomes for farmers.

NURI will further provide complimentary training in financial literacy and family planning in order to improve household financial management and reduce dependency ratios. The improved food security and incomes combined with improved household financial management and reduced dependency ratios will increase resilience of the participating households to socio-economic shocks, including for both refugees and refugee hosting communities.

For these changes to happen, the beneficiary farmers should be willing to participate in the programme and adopt climate smart agricultural methods (knowledge, skills and practices/technologies) that improve the productivity and resilience of their farming systems. Refugees should also be able to access land for agricultural activities, and be able to produce beyond their subsistence requirements. The project further assumes that participating households will be receptive to SRHR messages and practice family planning; that they will participate in the financial literacy lessons and apply financial management skills they have acquired. Developments concerning these assumptions will be closely monitored as part of the general monitoring (ref section 8 on M/E).

2.6 Guiding principles

NURI's guiding principles are based on the lessons learned in previous interventions in Northern Uganda and on consultations with stakeholders. NURI will be implemented in the districts of Arua, Moyo, Adjumani, Nebbi, Pakwach, Zombo, Kitgum, Lamwo and Agago based on the following principles:

- 1) Targeting at least three refugee hosting districts;
- 2) Including refugees in refugee hosting districts;
- 3) Consolidating previous interventions under RDNUC;
- 4) Maximizing synergies within the three NURI outputs and with other engagements under UPSIDE;
- 5) Targeting WRM interventions in areas identified as water deficient in selected micro-catchments;
- 6) Ensuring overlap to the extent possible between the participants in all the three NURI outputs;

- 7) Covering 120,000 farmers or 4,000 farmer groups;
- 8) Selecting farmer groups based on criteria outlined in the CSA Training Manual;
- 9) Supporting beneficiary farmer groups for up to three years;
- 10) Focusing on upstream part of the agricultural value chain i.e. production, PHH and marketing;
- 11) Using labour intensive methods and other low cost technologies when implementing RI & WRM;
- 12) Where feasible, including elements of cost sharing for sustainability;
- 13) Promoting participation and empowerment of women and youths;
- 14) Including training in financial literacy, VSLA and Sexual Reproductive Health & Rights (SRHR)
- 15) Involving the DLGs and CMOs in planning, approval, monitoring & supervision of WRM;
- 16) Coordinating closely with similar development interventions.

2.7 Synergies with other development engagements

NURI will continuously pursue internal synergies with the two other UPSIDE engagements, Agricultural Business Initiative (aBi) and TradeMark East Africa (TMEA). TMEA's interventions/projects are especially aimed at reducing non-tariff barriers to trade as well as lowering the trade transactions costs for both small-scale and large-scale traders. This can be beneficial to NURI beneficiaries, especially if TMEA implements such projects at border-crossings in West Nile and Acholi sub-regions. TMEA in its new strategy has already identified two border posts in West-Nile that they will be working on, and the One Stop Border Post (OSBP) in Elegu is under construction. TMEA's support for improved adherence to quality standards can also contribute to furthering NURI's objective.

Concerning aBi, support to value chain development, for example to agro-processing companies in Northern Uganda, can improve the market and increase the demand for agricultural primary production, resulting in better prices and increased income for NURI beneficiaries – not least if they increasingly adhere to quality standards.

There will be strong synergies with UNFPA's WAY program, funded under the UPGRADE thematic programme of the Country Programme. Groups formed under NURI (primarily farmer groups under Output 1, but if feasible also groups under output 2 and 3) will be direct beneficiaries of the SRHR, GBV and family planning activities of UNFPA and its implementing partners.

In the field NURI officers will work with CARE International staff, who are contracted to implement the parts of the WAY program related to integration of SRHR and GBV into livelihoods programs. The intervention will give NURI group members information and access to referral services, and strengthen the capacity of NURI staff and partners in SRHR and GBV. As CARE has a strong profile in gender and women's empowerment NURI will benefit from their experience in implementation of activities in general. The collaboration with UNFPA's WAY program will take the form of trainings of the extension workers on SRHR and GBV issues and integration of SRHR training during some of the NURI training sessions for the farmer groups by CARE. The Extension workers will only provide SRHR referrals or guide their respective farmer group members who may require SRHR services but will not become SRHR trainers. The SRHR-livelihood integration will not target all the NURI districts. NURI farmer groups and extension workers who are outside the eight UNFPA WAY districts will not be covered.

3.0 Development Engagement Objective

The Royal Danish Embassy in Kampala will base the actual support on progress attained in the implementation of the engagement as described in the NURI Project Document. Progress will be measured through the NURI CF's monitoring framework. For Danida's reporting purposes the following key outcome and output indicators have been selected to document progress:

Table 3.1: NURI Results Framework

Engagement		Northern Uganda Resilience Initiative (NURI)	
Outcome		Enhanced resilience and equitable economic development in supported areas of Northern Uganda, including for refugees and host communities	
Outcome indicator		<ol style="list-style-type: none"> 1. Increase in average annual agricultural cash income of participating households (segregated by age, gender of household head and, refugee status) 2. Reduction in number of participating households reporting periods of food insecurity (segregated by age, gender of household head and, refugee status)³ 3. Total number of people benefitting from supported WRM interventions (segregated by age, gender of household head and, refugee status) 	
Baseline	Year	2018 ⁴	<ol style="list-style-type: none"> 1. TBD (baseline survey in targeted areas) 2. TBD (baseline survey in targeted areas) 3. TBD
Target	Year	2022	<ol style="list-style-type: none"> 1. 20% 2. TBD 3. TBD
Output 1		Increased agricultural output of small scale farmers	
Output indicator		<ol style="list-style-type: none"> 1.1 Cumulative percentage of participating households adopting additional CSA practices 1.2 Cumulative percentage increase in average yields per acre for strategic crops 1.3 Cumulative percentage of the quantity of strategic crops harvest that is sold 	
Baseline	Year	2018	<ol style="list-style-type: none"> 1.1 NA 1.2 TBD (based on baseline) 1.3 TBD (based on baseline)
Annual target	Year 1	2019	<ol style="list-style-type: none"> 1.1 40% (based on RDNUC achievements) 1.2 TBD (based on baseline) 1.3 55% (based on RDNUC achievements)
Annual target	Year 2	2020	<ol style="list-style-type: none"> 1.1 50% 1.2 5% 1.3 60%
Annual target	Year 3	2021	<ol style="list-style-type: none"> 1.1 60% 1.2 10%

³ Outcome indicator number 2 in the Country Programme Document has been adjusted here; from "Reduction in *average period*" participating households are food insecure ..." to reduction in *number of participating households* reporting periods of food insecurity. It is easier to determine the number of participating households who report reduction in periods of food insecurity compared to the average period of food insecurity.

⁴ Some baseline studies were carried out under RDNUC, some to be finalised under NURI.

			1.3 65%
Annual target	Year 4	2022	1.1 65% 1.2 15% 1.3 70%
Output 2		Agriculturally-related rural infrastructure renovated and or constructed using labour intensive approach	
Output indicator		2.1 Average cumulative percentage of projects in district investment plans completed (segregated by refugee settlement area or not). 2.2 Cumulative number of beneficiaries that report a reduction in time and/or cost in transporting goods to a market place (segregated by refugee settlement area or not).	
Baseline	Year	2018	2.1 0% 2.2 0
Annual target	Year 1	2019	2.1 20% 2.2 5,000
Annual target	Year 2	2020	2.1 50% 2.2 10,000
Annual target	Year 3	2021	2.1 80% 2.2 15,000
Target	Year	2022	2.1 100% 2.2 20,000
Output 3		Agriculturally-related physical and natural water infrastructure constructed or made more resilient to climate change⁵	
Output indicator		3.1 Cumulative number of micro-catchment management plans implemented 3.2 Number of agriculturally-related physical & natural water infrastructure constructed or rehabilitated (adjusted CCE supporting indicator) 3.3 Community/user management agreements developed and implemented	
Baseline	Year	2018	3.1 0 3.2 0 3.3 0
Annual target	Year 1	2019	3.1 2 3.2 10 3.3 4
Annual target	Year 2	2020	3.1 4 3.2 20 3.3 8
Annual target	Year 3	2021	3.1 6 3.2 30 3.3 12
Annual target	Year 4	2022	3.1 8 3.2 40 3.3 16

⁵ Indicators from DED for Improved Climate Change Resilience in Northern Uganda through Water Resources Management, including for Refugees and Host Communities

4.0 Risk Management

The Programme Document for the Danish Country Programme for Uganda 2018-2022 and its Annex F outline the overall risks. Table 4.1 outlines selected programmatic and institutional risks and related responses for NURI.

Table 4.1: NURI Risk Analysis Matrix

Risk factor	Likelihood	Impact	Risk assessment and response	Residual risk
Programmatic risks				
Creation of aid dependency by supporting small-scale farmers to access subsidized low-cost inputs for production and processing, including animal traction and post-harvest handling equipment.	Likely	Major	NURI's strategy is to provide inputs only to those farmer groups that fulfil certain conditions, like co-financing and preparation of a business plan. Also, subsidized inputs like bulk stores, animal traction and post-harvest handling equipment will constitute a small proportion of the total intervention under NURI.	Minor
Poor sustainability of constructed or renovated infrastructure due to insufficient maintenance.	Likely	Major	NURI will strengthen learning from cases where mobilization of local communities for maintenance has been successful, and continuously explore and share information on best practice.	Minor
Women will not actually get empowered due to deep-rooted cultural practices and norms.	Likely	Major	NURI's strengthened focus on female empowerment is in itself a recognition of such deep-rooted cultural practices and norms. While changing these completely in a few years might not be possible, an attempt will be made. Training in financial literacy and family planning are seen as key opportunities.	Minor
Local communities become disgruntled due to disagreement with the selection of beneficiaries and projects.	Likely	Minor	NURI will emphasize transparency and inclusion in the decision-making process. Stakeholders will be sensitized before project selection and distribution of resources will be done in a transparent way. Projects identified by the communities through a participatory process will be preferred.	Minor
Interventions by other DPs offer more lucrative support for beneficiaries and better salaries for staff	Likely	Minor	NURI will seek to coordinate with other DPs to avoid geographical overlap and "competition" for beneficiaries, and to coordinate general remuneration levels for both community participation and project staff.	Minor

Risk factor	Likelihood	Impact	Risk assessment and response	Residual risk
			The RDE will pursue adherence to the <i>Local Development Partners' Group's Rates of Allowances for Government Officials and Civil society Beneficiaries</i> , among the other Development Partners.	
Institutional risks				
Corruption or misuse of funds among NURI implementing partners (also programmatic risk)	Likely	Major	The risk will be mitigated through implementation modalities based on experiences from DAR2/RALNUC2 and RDNUC, where a lot has been done to minimise the risks for misuse of funds and mismanagement of resources. Lessons learned from financial management safeguards under RDNUC will be incorporated into the Management Manual and Accounts Manual, which will regularly be reviewed and improved.	Minor
Self-implementation by NURI CF leads to lack of sustainability and excessive management burdens.	Unlikely	Major	This risk will be mitigated by building on previous positive effects of self-implementation: Many local staff have been trained and equipped with skills they can apply in different contexts, and efficiency has been high due to decreased fiduciary risks and no politicisation of activities.	Minor
Limited engagement of local governments, as they do not implement.	Unlikely	Minor	As NURI will rely on the active engagement of DLGs, it is designed to ensure full alignment to their structures and procedures. Furthermore, capacity building will be integrated in all NURI interventions.	Minor

5.0 Inputs/Budgets

The Danish commitment is made in Danish Kroner (DKK). The total budget for the engagement is DKK 285 million over a period of five years. The main outputs and budgets are given in the Table 5.1.

Table 5.1: NURI overall budget for the period 2018-2022 (DKK millions)

Output	2018	2019	2020	2021	2022	Total	%
Climate Smart Agriculture (CSA)	-	16	32	32	26	106	37.2
Rural Infrastructure (RI)	-	16	32	32	26	106	37.2
Water Resources Mgt (WRM)	3	8.5	8.5	8	7	35	12.3
Coordination incl. TA and M&E	-	6	6	6	6	24	8.4
Contingency	-				14	14	4.9
Total	3	46.5	78.5	78	79	285	100

The funds for WRM derive from the Climate Change Envelope, disbursements of which are centrally coordinated by the Danish Ministry of Foreign Affairs in Copenhagen. Disbursement budgets for the WRM output will be coordinated with the relevant unit in the Danish Ministry of Foreign Affairs. Changes to the budget shall be approved by the RDE, though in the case of WRM only after consultation with the relevant unit in the Ministry of Foreign Affairs and observing the conditions of the DED and the Programme Support Agreement for the WRM output.

The budget includes DKK 14 million for contingencies. In consultation with RDE, the NURI CF can use contingencies only to cover unforeseen expenses for planned activities (budget margin for extraordinary price increases, money exchange losses, unforeseen expenses etc.). According to the "Guidelines for Programmes & Projects January 2018", contingencies can only be used within the same development engagement without limits. The NURI CF may spend the contingencies before 2022. Should this be insufficient, the CF and RDE will adhere to the rules of reallocations between development engagements.

NURI CF and its partners for outputs 1 and 2 will prepare annual work plans and budget, which will follow the calendar year. While for output 3, MWE/DWRM will prepare an annual work plan following the GoU Financial Year.

6.0 Management Arrangements

The parties have agreed to the following management arrangement with the aim to ensure adequate dialogue and timely decisions concerning this development engagement. The management arrangements are described in detail in the NURI Management Manual based on the following:

6.1 Governance

Royal Danish Embassy. At the engagement level, RDE will be fully responsible for the overall management of NURI, including approval of consolidated annual work plan and budget for NURI (incorporating work plans and budgets from all implementing partners) and the planning of annual programme reviews. RDE will also have responsibility for procurements that require tendering in line with EU rules.

NURI Coordination Function. The NURI CF, headed by a Programme Management Adviser, will oversee and support the implementation of NURI while actual implementation in the beneficiary areas will be done by implementing partners. NURI CF will sign separate agreements with NURI implementing partners as concerns training in climate smart agriculture, marketing, and VSLA/financial literacy (output 1). Contract formats for individual agreements with the implementing partners are annexed to the NURI CF Management Manual and Accounts Manual. It is the responsibility of NURI CF to oversee and monitor contract implementation of implementing partners.

RDE and NURI CF will, meet at least twice a year as a steering committee to discuss progress, budgets, work plans and challenges concerning activities relating to the NURI project.

As concerns rural infrastructure (output 2), and water resources management (output 3), RDE will enter into a separate management contract with an implementing partner procured through an EU tender. RDE has already signed a Development Engagement Document with the GoU concerning planning and supervision of output 3.

SRHR/family planning is provided for in the Country Programme engagement signed with UNFPA. The activities of the implementing partners, will be aligned with the activities under the present DED and each contribute to the outcome and objectives described herein.

Activities commenced in 2018 with output 3. Activities for output 1 and 2 will commence in 2019.

District Local Governments. For output 1 and 2, district local governments and sub-county authorities will be fully involved in implementation. The District Council and the District Executive Committee of the respective participating districts will share responsibility for supervising activities under the engagement. The District Technical Planning Committees (DTPC) will approve all planned activities, and the relevant sector specialists will provide supervision and technical backstopping. In each district, the Chief Administrative Officer (CAO) shall appoint a Focal Point Officer (FPO) for the engagement. As concerns Output 3 (WRM), the district local governments and sub-county authorities along with the catchment management organisations (CMO) will be important stakeholders in decision-making, planning, implementation, monitoring and supervision of activities planned and supervised by the UNWMZ. Memoranda of Understanding (MoU) will be signed between NURI CF and relevant DLGs. Format for these MoUs are specified in the NURI CF Management Manual and Accounts Manual. These MoUs will specify the roles and responsibilities and obligation of the DLGs and the respective sub-counties. As relevant, an MoU may also be signed between NURI CF, Office of the Prime Minister and UNHCR as concerns interventions within refugee settlements.

UNWMZ, CMOs and WRM Steering Committee. For output 3, the Upper Nile Water Management Zone (UNWMZ) office in Lira will have the overall responsibility for planning, stakeholder engagement, monitoring and supervision of activities, within the framework of catchment based water resources management. The RI and WRM Contractor procured through an international tender in close cooperation with MWE/DWRM/UNWMZ will construct and renovate the agriculture related physical and natural water infrastructure. The relevant catchment management organisations in the UNWMZ in coordination with participating district local governments and sub-county authorities will be important stakeholders in decision-making, planning, implementation, monitoring and supervision of activities.

A steering committee for Output 3 (WRM) comprising of the RDE, NURI CF, PS MWE and the PS MoFPED will meet twice a year: once to approve work plans and budgets (June) and once to approve annual progress reports (September). The Steering committee may also meet on the request of any of its members.

Implementation Monitoring Committee. NURI CF will set up a NURI Implementation Monitoring Committee (IMC). The IMC will consist of the RDE, NURI CF, MoFPED, MWE, leaders of participating local governments, representatives of relevant line ministries and organizations (MAAIF, MoLG,

MoWT, OPM, UNHCR) and implementing partners. The IMC will meet annually in a learning and reflection workshop, and will carry out overall programme monitoring and performance audit of activities.

The NURI Project Document and the signed WRM DED detail the specific roles of NURI CF, implementing partners for CSA, MWE/DWRM/UNWMZ, the Steering Committees, contractor for RI and WRM, and the local governments.

6.2 Coordination with other interventions

Coordination of NURI with other interventions at district level will be the responsibility of the CAO or his designate. The coordination of the interventions at regional and national level will take place in the CRRF Development Partners Group (CDPG), the Refugee Development Partners Group (RDPG) the Water and Sanitation Development Partners' Group (WS DPG) and other relevant sector working groups in which the RDE participates. There will be further coordination and information sharing through the PRDP Technical Working Group, chaired by the office of the Prime Minister (OPM), and the CRRF secretariat. NURI CF will further liaise both locally and nationally with development partners and other stakeholders to ensure that the NURI activities are well coordinated.

6.3 Reporting

NURI CF will submit consolidated biannual physical progress reports to RDE that will clearly reflect progress made towards implementation of this DED and relevant supporting documentation such as approved work plans and budgets, recommendations from reviews, etc. The NURI CF shall prepare and submit to the RDE quarterly financial reports not later than 15 days after the end of the quarter⁶. The reporting format and requirements for the physical progress report and financial report are detailed in the NURI Management Manual. The annual progress report, audited financial reports, and documentation on monitoring as reported by IPs to NURI CF will form the basis for continued support to the IPs and development of new work plans. Refer to *NURI's Annual Planning, Reporting and Financial Management Cycle* (Annex 1) for details of the reporting.

7.0 Financial Management

Both parties will strive for full alignment of the Danish support to the rules and procedures in the Guidelines for Financial Management of Decentralized Units.

The financial management system are described in detail in the NURI CF Management Manual and Accounts Manual on the basis of the following:

7.1 Budget approval

⁶ The quarter following the calendar year.

The annual budget for NURI CF and the implementing partners for Outputs 1 and 2 will follow the calendar year, while the budget for DWRM/UNWMZ will follow the Ugandan financial year. RDE shall provide NURI CF with a budget frame for each year. Annual work plans, where each activity is described and budgeted, will then be prepared by the implementing partners and DWRM/UNWMZ, reviewed, and consolidated by NURI CF. The RDE will approve the consolidated work plan and budget for Outputs 1 and 2, while the steering committee for Output 3 will approve the budget for Output 3. Even though the DLGs do not receive funds directly, they will receive budget figures for inclusion in their development plans to ease planning and coordination. Budget reallocations will be approved by RDE.

NURI CF will keep a multi-year budget for the grant period. Annual output-based budgets will link up to the multiyear budget to ensure oversight of planned spending for the grant period. A biannual budget should be presented together with the biannual disbursement request.

The budget will include clear budget notes on the specific expenditure categories in the overhead costs and programme costs, ensuring that the budget is self-explanatory and the transaction costs involved with implementation is clearly identifiable.

7.2 Disbursements

The RDE will disburse funds for Outputs 1 and 2 on a semi-annual basis to NURI CF, which will be responsible for disbursements to implementing partners. The implementing partners shall submit their quarterly funds request to NURI CF, which will review requests and disburse funds.

For output 3 (WRM), RDE will disburse funds to a withholding account in the Bank of Uganda after a request from the Ministry of Finance (Accountant General) and in accordance with the approved work plan. RDE will advise MoFPED when to request for funds.

RDE will disburse funds to NURI CF and MoFPED/MWE semi-annually.

NURI CF and the implementing partners shall operate separate bank accounts for Danida funds. NURI CF and the implementing partners will inform RDE about the Danida bank accounts including name of bank, bank account number and authorised signatories to the bank account. Any changes to the information must be reported to RDE.

Requests for funds shall include:

- Detailed bank account information;
- Bank statement and reconciliation;
- Output based budget for the period in accordance with the approved work plan and budget;
- Clearly state the cash flow need by presenting the current liquidity, commitments made and cash flow need for the coming period;
- Requests must be signed by an authorised person.

The overall conditions for disbursement of funds includes:

- Satisfactory use of prior disbursements;
- Satisfactory programmatic and financial reporting for the previous period;
- Submitted receipt for prior disbursements;

- Submitted satisfactory audited accounts;
- Availability of approved work plan and budget for the period to be financed;
- No accumulation of funds.

NURI CF, MoFPED and implementing partners must submit a receipt to RDE and NURI CF as relevant, no later than 14 days after receipt of the funds. Refer to Annex 1, which includes details of the disbursement cycle.

7.3 Interests

Interest from bank holdings cannot be used to fund activities. Interest earned by NURI CF as well as by all implementing partners with agreements under NURI CF shall book interests on a separate account in the accounting system. At the end of each accounting period, NURI CF will collect interests earned from all implementing partners, and transfer interest earned during the accounting period to RDE.

7.4 Accounting

Procedures regarding cash handling, approval of expenditures, reporting, budget control and other internal control, including control of assets (fixed assets, stores, debtors and cash) shall be based on sound financial management procedures and International Accepted Accounting Standards ensuring that:

- The Danish grant is entered into the accounts as income;
- Reporting on expenditures is of at least the same level of detail as in the grant budget;
- All expenditures are documented by original vouchers, invoices and original signed receipts;
- A computerised accounting system is established;
- An adequate register of equipment and other assets is maintained;
- Adequate control procedures are put in place;
- An accounting manual is maintained;
- The administration adheres to established written procedures.

Detailed financial management procedures must be described in the NURI CF Management Manual and Accounts manual. The manual shall be forwarded to the auditor, as soon as possible after the auditor has been appointed, for comments and recommendations after which it is approved by the Steering Committee.

NURI CF shall keep its accounts in local currency. The audited, annual accounts will include amounts in local currency as well as DKK and the auditors will report on exchange rate gains/losses and the method for calculating these (see below on auditing).

NURI CF shall account for funds in accordance with Danida's "*Guidelines for Financial Management of Decentralized Units*" (<http://amg.um.dk/en/technical-guidelines/financial->

[management/decentralised-project-accounting](#)). This guideline is an integral part of the NURI CF Management Manual and Accounts Manual and must be adhered to.

The funds for the implementing partners will be given on a grant basis and shall be accounted for in accordance with Danida's "*General Guidelines for Accounting and Auditing of Grants Channelled through National NGOs*" (<http://amg.um.dk/en/technical-guidelines/financial-management/accounting-and-auditing>). It is the responsibility of NURI CF to ensure implementing partners follow this guideline.

MWE's accounts department will account for Danish funds to DWRM/UNWMZ in conformity with Danida's *General Guidelines for Accounting and Auditing of Grants channelled through governmental, parastatal and International Organizations*. It is the responsibility of NURI CF to ensure MWE follow this guideline.

The implementing partner procured through a tendering process will account for funds in accordance with the provisions in the signed contract.

7.5 Procurement procedures

The implementing partners will be responsible for their own procurement, when their procurement capacity and guidelines have been assessed and approved to be of an acceptable standard. In some cases, NURI CF may do centralised procurement on behalf of the implementing partners. It will be specified in the annual work plan where the NURI CF is responsible for the procurement. NURI CF will follow Danida procurement rules in accordance with the provisions in the Guidelines for Decentralized Units. For Output 3 (WRM), the DWRM/UNWMZ will follow GoU procurement rules.

7.6 Allowances

Non-NURI staff, including GoU officials, participating in NURI activities will receive allowances (per diems, transport etc.) in accordance with the agreed *Local Development Partners' Group's Rates of Allowances for Government Officials and Civil society Beneficiaries* (Annex 2), or any updated version provided by RDE from time to time. The guiding principles behind the agreed rates include (see full document for details):

- Allowances should be paid only when it is absolutely unavoidable;
- Sitting, participation and facilitation allowances will not be paid under any circumstances;
- In general, when representatives from the Government or other organizations participate in activities, programs and events, it should be assumed that the sending organization has an interest in being represented. Therefore, as a rule, the sending organization should be expected to cover all costs related to participation, including per diems and travel reimbursements.

For Output 3 (WRM), as support is given to a government entity, DWRM/UNWMZ will apply GoU rates for allowances.

7.7 Asset management

NURI CF will ensure the proper documentation and management of project assets based on the following principles:

- NURI CF will keep an updated register of NURI assets and ensure that the implementing partners do the same.
- In collaboration with RDE, NURI CF will ensure proper handing over of project assets to implementing partners when relevant including any deregistration with URA. RDE will, based on legal advice provide guidance to NURI CF on proper documentation and handling of the assets.
- NURI CF will keep an updated list of all assets under NURI CF and implementing partners, registered under the Danida TIN number. NURI CF will inform the RDE of any changes to the assets register due to disposal, new procurement, theft etc.
- The RDE and NURI CF will reconcile the asset register with the URA database at least once a year.

7.8 Auditing

At the end of the financial year, NURI implementing partners for outputs 1, 2 and 3 shall prepare and submit audited, annual accounts to NURI CF. It is the responsibility of NURI CF to ensure that audited accounts are received timely and that they are appropriately audited. The financial year shall follow the calendar year. The Terms of Reference for the audit and appointment of the auditors must be approved by RDE. The auditor will audit each of the implementing partners as well as the NURI CF and submit individual audit reports to NURI CF and one consolidated audit report to RDE. The advance payments and outstanding advances to implementing partners must be specified in the consolidated audit report to RDE.

The audits will be conducted in accordance with International Standards of Auditing (ISA) and should include elements of compliance and performance audit. The audited financial statement and the management report should as a minimum include:

- Expenditure statement in accordance with the approved budget;
- Show the budget figures in a separate column to ease actual vs budget analysis;
- Report on opening and closing balances for funds carried forward ensuring that all funds available for activities are included in the income statement;
- Report on un-presented cheques, unaccounted for advances, receivables and payables;
- Report on exchange rate gains and losses and the method for calculating these;
- A verified (by the auditors) asset register with details on location, date of purchase, ownership, identification number (if applicable) and condition. Any disposals during the FY should be included in the register.
- Physical inspection of some randomly selected works to provide the auditors view on quality and quantity of works performed.

NURI CF shall ensure that any material issues raised in the auditor's report is appropriately and timely followed up and appropriate actions taken.

The accounting documentation shall at any time be available for scrutiny by the MFA and the Danish Auditor General.

The Ugandan Office of the Auditor General will audit the grants to the UNWMZ on annual basis following the GoU financial year. The OAG will conduct the audit in accordance with International Standards of Auditing (ISA), which will include elements of compliance and performance audit. MWE/DWRM will include the budget for the audit under the WRM project annual work plans. The MWE/DWRM will prepare the terms of reference for the audit, which NURI CF/RDE will review and approve.

7.9 Financial monitoring

NURI CF will be regularly monitored by the RDE in accordance with the provisions in the *Guidelines for Financial Management of Decentralized Units*.

NURI CF will be responsible for financial monitoring of implementing partners and will be staffed to ensure that expertise for this task is available internally. NURI CF will review the financial reporting from the implementing partners and check that the agreed procedures are being followed. A format for financial monitoring and reviews will be developed and will be part of the NURI CF Management Manual and Accounts Manual. The financial management process will follow the time line detailed in Annex 1.

7.10 Anti-corruption

NURI CF, the implementing partners and DWRM/UNWMZ will strive to prevent corruption, including by actively working with risk management, sound financial management, transparency and value for money while spending and procuring.

According to the Danish Auditor General's Act, The National Audit Office of Denmark must be notified on cases of irregularities or other misuse of Danish development assistance causing reasonable suspicion of highly irresponsible management, corruption or fraud.

Any substantiated suspicion of irregularities, fraud or corruption must be report to RDE immediately and in all cases before an external investigation is initiated including any extended audit, special audit, forensic audit or other investigation or review. It is the responsibility of RDE to forward cases, which RDE assesses, should be reported, to the Danish MFA and further to the National Audit Office of Denmark. Cases reported to the National Audit Office of Denmark are with few exemptions published on the MFA's website.

Danida has a zero tolerance towards corruption and RDE expects that NURI CF, the implementing partners and MWE/DWRM/UNWMZ will continuously work to prevent, detect and follow up on

corruption. It is a requirement that NURI CF, the implementing partners and MWE/DWRM/UNWMZ share and report on all substantiated suspicions in a timely manner.

These types of irregularities should be reported:

- Fraud, corruption and theft;
- Highly irresponsible management of funds, non-compliance to this agreement or serious non-compliance to agreements with IP's;
- Any issues that interfere or threaten to interfere with the attainment of the objectives of this agreement or any agreement with IP's (e.g. funds spent in accordance with budget but results significantly below target resulting in clear lack of Value for Money);
- Any issues that might result in a financial loss, partnerships ending with unaccounted for funds, qualified IP audits, and any other issues deemed relevant.

The below standard corruption clause applies between the parties of this DED and should furthermore be inserted in agreements NURI CF signs with implementing partners:

Corruption Clause: No offer, payment, consideration or benefit of any kind, which could be regarded as an illegal or corrupt practise, shall be made, promised, sought or accepted – neither directly nor indirectly – as an inducement or reward in relation to activities funded under this agreement, incl. tendering, award or execution of contracts. Any such practise will be grounds for the immediate cancellation of this agreement and for such additional action, civil and/or criminal, as may be appropriate. At the discretion of the Danish Ministry of Foreign Affairs, a further consequence of any such practise can be the definite exclusion from any tendering for projects or other funding from the Danish Ministry of Foreign Affairs.

8.0 Monitoring and Evaluation (M&E)

Objectives of the M&E system. NURI CF will develop a monitoring and evaluation system, whose objectives will be to:

1. Measure results in order to track progress and enable communication.
2. Guide the planning, coordination and implementation of the component.
3. Monitor developments in "Risks and Assumptions" as explained in Section 4.0
4. Assess the effectiveness of the engagement activities and identify areas for improvement.
5. Ensure accountability to both Danida and the beneficiaries.

Basis of M&E. The basis for monitoring and evaluation will be NURI Monitoring and Evaluation Manual and the detailed results framework therein, which will include indicators on training in financial literacy, SRHR, and GBV. The Monitoring and Evaluation Manual will define indicators and targets at the impact, outcome and output levels. It will specify key information that is needed to measure the indicators. It will also identify sources of information and describe methods for data collection. Finally the M&E Manual will define reporting requirements in terms of content, process, when the information is reported; and who is responsible for reporting the information as well as spell out processes for critical reflection and learning.

Right of RDE. The RDE shall have the right to carry out any technical or financial mission that it considers necessary to monitor or evaluate the implementation of the programme. Also after the termination of the engagement, RDE reserves the right to carry out an evaluation. Representatives of the Auditor General (AG) of Denmark shall have the right to carry out any audit or inspection considered necessary as regards the use of Danish funds based on all relevant documentation. The AG will also have the right to inspect accounts and records of suppliers and contractors relating to the performance of the contract, and to perform a complete audit.

Reporting system. In order to keep stakeholders informed of progress and results, implementing partners and UNWMZ will prepare quarterly reports and submit them to NURI CF. On semi-annual basis NURI CF will consolidate these reports in a NURI Progress Report and submit to RDE/DWRM/MWE and other stakeholders. See also section 6.3 on reporting.

8.1 Levels of M&E

Monitoring and evaluation will be done at different levels. *Baseline studies* will be carried out early in the program, once the first beneficiary groups have been identified. *Output monitoring* will be undertaken by NURI CF as part of bi-annual surveys and relevant, topic-specific mini-surveys to check if the interventions give the expected results. *Activity monitoring* will be done by the implementing partners and DWRM/UNWMZ and will be documented in their quarterly and annual progress reports. This will be supplemented by monitoring done by the DLGs, NURI CF and occasionally RDE.

At the thematic programme level, an annual meeting of UPSIDE implementing partners will be held in conjunction with the annual meeting of Country Programme partners, in order to strengthen coordination, learning and synergies.

8.2 Implementation monitoring committee (IMC)

At the engagement level, an Implementation Monitoring Committee (IMC) will be set up consisting of NURI CF, leaders of participating district local governments, representatives of relevant line ministries and organisations (MoFPED, MAAIF, MoLG, MoWT, MWE, OPM, UNHCR) and implementing partners. The IMC will meet annually in a learning and reflection workshop for the purpose of carrying out programme monitoring and performance audits of activities. RDE will participate in the IMC meetings.

8.3 Reviews

The Danish CP 2018-2022 will undergo a mid-term review in 2020, which will also include NURI. This review will assist the Embassy in planning the second half of the programme period and adapt the programme to changing circumstances. RDE will prepare the terms of reference for the review, based on background materials provided by NURI CF. There will be an end-of-programme evaluation in 2022. The mid-term review and the end-of-programme evaluation are to be conducted by the MFA.

Signatures

For the Northern Uganda Resilience Initiative Coordination Function (NURI CF):



[NURI Programme Management Adviser/Head of NURI CF]

Date: 22/3/2019

For the Royal Danish Embassy, Kampala:



MAJBRIT HOLM JAKOBSEN

Chargé d'Affaires e.p., Royal Danish Embassy

Date: 22/3-2019

Annex 1

NURI's Annual Planning, Reporting and Financial Management Cycle

Month	Implementing Partners	NURI CF	DWRM/UNWMZ	DLGs	RDE
January	<p>IPs provide monthly report highlights to NURI CF</p> <p>IPs submit previous quarter's physical progress report to NURI CF</p> <p>IPs submit previous quarter's financial report to NURI CF</p>	<p>NURI CF submits quarterly financial report to RDE</p> <p>NURI CF submits 4th quarter progress report to DWRM/UNWMZ</p> <p>NURI CF receives the tentative annual inflation percentage to be used for salary adjustment (national staff)</p> <p>NURI CF conducts and documents performance appraisal of local staff.</p> <p>NURI CF receives overview of expenses paid during the previous quarter directly by RDE on behalf of NURI CF</p> <p>NURI CF transfers bi-annual funds to IPs</p>	<p>DWRM/UNWMZ submits quarterly progress report to NURI CF</p> <p>DWRM/UNWMZ submits quarterly financial report to NURI CF</p> <p>DWRM/UNWMZ shares the previous FY's audit report with the WRM Steering Committee</p>	<p>DLGs submit monthly supervision report to IPs and NURI CF</p> <p>NURI CF submits previous quarter's progress report to DLGs</p> <p>DLGs submit quarterly monitoring report to NURI CF and IPs</p>	<p>RDE transfers bi-annual funds to NURI CF</p>

Month	Implementing Partners	NURI CF	DWRM/UNWMZ	DLGs	RDE
February	IPs provide monthly report highlights to NURI CF	NURI CF commences annual audit of NURI CF and IPs (Kick start meeting with auditors).	MWE/RDE/NURI CF make follow up on audit findings	DLGs submit monthly supervision report to IPs	
March	IPs provide monthly report highlights to NURI CF IPs participate in annual audit of IPs	RDE monitors ongoing annual audit of NURI CF and IPs. NURI CF submits previous year's annual monitoring survey report to RDE NURI CF submits annual progress report to RDE	MWE/DWRM prepares the annual work plan and budget for WRM intervention MWE/RDE/NURI CF make follow up on audit findings	DLGs submit monthly supervision report to IPs	
April	IPs provide monthly report highlights to NURI CF IPs submit previous quarter's financial and physical progress report to NURI CF IPs provide management comments to the audit reports	NURI CF prepares annual planning guidelines including budget for the WRM intervention following GoU FY NURI CF receives quarterly financial report from IPs NURI CF submits quarterly financial report to RDE NURI CF receives and reviews individual IP audit reports.	MWE/DWRM finalizes her work plan for the WRM intervention DWRM/UNWMZ receives from NURI CF the previous quarter progress report DWRM/UNWMZ submits quarterly progress report to NURI CF DWRM/UNWMZ submits quarterly financial report to NURI CF	DLGs submit monthly supervision report to IPs and NURI CF NURI CF submits previous quarter's progress report to DLGs DLGs submit quarterly monitoring report to NURI CF and IPs	RDE conducts biannual financial monitoring of NURI CF

Month	Implementing Partners	NURI CF	DWRM/UNWMZ	DLGS	RDE
		Auditor briefs RDE on audit findings. NURI CF receives overview of expenses paid directly by RDE on behalf of NURI CF during the previous quarter. RDE conducts and documents performance dialogue with NURI Advisers	MWE/DWRM/UNWMZ requests the Auditor General to provide annual audit plan for UNWMZ WRM intervention		
May	IPs provide monthly report highlights to NURI CF IPs participate in annual meeting of the IMC	NURI CF organizes and reports on the annual meeting of the IMC NURI CF reviews the UNWMZ's annual plan for the next FY NURI CF participates in the WRM steering committee meeting that approves the MWE/DWRM annual work plan	DWRM/UNWMZ participate in annual meeting of the IMC DWRM/UNWMZ finalizes the annual work plan for the next FY MWE convenes a meeting of the WRM Steering Committee to approve the DWRM/UNWMZ's annual work plan for next FY	DLGs submit monthly supervision report to IPs DLGs participate in annual meeting of the IMC	RDE participates in the WRM steering committee meeting that approves the MWE/DWRM annual work plan
June	IPs provide monthly report highlights to NURI CF	NURI CF reviews the MWE/DWRM annual work plan in coordination with RDE	WRM Steering Committee signs off the previous FY's audit report Accountant General MoFPED submits to RDE biannual	DLGs submit monthly supervision report to IPs	In coordination with NURI CF, the RDE reviews the annual work plan for MWE/DWRM and gives feedback to MWE/DWRM

Month	Implementing Partners	NURI CF	DWRM/UNWMZ	DLGs	RDE
	IPs submit bi-annual (Jul-Dec) disbursement requests to NURI CF	NURI submits bi-annual (Jul-Dec) disbursement requests to RDE	disbursement request for WRM funds Accountant General MOFPED transfers WRM funds to a separate MWE/UNWMZ account in Lira WRM Steering Committee approves the DWRM/UNWMZ's annual work plan for next FY		RDE receives before 30 th June the consolidated NURI audit report for the previous year RDE takes stock of and reports on expenditures and expected disbursements
July	IPs provide monthly report highlights to NURI CF IPs submit previous quarter's financial and physical progress reports to NURI CF	NURI CF prepares semi-annual progress report for the first half year. NURI CF receives overview of expenses paid directly by RDE on behalf of NURI CF during the previous quarter. NURI CF conducts financial monitoring of DWRM/UNWMZ	NURI CF submits previous quarter progress report to DWRM/UNWMZ DWRM/UNWMZ submits previous quarter financial report to NURI CF DWRM/UNWMZ submits annual progress report of previous FY to NURI CF MWE initiates annual audit of UNWMZ (by the Auditor General).	DLGs submit monthly supervision report to IPs and NURI CF NURI CF submits previous quarter's progress report to DLGs DLGs submit quarterly monitoring report to NURI CF and IPs	RDE reviews, follows up, finalizes and approves NURI consolidated audit report RDE conducts financial monitoring of DWRM/UNWMZ RDE makes bi-annual (Jul-Dec) disbursement to NURI CF and annual (Jul-Jun) disbursement to MWE/UNWMZ

Month	Implementing Partners	NURI CF	DWRM/UNWMZ	DLGs	RDE
August	IPs provide monthly report highlights to NURI CF	NURI CF reviews the DWRM/UNWMZ's annual progress report for the previous FY	MWE/UNWMZ receives WRM funds disbursed by RDE through MoFPED Steering Committee (SC) for WRM approves DWRM/UNWMZ's annual progress report for the previous FY	DLGs submit monthly supervision report to IPs	
September	IPs provide monthly report highlights to NURI CF NURI IPs receive financial and programmatic monitoring visits from RDE	NURI CF receives financial and programmatic monitoring visits from RDE. (NURI CF and RDE document and share report on financial and programmatic monitoring visits to implementing partners and UNWMZ)	MWE/DWRM/UNWMZ receive financial and programmatic monitoring visits from RDE	DLGs submit monthly supervision report to IPs	RDE conducts financial and programmatic monitoring of NURI
October	IPs provide monthly report highlights to NURI CF IPs submit previous quarter's financial and	NURI CF prepares annual planning guidelines including budget frames for the IPs RDE and NURI CF receive from the auditor and approves the detailed audit plan.	DWRM/UNWMZ receives from NURI CF the previous quarter's progress report DWRM/UNWMZ submits quarterly progress report to NURI CF	DLGs submit monthly supervision report to IPs and NURI CF NURI CF submits previous quarter's report to DLGs	RDE provides to NURI CF the budget frame for the planning year

Month	Implementing Partners	NURI CF	DWRM/UNWMWZ	DLGs	RDE
	physical progress reports to NURI CF IPs prepare their annual work plan and budgets	NURI CF receives overview of expenses paid directly by RDE on behalf of NURI CF during the previous quarter.	DWRM/UNWMWZ submits quarterly financial report to NURI CF	DLGs submit quarterly monitoring report to NURI CF and IPs	
November	IPs provide monthly report highlights to NURI CF	NURI CF reviews the IPs annual work plans and budgets for the next year and gives feedback to them NURI CF prepares consolidated work plan and budget per district and at programme level	MWE/WRM receives and responds to audit findings.	DLGs submit monthly supervision report to IPs and NURI CF	RDE takes stock of expenditures and expected disbursements to NURI CF.
December	IPs provide monthly report highlights to NURI CF	NURI CF submits to RDE for approval her annual work plan for next year	MWE/DWRM submits to RDE before 30 th December, the final audit report of the previous FY	DLGs submit monthly supervision report to IPs and NURI CF	RDE approves NURI CF consolidate work plan and budget for the next year

Annex 1

NURI's Annual Planning, Reporting and Financial Management Cycle

Month	Implementing Partners	NURI CF	DWRM/UNWMZ	DLGs	RDE
January	IPs provide monthly report highlights to NURI CF IPs submit previous quarter's physical progress report to NURI CF IPs submit previous quarter's financial report to NURI CF	NURI CF submits quarterly financial report to RDE NURI CF submits 4 th quarter progress report to DWRM/UNWMZ NURI CF receives the tentative annual inflation percentage to be used for salary adjustment (national staff) NURI CF conducts and documents performance appraisal of local staff. NURI CF receives overview of expenses paid during the previous quarter directly by RDE on behalf of NURI CF NURI CF transfers bi-annual funds to IPs	DWRM/UNWMZ submits quarterly progress report to NURI CF DWRM/UNWMZ submits quarterly financial report to NURI CF DWRM/UNWMZ shares the previous FY's audit report with the WRM Steering Committee	DLGs submit monthly supervision report to IPs and NURI CF NURI CF submits previous quarter's progress report to DLGs DLGs submit quarterly monitoring report to NURI CF and IPs	RDE transfers bi-annual funds to NURI CF

Month	Implementing Partners	NURI CF	DWRM/JNWMZ	DLGs	RDE
February	IPs provide monthly report highlights to NURI CF	NURI CF commences annual audit of NURI CF and IPs (kick start meeting with auditors).	MWE/RDE/NURI CF make follow up on audit findings	DLGs submit monthly supervision report to IPs	
March	IPs provide monthly report highlights to NURI CF IPs participate in annual audit of IPs	RDE monitors ongoing annual audit of NURI CF and IPs. NURI CF submits previous year's annual monitoring survey report to RDE NURI CF submits annual progress report to RDE	MWE/DWRM prepares the annual work plan and budget for WRM intervention MWE/RDE/NURI CF make follow up on audit findings	DLGs submit monthly supervision report to IPs	
April	IPs provide monthly report highlights to NURI CF IPs submit previous quarter's financial and physical progress report to NURI CF IPs provide management comments to the audit reports	NURI CF prepares annual planning guidelines including budget for the WRM intervention following GoU FY NURI CF receives quarterly financial report from IPs NURI CF submits quarterly financial report to RDE NURI CF receives and reviews individual IP audit reports.	MWE/DWRM finalizes her work plan for the WRM intervention DWRM/JNWMZ receives from NURI CF the previous quarter progress report DWRM/JNWMZ submits quarterly progress report to NURI CF DWRM/JNWMZ submits quarterly financial report to NURI CF	DLGs submit monthly supervision report to IPs and NURI CF NURI CF submits previous quarter's progress report to DLGs DLGs submit quarterly monitoring report to NURI CF and IPs	RDE conducts biannual financial monitoring of NURI CF

Month	Implementing Partners	NURI CF	DWRM/UNWMZ	DLGs	RDE
		<p>Auditor briefs RDE on audit findings.</p> <p>NURI CF receives overview of expenses paid directly by RDE on behalf of NURI CF during the previous quarter.</p> <p>RDE conducts and documents performance dialogue with NURI Advisers</p>	<p>MWE/DWRM/UNWMZ requests the Auditor General to provide annual audit plan for UNWMZ WRM intervention</p>		
May	<p>IPs provide monthly report highlights to NURI CF</p> <p>IPs participate in annual meeting of the IMC</p>	<p>NURI CF organizes and reports on the annual meeting of the IMC</p> <p>NURI CF reviews the UNWMZ's annual plan for the next FY</p> <p>NURI CF participates in the WRM steering committee meeting that approves the MWE/DWRM annual work plan</p>	<p>DWRM/UNWMZ participate in annual meeting of the IMC</p> <p>DWRM/UNWMZ finalizes the annual work plan for the next FY</p> <p>MWE convenes a meeting of the WRM Steering Committee to approve the DWRM/UNWMZ's annual work plan for next FY</p>	<p>DLGs submit monthly supervision report to IPs</p> <p>DLGs participate in annual meeting of the IMC</p>	<p>RDE participates in the WRM steering committee meeting that approves the MWE/DWRM annual work plan</p>
June	<p>IPs provide monthly report highlights to NURI CF</p>	<p>NURI CF reviews the MWE/DWRM annual work plan in coordination with RDE</p>	<p>WRM Steering Committee signs off the previous FY's audit report</p> <p>Accountant General MoFPED submits to RDE biannual</p>	<p>DLGs submit monthly supervision report to IPs</p>	<p>In coordination with NURI CF, the RDE reviews the annual work plan for MWE/DWRM and gives feedback to MWE/DWRM</p>

Month	Implementing Partners	NURI CF	DWRM/UNWMZ	DLGs	RDE
July	IPs submit bi-annual (Jul-Dec) disbursement requests to NURI CF	NURI submits bi-annual (Jul-Dec) disbursement requests to RDE	disbursement request for WRM funds Accountant General MoFPED transfers WRM funds to a separate MWE/UNWMZ account in Lira WRM Steering Committee approves the DWRM/UNWMZ's annual work plan for next FY	DLGs submit monthly supervision report to IPs and NURI CF NURI CF submits previous quarter's progress report to DLGs	RDE receives before 30 th June the consolidated NURI audit report for the previous year RDE takes stock of and reports on expenditures and expected disbursements RDE advises PS MWE of its readiness to disburse funds for WRM intervention
July	IPs provide monthly report highlights to NURI CF IPs submit previous quarter's financial and physical progress reports to NURI CF	NURI CF prepares semi-annual progress report for the first half year. NURI CF receives overview of expenses paid directly by RDE on behalf of NURI CF during the previous quarter. NURI CF conducts financial monitoring of DWRM/UNWMZ	NURI CF submits previous quarter progress report to DWRM/UNWMZ DWRM/UNWMZ submits previous quarter financial report to NURI CF DWRM/UNWMZ submits annual progress report of previous FY to NURI CF MWE initiates annual audit of UNWMZ (by the Auditor General).	DLGs submit quarterly monitoring report to NURI CF and IPs	RDE reviews, follows up, finalizes and approves NURI consolidated audit report RDE conducts financial monitoring of DWRM/UNWMZ RDE makes bi-annual (Jul-Dec) disbursement to NURI CF and annual (Jul-Jun) disbursement to MWE/UNWMZ

Month	Implementing Partners	NURI CF	DWRM/UNWMZ	DLGs	RDE
			MWE/UNWMZ receives WRM funds disbursed by RDE through MoFPED		
August	IPs provide monthly report highlights to NURI CF	NURI CF reviews the DWRM/UNWMZ's annual progress report for the previous FY	Steering Committee (SC) for WRM approves DWRM/UNWMZ's annual progress report for the previous FY	DLGs submit monthly supervision report to IPs	
September	IPs provide monthly report highlights to NURI CF NURI IPs receive financial and programmatic monitoring visits from RDE	NURI CF receives financial and programmatic monitoring visits from RDE. (NURI CF and RDE document and share report on financial and programmatic monitoring visits to implementing partners and UNWMZ)	MWE/DWRM/UNWMZ receive financial and programmatic monitoring visits from RDE	DLGs submit monthly supervision report to IPs	RDE conducts financial and programmatic monitoring of NURI
October	IPs provide monthly report highlights to NURI CF IPs submit previous quarter's financial and	NURI CF prepares annual planning guidelines including budget frames for the IPs RDE and NURI CF receive from the auditor and approves the detailed audit plan.	DWRM/UNWMZ receives from NURI CF the previous quarter's progress report DWRM/UNWMZ submits quarterly progress report to NURI CF	DLGs submit monthly supervision report to IPs and NURI CF NURI CF submits previous quarter's report to DLGs	RDE provides to NURI CF the budget frame for the planning year

Month	Implementing Partners	NURI CF	DWRM/UNW/MZ	DLGs	RDE
	physical progress reports to NURI CF IPs prepare their annual work plan and budgets	NURI CF receives overview of expenses paid directly by RDE on behalf of NURI CF during the previous quarter.	DWRM/UNW/MZ submits quarterly financial report to NURI CF	DLGs submit quarterly monitoring report to NURI CF and IPs	
November	IPs provide monthly report highlights to NURI CF	NURI CF reviews the IPs annual work plans and budgets for the next year and gives feedback to them NURI CF prepares consolidated work plan and budget per district and at programme level	MWE/WRM receives and responds to audit findings.	DLGs submit monthly supervision report to IPs and NURI CF	RDE takes stock of expenditures and expected disbursements to NURI CF.
December	IPs provide monthly report highlights to NURI CF	NURI CF submits to RDE for approval her annual work plan for next year	MWE/DWRM submits to RDE before 30 th December, the final audit report of the previous FY	DLGs submit monthly supervision report to IPs and NURI CF	RDE approves NURI CF consolidate work plan and budget for the next year

Office of the United Nations Resident Coordinator



15 December 2016

Mesdames/Messieurs,

Subject: Updated Schedule of Rates of Allowance for Government Officials and Civil Society Beneficiaries when participating in Development Partner Funded Activities, Programs and Events within Uganda

1. The Local Development Partners' Group (LDPG or Development Partner(s)) is committed to implementing a coordinated policy on allowances that encourages government officials and civil society beneficiaries to participate in Development Partner activities, programs and events because their institutions have a real interest in the event and to avoid competition for participants among Development Partners. The policy seeks to ensure that public resources do not establish incentives for individuals to act for personal gain, but rather carry out their role in the public interest. A Joint Working Group of the LDPG has therefore updated the schedule of Standard Rates of Allowances, which is intended to guide reimbursement of costs, e.g., transportation, lodging and meals, of participation in Development Partner funded activities, programs and events.
2. The updated schedule of Standard Rates of Allowances has been endorsed by the LDPG and is replacing the current schedule of Rates of Allowances (dated October 23, 2013). In updating the schedule of Standard Rates of Allowances, the following principles have been adopted:
 - a) Rates of allowances are based on increases in the average cost of living¹ recorded since October 2013 when the last schedule was endorsed;
 - b) Future revisions to the schedule will be based the mutual agreement of development partners and will be presented in updates to this policy;

The Permanent Secretary/ Secretary to the Treasury
Ministry of Finance, Planning and Economic Development
Kampala

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¹ As measured by the Consumer Price Index.

- c) The rates provided in the schedule indicate the maximum rates of allowances that can be paid directly (as opposed to in-kind) to government officials and civil society beneficiaries;
 - d) Sitting, participation and facilitation allowances will not be paid under any circumstances;
 - e) Reimbursement of transport is based on mileage from the workplace to the place of the event, with the understanding that the number of cars for which mileage is reimbursed must be minimized, e.g., if 4 persons are traveling, mileage for only one car will be reimbursed;
 - f) Application of the schedule to in-town participants: No support for transport costs for participants for activities, programs and events occurring within the town in which they are based, however, in-kind support, i.e., meals, may be provided;
 - g) “In-kind” support means that accommodation and meals provided to officials and beneficiaries and are paid for directly by the Development Partner (or organizations implementing activities/programs on the Development Partner’s behalf) in lieu of making a payment directly to participants;
 - h) Rates are standardized for all with the expectation that all participants incur the same costs when in travel status, irrespective of grade;
 - i) In exceptional cases, such as travel to/lodging on islands and lodging within national parks, actual costs may be used when they exceed allowance rates, provided, however, payments are in-kind and paid for directly by the development partner;
 - j) The so-called Safari Day Allowance (allowance for travel over 6 hours) is harmonized for all categories and should not be paid when lunch is offered to participants.
3. The Schedule of Standard Rates will be applied within the following framework:
- a) Allowances should be paid only when it is absolutely unavoidable;
 - b) In general, when representatives from the Government or other organizations participate in activities, programs and events, it should be assumed that the sending organization has an interest in being represented. Therefore, as a rule, the sending organization should be expected to cover all costs related to participation, including per diems and travel reimbursements (i.e., defined herein as allowances);
 - c) The foregoing notwithstanding, in special circumstances, it may not necessarily be in the interest of an organization to participate in a Development Partner funded event, while participation by representatives from the Government or other organizations is essential for the success of the event. In such cases, allowances may be paid as per the attached schedule.
 - d) Invitations to events should clearly indicate in advance which costs would be covered; allowances paid etc. This will prevent misunderstandings during and after events. In addition, this approach would facilitate the attendance of participants interested in the topic of the event;

- e) The preferred approach should be to provide meals and accommodation in-kind only. When allowances are provided in-kind, the allowances set forth in Annex 1 for meals and accommodation shall not apply (except Development Partners may choose to pay the 20% night allowance as set forth in footnote 4 of Annex 1) and Development Partners may use their own rates. Such in-kind provisions should be clearly communicated in letters of invitation.
 - f) When scheduling/ending meetings, take into account the necessary travel time for participants. In exceptional cases, such as inter-district travel in excess of 2 hours, the donor may fund an overnight stay to avoid travel after dark by the participant, provided, however, that such exceptional cases shall not include travel after dark within or between Kampala/Entebbe or within other District Headquarter Towns.
4. The updated Schedule of the Standard Rates of Allowances applicable to government officials and civil society beneficiaries to participate in Development Partner activities, programs and events in Uganda was agreed at the meeting of the LDPG on October 11, 2016.
5. All members of the LDPG, including bilateral and multilateral development agencies as well as UN organizations, are committed to implementing this policy. We hope that it serves a valuable role in ensuring active participation by government officials and civil society beneficiaries in events that have real interest and add value to the institutions they serve.



Jennie Barugh
DfID Head of Office
Chair of the LDPG

Yours sincerely,



Aida Girma
Acting United Nations Resident
Coordinator & UNICEF Representative

The Permanent Secretary
Ministry of Local Government
Kampala

The Permanent Secretary
Ministry of Public Service
Kampala

Annex 1: Updated Allowance Schedule for Government Officials and Civil Society Beneficiaries Participating in Activities, Programs and Events funded by Development Partners and NGOs² within Uganda

Effective as of December 15, 2016

Overnight Allowance³ for Travel to Kampala or District Headquarter Town	Accommodation (maximum contribution, UGX)	Meals and Incidentals (maximum contribution, UGX)
Overnight allowance for: <ul style="list-style-type: none"> • District headquarter town-based official or civil society beneficiary going to Kampala for workshops/meetings ^{4/5} • National Official or Kampala- based Civil Society Beneficiary going to districts headquarter towns on official business ^{2/3} • District headquarter town-based Official or civil society beneficiary going to other districts headquarter towns for workshops/ regional meetings ^{2/3} 	115,000	46,000
Travel to Sub-county and Lower local Government levels	Accommodation (maximum contribution, UGX)	Meals and Incidentals (maximum contribution, UGX)
Overnight Allowance for National or District headquarter town-based official or Kampala or District headquarter town-based Civil Society beneficiary going to sub-county or lower on official business ⁶	58,000	23,000
Safari Day Allowance⁷	Accommodation (maximum contribution, UGX)	Meals and Incidentals (maximum contribution, UGX)
Officials or Beneficiaries participating in activities, programs and events involving trips of 6 hours or more and not including lunch	N/A	20,000

² This only applies to NGOs implementing activities with development partner funding.

³ Overnight allowance is paid when an officer or beneficiary stays away for a night or more from his/her duty station on official duty to cater for meals, accommodation and other incidentals. When scheduling/ending meetings, take into account the necessary travel times for participants. In exceptional cases, such as inter-district travel in excess of 2 hours, the donor may fund an overnight stay to avoid travel after dark, provided, however, that such exceptional cases shall not include travel after dark within or between Kampala/Entebbe or within other head towns.

⁴ In case full board and accommodation are provided, 20% overnight allowance will be provided.

⁵ For workshops/meetings where lunch is provided, the Meals and Incidentals portion of the overnight allowance will be reduced by the actual cost of the meal.

⁶ Overnight allowance at sub-county and lower local governments will be provided to district-based officers and beneficiaries only on exceptional basis.

⁷ Safari allowance is paid when officials or beneficiaries travel within Uganda for a period of six hours or more in any one day and return to the duty station the same day. It is paid to cater for incidentals and lunch. It is therefore not paid concurrently with lunch allowance. Safari Day Allowance cannot be used as a sitting allowance.

Annex 2: Support for Transport Costs

Financial support for transport costs is in principle based on reimbursement of actual costs, e.g., using boda-boda, buses and taxis. Where travel takes place in an individually, government or civil society-owned vehicle, guidelines for reimbursement *per vehicle* are provided below.

Fuel Reimbursement Guidelines

Fuel Cost (UGX)	=	Distance X Cost / Consumption
Distance	=	Total Kms for trip (to activity and back to duty station)
Cost	=	Cost per litre (based on Shell market price for either petrol or diesel (whichever was actually used) at time of travel)
Consumption	=	Kms per litre (see rate below).

Fuel Consumption Rate

Passenger vehicle up to 7 seats 7 Kms per litre

Distances between Major Towns
As given in Annex 3

Annex 3: Distances between major towns

Entebbe	
318 Chobe	
356 370 Fort Portal	
380 098 432 Gulu	
487 203 483 107 Kitgum	
493 205 481 105 145 Sudan Boarder near Nimule	
237 172 198 234 341 399 Hoima	
114 364 402 426 469 531 283 Jinja	
464 668 298 739 837 835 496 519 Kabale	
556 760 390 822 929 927 588 602 092 DRC Border-Bunagana	
034 284 322 346 452 459 203 080 430 522 Kampala	
300 018 352 080 185 187 154 346 650 742 266 Karuma Falls	
745 348 682 250 162 307 484 631 980 1072 596 330 Kidepo	
538 256 590 249 356 256 392 584 888 980 504 238 499 Arua	
554 272 606 265 372 281 408 600 904 996 520 254 515 016 DRC near Vura	
171 421 378 483 590 588 340 217 293 385 137 403 733 625 641 Masaka	
251 116 254 178 285 283 056 297 552 644 217 098 428 320 336 354 Masindi	
284 329 572 364 344 469 453 170 680 772 250 311 461 533 549 387 395 Mbale	
317 567 232 588 695 693 430 363 147 239 283 549 879 771 787 146 486 533 Mbarara	
408 612 242 674 781 779 440 454 096 188 374 594 924 816 832 237 496 624 091 Tanzania Border	
508 390 796 321 281 428 512 394 904 966 474 372 255 594 610 611 456 224 757 848 Moroto	
343 121 346 114 221 219 148 389 644 746 309 103 364 216 232 446 092 414 578 588 475 Paraa	
381 232 552 267 247 372 354 267 777 869 347 214 393 436 452 284 298 097 630 721 158 317 Soroti	
239 374 527 409 389 514 408 125 534 727 205 356 506 578 594 342 422 045 488 579 269 459 142 Tororo	
257 392 454 427 207 532 426 143 653 745 223 374 524 596 612 360 440 663 506 597 287 477 160 018 Malaba	