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Danida**




















Project Document

**Northern Uganda Resilience Initiative
(NURI)
2018-2022**

Coordination Function NURI
January 2019

Summary of Northern Uganda Resilience Initiative (NURI)

<p>Key results:</p> <ul style="list-style-type: none"> 20% increase in average annual agricultural cash income of participating households Reduction in number of participating households reporting periods of food insecurity Increase in the number of people benefitting from supported WRM interventions <p>Justification for support:</p> <ul style="list-style-type: none"> High levels of poverty in Northern Uganda, exacerbated by the influx of refugees Adverse effects of climate change on small-scale farmers who are dependent on rain-fed agriculture. The impact is exacerbated in Northern Uganda by the high level of poverty and the refugee influx. Support to both refugees and host communities will promote Uganda's progressive refugee policies, protect the asylum space and safeguard Uganda as a safe haven for refugees. The engagement thus, has strategic significance for Denmark. With many years of experience from Northern Uganda, including working with refugees and host communities, NURI is uniquely placed to promote enhanced resilience and equitable economic development, both through its own interventions and by sharing best practices and lessons learnt. 	File No.	2018-46856					
	Country	Uganda					
	Responsible Unit	2730 - Kampala					
	Sector	31120, Agricultural development					
	Partner	NURI Coordination Function (NURI CF)					
	DKK mill.	2018	2019	2020	2021	2022	Tot.
	Commitment	3.0	46.5	78.5	78.0	79.0	285
	Projected ann. disb.	3.0	46.5	78.5	78.0	79.0	285
	Duration	2018 - 2022					
	Previous grants	DKK 150 million					
	Finance Act code	06.32.01.12 Uganda					
	Head of unit	Majbrit Holm Jakobsen					
	Desk officer	Victor Azza Vuzzi					
	Financial officer	Hanne Fritzen					
Relevant SDGs [Maximum 5 – highlight with grey]							
							
No Poverty	No Hunger	Good Health, Wellbeing	Quality Education	Gender Equality	Clean Water, Sanitation		
							
Affordable Clean Energy	Decent Jobs, Econ. Growth	Industry, Innovation, Infrastructure	Reduced Inequalities	Sustainable Cities, Communities	Responsible Consumption & Production		
							
Climate Action	Life below Water	Life on Land	Peace & Justice, strong Inst.	Partnerships for Goals			

Strategic objectives:

Enhanced resilience and equitable economic development in supported areas of Northern Uganda, including for refugees and host communities

Justification for choice of partner:

NURI CF has many years of experience from Northern Uganda. It is uniquely qualified to build on her achievements and share best practices and lessons. Implementing through NURI CF will reduce fiduciary risks and improve efficiency in project delivery like it did during the previous programme i.e. Recovery and Development in Northern Uganda

Summary:

NURI will promote climate smart agriculture, agriculture related rural infrastructure, and water resources management. It will also promote VSLA and SRHR and target refugees & host communities, women and youths to ensure equitable development and peaceful coexistence. The project will seek synergy with the other engagements under UPSIDE and coordinate with other interventions

Budget:

Output 1: Increased agricultural output of small scale farmers	106
Output 2: Agric. related rural infrastructure renovated / constructed	106
Output 3: Agric. related physical & natural water infrastructure constructed or made more resilient	35
Coordination incl. TA and M&E	24
Contingency	14
Total	285

Map of Uganda Showing NURI Districts

(The names of the NURI districts are highlighted in green)

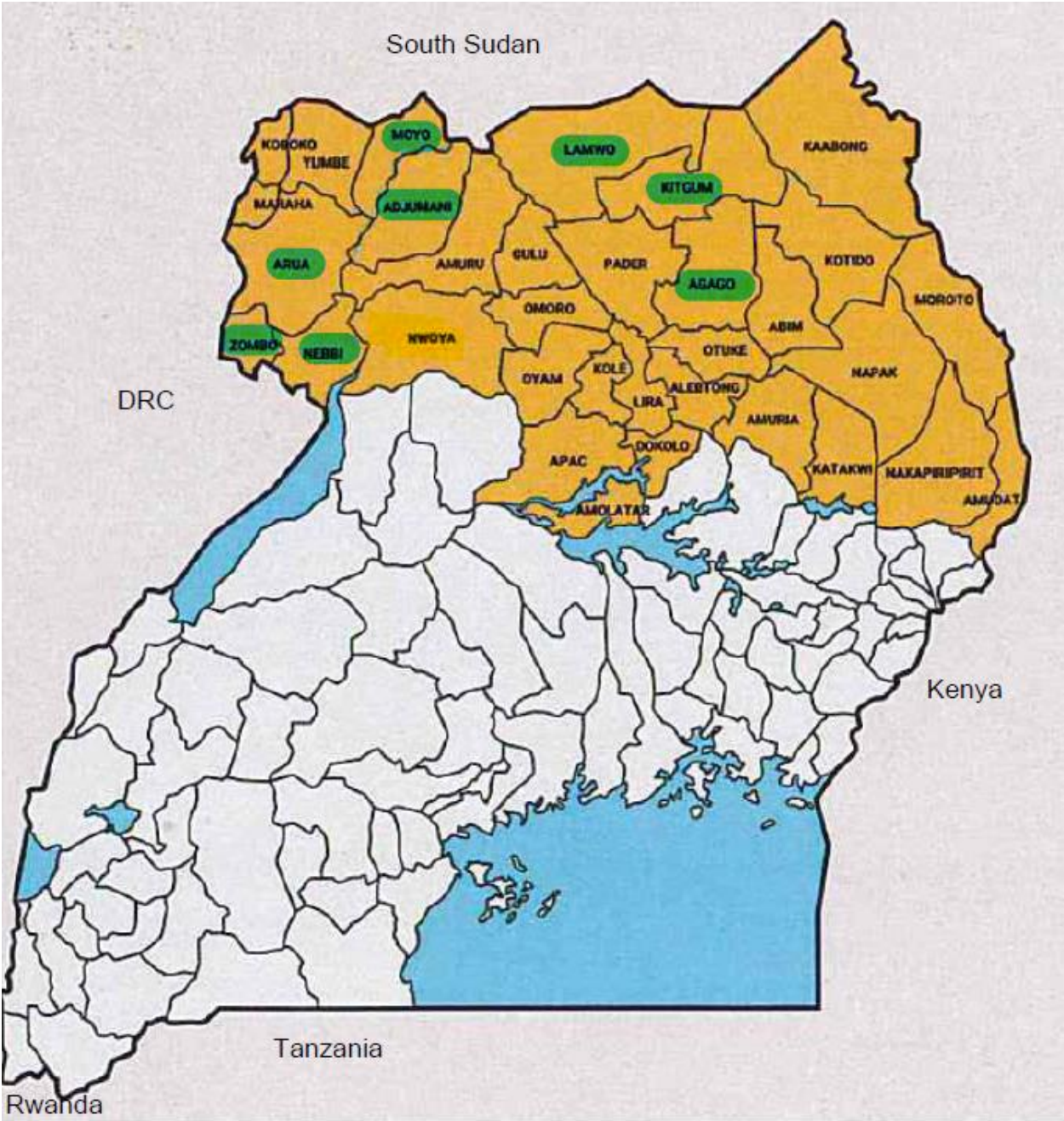


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List of Acronyms

Abb.	Full text
aBi	Agricultural Business Initiative
AEO	Agriculture Extension Officers
AES	Agriculture Extension Supervisors
CAO	Chief Administrative Officer
CIAT	International Centre for Tropical Agriculture
CF	Coordination Function +
CMC	Catchment Management Committee
CMO	Catchment Management Organisation
CMP	Catchment Management Plan
CP	Country Programme
CSA	Climate Smart Agriculture
CSF	Catchment Stakeholder Forum
CRRF	Comprehensive Refugee Response Framework
CSO	Civil Society Organization
CTC	Catchment Technical Committee
Danida	Danish International Development Assistance
DAR	Development Assistance to Refugee Hosting Areas
DEC	District Executive Council
DFA	District Farmers Association
DKK	Danish Kroner
DLG	District Local Government
DPs	Development Partners
DPU	District Production Unit
DRC	Danish Refugee Council
DSA	Daily Subsistence Allowance
DTPC	District Technical Planning Committee
DWRM	Directorate for Water Resource Management
FG	Farmer Group
FPO	Focal Point Officer
GoU	Government of Uganda
IFAD	International Fund for Agriculture Development
IMC	Implementation Monitoring Committee
IP	Implementing Partner
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
M&E	Monitoring and Evaluation
MoFPED	Ministry of Finance, Planning and Economic Development
MoLG	Ministry of Local Government
MoWT	Ministry of Works and Transport
MWE	Ministry of Water and Environment

Abb.	Full text
NAADS	National Agricultural Advisory Services
NDP	National Development Plan
NUSAF	Northern Uganda National Action Fund
OPM	Office of the Prime Minister
PDP	Parish Development Plan
PMC	Production and Marketing Committee
PRDP	Peace, Recovery and Development Plan for Northern Uganda
RALNUC	Restoration of Agricultural Livelihoods in Northern Uganda
RAU	Resilience Agricultural Unit
RDE	Royal Danish Embassy
RDNUC	Recovery and Development in Northern Uganda
SRHR	Sexual Reproductive Health and Rights
TMEA	Trade Mark East Africa
UGX	Ugandan Shillings
UDHR	Universal Declaration of Human Rights
UNFPA	United Nations Fund for Population Activities
UNHCR	United Nations High Commission for Refugees
UNRA	Uganda National Roads Authority
UNWMZ	Upper Nile Water Management Zone
VSLA	Village Savings and Loan Associations
WFP	World Food Programme
WRM	Water Resource Management

1.0 Introduction

NURI (Northern Uganda Resilience Initiative) is one of eight development engagements under the Denmark-Uganda Country Programme 2018 – 2022. The Country Programme aims to contribute to poverty reduction through inclusive and sustainable economic growth, promoting democracy, good governance and human rights and support Uganda’s stabilising role in the region.

The Country Program is divided into two Thematic Objectives; UPSIDE (Uganda Programme for Sustainable and Inclusive Development of the Economy) and UPGRADE (Uganda Programme for Governance, Rights, Accountability and Democracy)

NURI is one of three Development Engagements under UPSIDE and contributes to the objective of sustainable and inclusive economic growth. The total Danish contribution to NURI for the period 2018-2022 is DKK 285 million over the five-year period 2018-2022, with one output area starting in 2018, and two output areas starting in 2019. DKK 35 million of the budget frame derives from the Danish Climate Change Envelope (CCE).

The objective of NURI at outcome level is *enhanced resilience and equitable economic development in supported areas of Northern Uganda, including for refugees and refugee-hosting communities*. NURI will pursue this objective by supporting activities in climate smart agriculture, rural infrastructure, and water resources management. Activities in support of agriculture focus on improving farmers knowledge on climate-smart production methods, as well as their understanding of and ability to engage with markets and services. Support to rural infrastructure and water resource management are in those areas that contribute to agriculture sector outcomes, particularly access to markets and improving water resource management within the landscape.

In order to support Uganda’s progressive refugee policy and the nexus between development and humanitarian action, refugees and their host communities will be among the beneficiaries in those NURI districts hosting refugee settlements.

Within the economic development focus of the UPSIDE programme, which recognises the importance of the agricultural sector and specifically private sector actors within it, NURI will focus on up-stream value chain activities having mainly to do with primary production, while other engagement partners; aBi and TMEA, will focus on activities and actors further along the value-chain. NURI’s focus on equitable market linkages, including links to financial services, will provide opportunities for synergies with aBi and TMEA that will contribute to the achievement of UPSIDE objectives.

To engage some of the major challenges facing Uganda’s economy today including the impacts of climate change, population growth, gender inequality and youth unemployment, NURI will strategically focus on Climate Smart Agriculture (CSA) including access to markets and managing water in the landscape, as well as participation and empowerment of women and youth, and improving access to and information on Sexual and Reproductive Health and Rights (SRHR) services.

2.0 Justification for Support

2.1 Development and Poverty in Northern Uganda

Uganda remains one of the poorest countries in the world, with 65 percent of Ugandans primarily engaged in subsistence agriculture. 96 percent of all farmers in Uganda are smallholders with five acres of land or less. Impressive progress on poverty reduction has been achieved, but much of the progress can be ascribed to favourable weather conditions and high commodity prices rather than productivity improvements. 40 percent of Ugandans remain “insecure non-poor”(i.e. living on less than twice the extreme poverty line income of USD 1.90 per day). For every three Ugandans that are lifted out of poverty, two fall back into poverty. The region of Northern Uganda has for decades been marginalised and vulnerable. In 2013 it was home to 47 pct. of poor Ugandans, up from 38 pct. in 2010. While recent statistics (2017) seem to indicate that Northern Uganda is starting to catch up with the country average in terms of people living in poverty there is still a long way to go and the uncertain situation in South Sudan is likely to have negative impacts. In general, women, youth and children constitute the highest percentage of those living in extreme poverty.

The unprecedented influx of South Sudanese refugees into Northern Uganda, especially since July 2016, is increasing the pressure on agricultural livelihoods, access to land and natural resources. With an estimated 1.190 million refugees in the country at the end of 2018 – and the vast majority of those in Northern Uganda – Uganda is Africa’s largest refugee hosting country. As there is little hope that the situation in South Sudan will be conducive for return of families in the near future, it is expected that the displacement will be protracted; although according to official sources, small numbers has been returning to South Sudan. This calls for a long-term development approach to supplement the short-term humanitarian efforts. The progressive Ugandan refugee policy framework creates a good basis for this, as it in principle provides for freedom of movement, open settlements rather than closed camps and access to land to support self-sufficiency. Also, the humanitarian aid benefits the vulnerable refugee-hosting communities as cash and commodities are injected into the local economy. Still, the pressure on social services, economic infrastructure, livelihood opportunities, and natural resources has increased dramatically as result of the influx of refugees with several districts experiencing a doubling of their population over a period of less than 2 years.

With a fertility rate of 5.4 children per woman, Uganda has one of the fastest growing populations in the world, especially in rural areas where the rate is 5.9. This contributes to the persistence of subsistence farming and low agricultural productivity and undermines economic growth as women are the primary cultivators in most families and high rates of child bearing ties them up in reproductive tasks, limits their mobility and undermines their long-term health. 30 percent of women in rural areas would like to postpone their next birth for two or more years or want to stop childbearing altogether but do not use a contraceptive method. This shows a potential for decreasing the population growth and the dependency ratio, which is also an objective of the second National Development Plan (NDP II 2015/2016 to 2019/2020).

Low financial literacy levels in Northern Uganda are a further challenge to economic resilience. During a recent review (2017), it was reported that most members of farmer groups supported under the second phase of the Danida funded Uganda Growth Programme (U-Growth II 2014-2018) have low literacy levels (lower and upper primary). Therefore, many participants in supported groups cannot 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. 75 percent of the group members were found to be taking loans for agricultural purposes. Thus, the VSLAs directly compliment the training in good agricultural practices as well as offering a practical way to address poor financial literacy.

2.2 Climate Change and Agriculture

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. Uganda's climate change policy identifies the water sector as essential for adaptation efforts and aims at ensuring that climate change concerns are integrated into national efforts for sustainable management of water resources. Water resources management is crucial not only in coping with climate change, but is also key to poverty eradication in Uganda, without proper investment in water management, economic growth and employment has been projected to suffer significantly.

Climate models predict increased rainfall in the dry season, which could have strong impacts on agriculture, especially with respect to post-harvest activities such as drying and storage. Climate models predict a temperature increase of more than 2°C by 2030 from a baseline of 28°C in 2013, which will likely have a strong impact on agriculture, i.e. through decreased yield of some crops. Climate change is predicted to have a significant impact on Uganda.

According to MWE 2015 study entitled Economic Assessment of the Impact of Climate Change in Uganda, national-level studies show that if no adaptive action is taken, annual costs could be in the range of US\$3.2 - 5.9 billion within a decade, with the biggest impacts being on water, followed by energy, agriculture, and infrastructure. Over the 40 years from 2010-2050, the costs of inaction are estimated at between US\$273 - 437 billion. Even if there were no further increases in climate impacts, the cost of inaction would rise over time because of an increase in population. Poor and vulnerable groups are mostly likely to be impacted through damages to their assets, livelihoods and their food security

For the same reasons that issues of climate change are important for agriculture, they are important in water resource management – the two areas being inextricably linked. Addressing CSA without also looking to WRM reduces the options available for building resilience to a changing climate.

Enhanced management of water resources will improve the enabling environment for smallholder farming by increasing reliable water availability, reducing the impact of climate change and extreme weather events, and countering environmental degradation. This will lead to improved and more stable agricultural yields and decreased incidents of crop failure. This will in turn increase resilience to climate change and thereby promote equitable economic development for people in Northern Uganda. Including both host communities and refugees as beneficiaries will help counter the negative impact of the refugee influx on the long-term development prospects of Northern Uganda, which will contribute to safeguarding the vital asylum space in Uganda, and ensuring a more cost-effective response to the refugee crisis.

The 2005 Water Sector Reform Study supported by Danida and the 2006 Joint Sector Review (JSR) both recommended the implementation of integrated WRM at the catchment level. A catchment is an area where all rain and run-off water is collected by the natural landscape and flows to a single outlet such as a stream or a river. Water catchment management is important for building resilience against climate change as a well-managed catchment provides a source of reliable water for human consumption, livestock, irrigation etc. It is also an important habitat for plants and animals, and provides opportunities for sustainable agriculture and industry.

2.3 Rural Infrastructure

Lack of rural infrastructure and poor maintenance of existing infrastructure, especially concerning community access roads and market places, hampers 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. During the implementation of RDNUC rural infrastructure activities it was observed that there is high demand for construction and renovation of community access roads in West Nile and Acholi sub-regions, with many roads 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 are reported by the DLGs to be inadequate, and the district engineering departments that support them are often understaffed as observed by the IMC of RDNUC.

2.4 Engaging the Humanitarian/Development Nexus

By targeting refugees and hosting communities NURI offers a unique opportunity for Danida to engage with the Humanitarian/Development nexus. While most actors in this space 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.

2.5 Building on Past Experience and Lessons

Initial Danish support to Northern Uganda was 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 and Lango sub-region following the 1986-2006 insurgency in Northern Uganda. Most recently, U-Growth II has seen Danish support the Recovery and Development in Northern Uganda Component (RDNUC), operating in both West Nile and the Acholi sub-region.

Even in light of a number of other interventions in Northern Uganda addressing some of the same challenges as NURI, there is a need for NURI given the development needs in Northern Uganda. With many years of experience from the region, 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. NURI CF will coordinate closely with other projects and programmes on intervention types, modalities, and not least geographical areas – both centrally and on the ground.

Lessons from earlier interventions have been documented in various assessments, reviews and evaluations, most recently the 2016 mid-term review of U-Growth II, the mid-term review of the Joint Water and Environment Sector Support Programme (JWESSP) 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”. The lessons learnt and how they are taken into account in NURI are listed in Annex 1.

3.0 Summary of Design

The objective of NURI at outcome level is “enhanced resilience and equitable economic development in supported areas of Northern Uganda, including for refugees and refugee-hosting communities”. Concretely, NURI will support activities in climate smart agriculture, agriculture related rural infrastructure, and water resources management. CSA activities focus on practical knowledge provision on climate-smart production methods, as well on marketing and financial literacy. Support to rural infrastructure and water resource management are in those areas that contribute to agriculture sector outcomes, particularly access to markets via support to community access roads and rehabilitation or construction of market places and improving water resource management within the landscape.

Including both host communities and refugees as beneficiaries will promote peaceful coexistence between host communities and refugees and help counter the negative impact of the refugee influx on the long-term development prospects of Northern Uganda, which will contribute to safeguarding the vital asylum space in Uganda, and to ensuring a cost-effective response to the refugee crisis.

The project will seek synergy with the other engagements under UPSIDE. Particularly under output 1, where activities such as linking farmer groups involved in bulking activities to markets, and supporting access to financial services can increase the impact of the extension and training activities of NURI. A brief description of the major NURI stakeholders is included as Annex 6.

Output 1: Increased agricultural output of small-scale farmers

Through the support of NURI, smallholder Ugandan and refugee farmers in Northern Uganda will improve their knowledge and skills in climate smart agricultural practices and technologies and increasingly farm a suitable mix of food crops and cash crops. This will enable them to increase and sustain their agricultural production, which will lead to improved food security and increased agricultural incomes for their households. NURI will focus on the up-stream part of the value chain centred around primary production and will, where feasible link to other initiatives further along the value chain.

Training in financial literacy and SRHR including family planning will contribute to improving household financial management and decreasing dependency ratios. This will in turn increase resilience to external shocks and promote equitable economic development for people in Northern Uganda.

The activities will be implemented by implementing partners. These are District Farmers Associations (DFAs), NGOs with wide outreach to rural farmers or where there are no NGOs with sufficient capacity, units set up under the project. The implementing partners and local governments will identify farmer groups comprising of 25-30 members based on a set of criteria and support them to increase their production, productivity and marketing. The relevant sector specialists from the local governments will provide the necessary backstopping and oversight function.

Support for and training in marketing will compliment extension and training on CSA. For this reason, the number of crops targeted in each district will be limited to a number of strategic crops selected through a participatory process, including farmers and district technical staff. Selection of climate-smart crops will be guided by experienced NURI extension officers to encourage selection of those climate-smart crops that also have high market potential. Each new national farmer group will be supported for a period of three years during which significant increases in production, productivity and marketing is expected.

Old farmer groups, i.e. former RDNUC groups, will be supported in marketing activities based on an assessment of groups' progress and needs. Linking groups to markets, supporting the construction of storage or post-harvest handling will be the type of activities targeted. This could present a potential for linking with aBi and TMEA, the other engagements under UPSIDE.

Mixed refugee/ host groups will receive similar training to new national farmers groups, though the level of extension and input support will be higher. Access to agricultural land for refugees will be an important outcome of this type of group. Building relations between hosts and refugees will give opportunities for both groups.

Refugee women groups will focus on homestead production for those refugee households that do not have access to land beyond that around the homestead. The aim is to improve food security and dietary diversity as well as to empower women, including female youth within the settlements by strengthening their own support net-works. Within the limited space available NURI will work with group members to identify a farming system that best needs their needs in terms of investment, production, nutrition and demands on labour.

The plan is to support a total of 4000 farmer groups (120,000 farmers). At least 50% of the participants will be women and 50% of the leadership positions in farmer groups and marketing committees will be taken by women.

An important target group across all activities will be the youth. In NURI, the youth cohort targeted will be 18 to 28-year olds, based on experience from NURI pilot. There are high levels of youth under and unemployment in Northern Uganda. The programme will seek to make agriculture more attractive to young people both socially and economically by pursuing a youth inclusive approach. The programme will actively encourage the youth to participate in the farmer and VSLA groups to be supported. Because the youth find the non-farm segments of the agricultural value chain more attractive and more financially rewarding, the programme will further promote the participation of the youth in the non-farm segments of the agricultural value chain, such as processing, storage, and marketing and trading. NURI will also work to explore ways to strengthen mentoring of young members within the farmers groups. NURI make use of and contribute towards the develop of Danida youth mainstreaming tools that are currently under development.

DLGs are responsible for local development activities under the decentralization arrangement. Implementation capacity is critical if the local governments are to ensure effective and efficient implementation of development activities many of which are important for rural livelihoods. This output therefore includes capacity building of District Local Governments. Based on an assessment of each of the districts not supported under RDNUC, a capacity-building plan for each will be prepared.

The capacity building is expected to include training of the staff from DLGs Production and Engineering departments, as well as the procurement of critical equipment. For those districts which were supported under RDNUC a small budget for any critical trainings will be set aside based on a simple capacity assessment.

Output 2: Agriculture-related rural infrastructure renovated or construction using labour intensive approaches

Well-functioning rural infrastructure is important for facilitating and supporting increased agricultural production and marketing. Renovation and construction of access roads and other relevant infrastructure will improve access to local retail and bulk markets. The infrastructure projects will create temporary off-farm employment through cash for work modality. The off-farm employment is necessary for increasing the resilience of farming communities.

This output will be implemented by an entity with experience and capability in implementing rural infrastructure projects. The entity will be procured through an international competitive bidding process and monitored by the NURI CF. The implementing entity will through a consultative process prepare an investment plan, which will be approved by the DLGs.

The investment plan will consist of a summarized, prioritized list of investments/projects to be considered over the project period but updated annually. These projects will be selected by the local authorities from the parish and sub-county development plans, which have been prepared through a participatory approach. The prioritization process for the community access roads will follow an approach described in the district roads and the community access planning manuals and considers network connectivity, importance of the road to the community e.g. addressing bottlenecks. The process will follow a bottom up approach, where the communities and/or their leaders take part in deciding on the priorities. A similar prioritization process will be used in the selection of other rural infrastructure projects, such as woodlots, spring protection and local markets. In exceptional cases a project may be selected outside the parish (PDP) and sub county development plans (SCDP) if decided by the community, the parish and the local governments and if it is within the scope of NURI. In such cases, the PDP or SCDP must be updated to include the newly identified project before implementation can commence.

The plan is to support 2000 community groups with infrastructure projects including community access roads, market places, wells and protected springs. A labour-intensive approach will be used so as to provide local communities with temporary employment. Infrastructure maintenance and operational aspects will be integrated into the prioritization process, as well as the design and construction phases. Communities living close to and likely to benefit from the selected infrastructure will be mobilized to carry out the works. Participation of youth as well as gender equity will be promoted in all activities. In refugee hosting areas both refugees and host communities will participate in and benefit from activities. Mixed groups of refugees and host communities are part of efforts to encourage peaceful coexistence, and sensitivity to avoid any sense of unfair treatment will be exercised.

Implementation will be closely coordinated with similar development and humanitarian interventions through district and settlement structures, including local governments, refugee welfare councils and

OPM/UNHCR, to avoid overlap of activities and any potential conflicts. Particularly in refugee hosting areas there are large numbers of humanitarian, UN and development actors with different approaches and coordination is therefore vital.

Experience from previous programmes has shown a need for increased quality assurance, monitoring and evaluation of rural infrastructure interventions to avoid declining quality and under-scaling of crucial infrastructure such as culverts and drifts. Technical quality assurance will therefore be built into the plans.

Output 3: Agriculture-related physical and natural water infrastructure constructed or made more resilient to climate change

Enhanced management of water resources will improve the enabling environment for smallholder farming by increasing water availability, reducing the impact of climate change and extreme weather events, and countering environmental degradation, which will lead to improved yields and decreased incidents of crop failure. The Upper Nile Water Management Zone (UNWMZ) under the Department of Water Resources Management (DWRM) in the Ministry of Water and Environment (MWE) will be responsible for planning, stakeholder engagement, monitoring and supervision of the activities under this output. While the implementation of the activities, which will be agriculturally related physical and natural water infrastructure will be carried out by a contractor to be procured by the RDE/NURI CF in close cooperation with MWE/DWRM/UNWMZ.

The activities planned and implemented under this output may include: reforestation, small scale irrigation, multipurpose dams, retention structures in the open landscape, on farm and off-farm (stone walls, trenches, contour planting of lemon grass or others as suited to the location), preparation, implementation and follow up of maintenance plans. Planning and implementation will be at micro-catchment level. A micro-catchment is a distinct area of a catchment, which drains water to a common small outlet. Catchments and micro catchments often cut across geographical and administrative boundaries, and can therefore only be effectively managed through coordinated cross boundary efforts. This engagement will be implemented in the Upper Nile Water Management Zone (UNWMZ), which comprises three catchments (Aswa, Albert Nile and Kidepo) and cuts across district boundaries. The UNWMZ office has so far developed CMPs for two of the three catchments of the UNWMZ, namely the Albert Nile catchment and the Aswa Catchment. A Strategic Action Plan for the Upper Nile Catchment has also been produced.

The Catchment Management Organizations (CMOs) with their coordinating and community-inclusive approach is a key to implementation of this engagement. The CMOs shall play a central role in coordinating the planning activities among all the involved bodies/institutions, bridging the horizontal and vertical information flows between the micro-catchment and higher level management bodies/institutions through the WMZ,. The CMOs will also ensure that the micro-catchment management plans to be developed are monitored and regularly updated as the implementation proceeds over time.

In refugee settlement areas, infrastructure and environmental issues, including water, are governed and managed by the Office of the Prime Minister (OPM), in cooperation with the office of the United Nations High Commissioner for Refugees (UNHCR). Refugees were settled with limited consideration for the CMPs. Through this engagement, it is hoped that experiences concerning coordination and implementation of WRM interventions in refugee settlements can be gathered, systematised and applied.

The implementation strategy of the micro-catchment plans will be similar to what is described under Output 2, and will be implemented by the same implementing partner. Labour-intensive approaches will be used and the community living close to the infrastructure will be mobilized for works and planning of maintenance. Youth and female participation will be maximised.

Exit strategy and sustainability

Under NURI farmer groups will be supported for two to three years and in addition to the agricultural activities, the groups will be trained in group management and financial literacy through VSLA activities. These measures should ensure that the groups reach a level where they can continue a sustained development in the existing environment when the programme ends. Furthermore, capacity building is emphasised in all strategic outputs to ensure that implementing partner staff and district officials gain necessary capacity to spearhead development in their areas. The knowledge gained by communities working on labour-based activities can be utilised later on during the maintenance of infrastructure.

The establishment and continuation of Resilience Agriculture Units (RAU) under NURI will build capacity of staff – many of whom are from the local community – and the farmers with whom they work. NURI has a policy of including a small number of promising new agricultural graduates as AEOs, offering them the opportunity of a first job in a well-structured learning environment with sound supervision. RDNUC had good results with the inclusion of new graduates.

Farmers will be trained in sustainable technologies and farming methods, as well as in managing saving and loans through VSLA, lessons and tools which will build their resilience in the long-term. There will be support to and daily interaction with the District and Lower local governments and their staff. In this way capacity within the districts and communities will be built, so that while there will be no CSA Implementing Partner to continue the NURI work after the end of the programme, there will be an increase in capacity within the districts and communities, and among individual extensionists. While there is currently inadequate public sector extension to reach the majority of farmers in the NURI districts, there was recruitment of government extension officers in 2018 with a target of two per sub-county. This number is insufficient to cover the demands and needs for agricultural extension, but indicates a returning interest, and recognition of the importance of public sector agricultural extension

The implementation plan includes a gradual phase out of support to groups in the final year of the programme, with the highest level of activity in year 2 and 3 of the programme.

4.0 National Context

NURI activities will be implemented within the context of the Ugandan economy, the agricultural sector and the particular situation of Northern Uganda as it relates to the rest of the country and the region. While the marketing opportunities available in South Sudan some years ago have faded and been replaced by a refugee influx, the refugee settlements offer opportunities for farmers producing food crops, as well as the obvious challenges. The influx of South Sudanese refugees into Northern Uganda that has occurred since July 2016, as mentioned in the Project Justification, has greatly increased the pressure on agricultural livelihoods, access to land and natural resources in the hosting areas. There has been enormous pressure on social services, economic infrastructure and livelihood opportunities as refugees have swelled the population in already poor and vulnerable communities.

Uganda's rapidly growing population, especially in rural areas, continues with a rate of 3.26% per year, according to World Bank figures. In rural areas this leads to land fragmentation, high dependency ratios, and contributes to the persistence of subsistence farming and low agricultural productivity. The high birth rate undermines agricultural growth as women are the primary cultivators in most families and high rates of child bearing ties them up in reproductive tasks, limits their mobility and undermines their long-term health. In Northern Uganda both host communities and refugees are youthful populations, with large numbers of dependants.

For an up-to-date overview of the national context from an agricultural context a recent World Bank report gives good insight and a summary is included below:

According to the World Bank report of November 2018 "Developing Uganda's Agri-Food System for Inclusive Economic Growth," the Ugandan agriculture sector's economic contribution extends well beyond the production sector into the wider food system, including related processing, manufacturing, and services. However, the employment potential of Uganda's agriculture and agri-food system remains largely untapped, despite providing 70% of the country's employment opportunities, contributing more than half of all exports, and about one-quarter of gross domestic product (GDP).

To realize agriculture's potential the country will need to overcome a range of challenges. National agricultural output has grown at about 2% per annum over the last five years, which is well below the population growth rate and below the 3-5% growth rates in other East African countries. In the medium term, the agriculture growth rate is expected to remain around 2.5%, assuming reasonable weather conditions and no army worm or similar infestations.

The report notes that both domestic and regional demand for agriculture commodities is on a rapid rise, and an increasing number of urban dwellers demand more processed food and protein-rich diets. By 2050, the Bank estimates that about 102 million people will live in Uganda, providing massive opportunities for the country's agriculture sector and wider agri-food system.

Diverse agribusinesses, particularly along the dairy, maize and coffee value chains, have developed in recent years, linking farmers to inputs, markets and finance, and improving rural livelihoods. To fully harness the agriculture sector's unique opportunities, the report recommends spurring the

agribusiness dynamism, and continuing to shift the agriculture sector from low-value smallholder farming towards a higher value-added agri-food sector.

While many Ugandan producers live in remote areas and have only limited access to markets and extension services, but also insecure rights to land, these challenges are particularly pronounced in the northern and north-eastern parts of the country. For inclusive economic growth, agricultural productivity will need to increase, while the resilience of agriculture production systems and rural livelihoods to climate and market risks needs to be enhanced.

Achieving agriculture productivity growth and resilience will require better technology, tenure security and sound land management practices, as well as the dissemination of knowledge on sustainable input use through effective extension services. Boosting the sector needs higher-value addition and job creation, policy implementation and regulation will need to be strengthened; institutional coordination improved; and private sector participation encouraged. The organization of producers and their integration into sustainable agri-food value chains should be supported to increase farmers' access to finance and markets and for the competitiveness of the sector more broadly.

To address this, the government has undertaken a series of policy and regulatory measures, ranging from new policies on irrigation and seeds to the setup of new agricultural finance mechanisms. These measures have, however, been insufficient according to the report, and sometimes even counterproductive. Furthermore, the report notes that limited differentiation has been made between the needs of smallholder, emerging commercial and commercial farmers.

The economic update identifies four areas for immediate attention:

- Fostering sustainable agricultural total factor productivity growth - To increase agricultural productivity, providing effective advisory (extension) services to smallholder farmers is important to enable them adapt quickly to new production technologies, regulate the markets for agricultural inputs to ensure their quality, and to help smallholder farmers to access inputs through targeted mechanisms, such as e-vouchers.
- Promoting commercialization of agriculture, and private sector led value addition and trade - smallholder farmers need to be assisted to invest in agriculture as a business, meaning producing surplus for the markets, to improve their incomes and livelihoods. To achieve this, access to markets and agro-processing facilities is key through their farmer or producer organizations.
- Building resilience to agriculture production systems and managing related risks – climate change, disease and pests. Investing in irrigation and water harvesting technologies to combat climate variability and climate change is critical; as well as putting in place early warning systems (EWS) and emergency response mechanisms (ERM) for managing disasters, such as droughts, floods, and outbreak of pests and diseases.
- Improving policy and regulatory environment and strengthening institutions - to attract private investments in the agriculture sector, the government needs to create an enabling business

environment. This include addressing institutional capacity gaps at the national and district level, so that they are able to provide advisory and regulatory services; and adopting policies that will enhance competitions in the input (particularly seeds and fertilizers) and output markets, as well as value addition or agro-processing.

In the area of Water resource management, the 2005 Water Sector Reform Study and the 2006 Joint Sector Review (JSR) both recommended the implementation of integrated WRM at the catchment level. The National Water Policy provides an overall policy framework and defines the Government of Uganda's (GoU) policy objective as concerns WRM as: "To manage and develop the water resources of Uganda in an integrated and sustainable manner, so as to secure and provide water of adequate quantity and quality for all social and economic needs of the present and future generations and with the full participation of all stakeholders".

Climate change is having significant negative effects in Uganda, not least for those two-thirds of the population who as small-scale 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 disproportionate level of poverty and the unprecedented influx of refugees from South Sudan since July 2016. Uganda's climate change policy identifies the water sector as essential for adaptation efforts, and aims at ensuring that climate change concerns are integrated into national efforts for sustainable management of water resources. Water resources management is crucial not only in coping with climate change, but is also key to poverty eradication in Uganda: Without proper investment in water management, economic growth and employment has been projected to suffer significantly. Models predict increased rainfall in the dry season, which could have strong impacts on agriculture, especially with respect to post-harvest activities such as drying and storage. Climate models predict a temperature increase of more than 2 °C by 2030, which will likely have a strong impact on agriculture, i.e. through decreased yield of some crops. 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, urbanisation could accelerate further, and Uganda's ability to achieve the SDGs could be compromised. Relevant adaptation measures include those that 1) improve efficiency on the demand side, 2) improve water storage, 3) increase water availability, and 4) reduce losses from extreme events.¹

As an institutional anchor to implement the decentralized, and stakeholder-involving water resource management, the MWE has established four Water Management Zone (WMZ) offices. On this basis, Catchment Management Plans (CMPs) are currently being developed for all catchments in Uganda. The Upper Nile WMZ (UNWMZ) office has so far developed CMPs for two of the three catchments of the UNWMZ, namely the Albert Nile catchment and the Aswa Catchment. The Albert Nile CMP predicts that water demands in a number of geographical areas will exceed the available water in the dry season in 2030 and 2040 (years modelled) under climate change scenarios. A Strategic Action Plan for the Upper Nile Catchment has also been produced. CMOs shall play a central role in coordinating the planning activities among all the involved bodies/institutions, and ensuring that the micro-catchment management plans to be developed are monitored and regularly updated as the implementation proceeds over time.

Many refugee settlements are placed on soils with marginal productivity, including areas that are water deficient. In refugee settlement areas, infrastructure and environmental issues, including water, are governed and managed by the Office of the Prime Minister (OPM), in cooperation with the office of the United Nations High Commissioner for Refugees (UNHCR). Refugees were settled with limited consideration for the CMPs. Through this engagement, it is hoped that experiences concerning coordination and implementation of WRM interventions in refugee settlements can be gathered, systematised and applied.

5.0 Description of Project

5.1 Objectives and Theory of Change

5.1.1. Objectives and results framework

NURI contributes to the strategic objective of the Denmark-Uganda country programme 2018-2022. Thus NURI will contribute to poverty reduction through inclusive and sustainable economic development. NURI specifically contributes to the UPSIDE programme under the country programme, which has the objective of sustainable economic growth. NURI focuses on Northern Uganda and the project logic is based on the important role of agriculture in the Ugandan economy and the potential for agriculture to contribute to equitable economic growth that reaches the poorer segments of Ugandan society.

The number of households that will benefit from the NURI are estimated to be 150,000. The target is to reach 4,000 farmer groups consisting of 120,000 households with agricultural extension and training under Output 1. About 75% of these households will also benefit from VSLA. 28% are expected to be from refugee households. 1,800 groups are expected to benefit under Output 2, giving about 54,000 participants (households), of which about 30% are expected to be refugees. Under Output 3, eight communities at micro-catchment level will participate in the programme. Some of these will be in refugee hosting areas. The estimated number of beneficiaries will be determined after a baseline survey to be conducted when the programme commences.

The following outcome and output indicators have been selected to document progress:

Outcome level: Enhanced resilience and equitable economic development in supported areas of Northern Uganda, including for refugees and host communities. This will be assessed through indicators measuring:

- average annual cash income of participating households
- number of participating households reporting reduction in periods of food insecurity in a year
- total number of people benefiting from supported WRM activities.

Output level:

Output 1: Increased agricultural output of small-scale farmers (referred to in implementation plan as Climate-Smart Agriculture (CSA)). This will be assessed through indicators measuring:

- Cumulative percentage of participating households adopting additional CSA practices
- Cumulative percentage increase in average yields per acre for strategic crops
- Cumulative percentage of the quantity of strategic crops harvest that is sold

Output 2: Agriculture-related infrastructure renovated and/or constructed using labour intensive approaches (referred to in implantation plans as Rural Infrastructure (RI)). This will be assessed through indicators measuring:

- Average cumulative percentage of projects in district investment plans completed (segregated by refugee settlement area or not)
- 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).
- Percentage of households reporting satisfaction with quality of completed infrastructure projects
- Percentage of community members living close to completed infrastructure who use it regularly

Output 3: Agriculture-related physical and natural water infrastructure constructed or made more resilient to climate change. This will be assessed through indicators measuring:

- Cumulative number of micro-catchment management plans implemented
- Number of agriculturally-related physical & natural water infrastructure constructed or rehabilitated (adjusted CCE supporting indicator)
- Community/user management agreements developed and implemented
- Percentage of households in the micro-catchments who understand by-laws relating to completed WRM projects

NURI's training in financial literacy / VSLA and sexual reproductive health and rights is meant to be complimentary to the training in climate smart agriculture to improve household production, financial management and reduce dependency ratios. It is hoped that 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. Additional indicators such as for tracking training in VSLA may be included in the NURI M&E Manual.

Baseline: A baseline study will be carried out during the first year of NURI to provide initial target figures where required, providing a basis for setting performance targets. Where targets consist of absolute figures, such as the number of micro-catchment plans carried out, or estimates of beneficiary satisfaction, such as with infrastructure rehabilitation no baseline figures are required. It is especially for output 1 where changes compared to a starting level i.e. increased yields or increased adoption of climate-smart technologies are the target, that a baseline is essential.

Baseline data on new national groups, mixed refugee/host groups and refugee women groups will be collected through a study commissioned and overseen by CF during 2019. For the former RDNUC groups, data gathered under RDNUC will be used as baseline. Details of the baseline survey plans will be included in the NURI M&E manual.

A detailed Results Framework is included as **Annex 2**.

5.1.2. Theory of Change

Climate Smart Agriculture in NURI. In the NURI context Climate Smart Agriculture (CSA) is understood in the broadest sense. It refers not only to climate-smart agronomic practices in the field such as the choice of crops and varieties, planting dates, cultivation methods and soil and water conservation but also to the livelihood practices of households more generally as well as community level activities. Financial literacy and building up savings, as well as being better able to demand your health and

sexual rights so that more labour days can be spent on productive activities are climate smart activities at the household level. Improving access to family planning services and changing community attitudes to gender-based violence, engaging in community activities, be they farmers groups, marketing groups, VSLA groups or public works and rural and water infrastructure maintenance activities, help to build social networks, community infrastructure and access to information, mentoring and support and are all seen as climate-smart activities at the community level. Engaging youth at all levels ensures climate smart concepts are ingrained in young people and help ensure the sustainability of the efforts under NURI. At the national level NURI will engage with knowledge partners to share information and if possible, to support efforts to improve weather information. Thus, at all levels there are activities that contribute to the resilience that underlies climate-smartness in the face of unpredictable weather as well as enhancing the capacity of households and communities to sustain the benefits of the programme.

NURI Theory of Change

The activities embodied under NURI Output 1 focus specifically on climate smart agricultural practices and if successfully implemented will enhance resilience of the national, host and refugee farmers through provision of practical skills in CSA, including post-harvest handling and marketing, VSLA and SRHR. The uptake of the skills through adoption of new farming technologies, saving of income in VSLA and awareness of health rights will lead to improved farming and livelihoods practices and approaches.

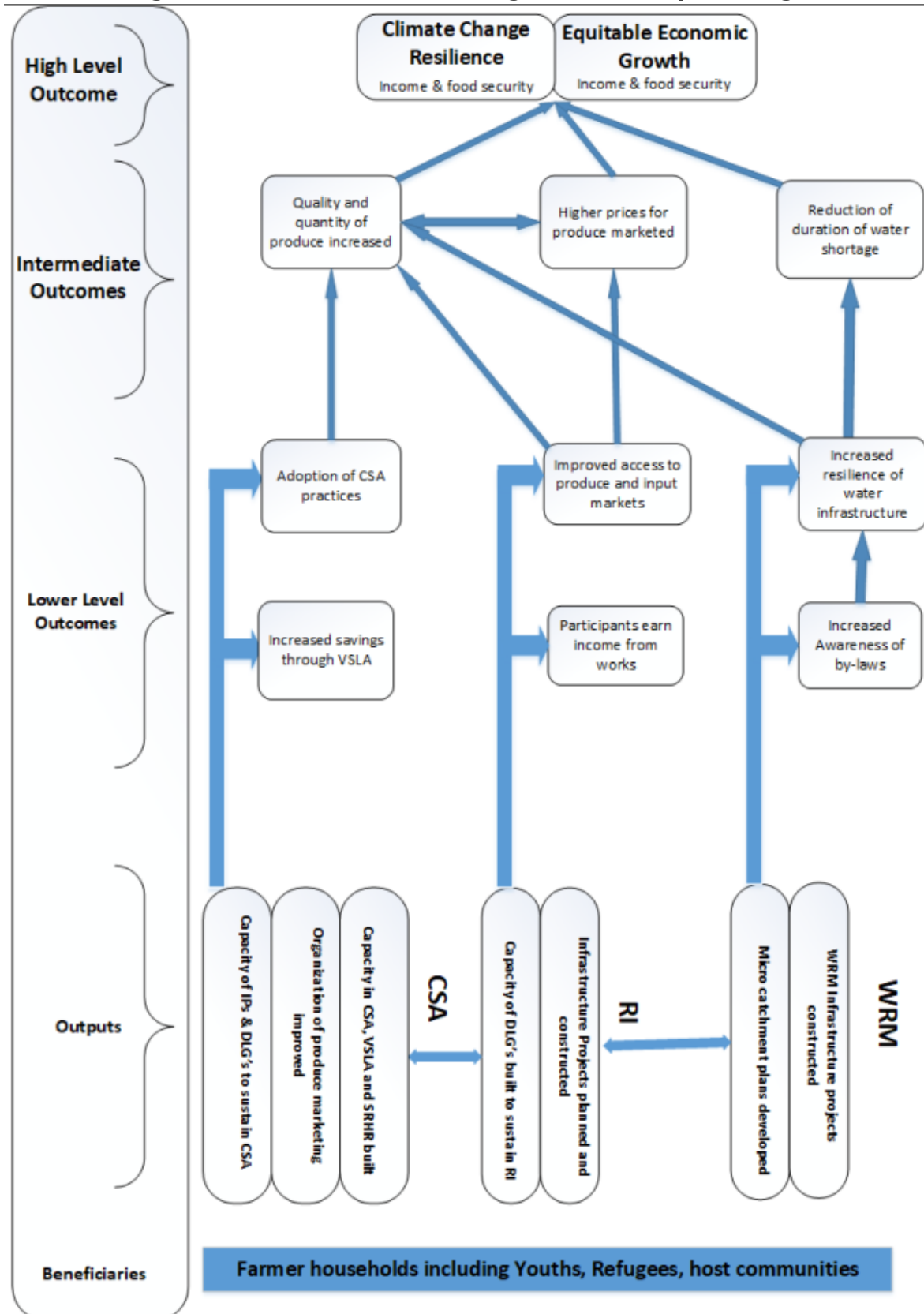
Improved farming and livelihoods practices and approaches will lead to higher productivity, better yields, more organised marketing and increasing levels of investment in productive activities. The farmers are able to get higher prices for their better quality and bulked produce and higher value for their total production. This in turn will lead to increase in household income and food security.

Under NURI Output 2, rural infrastructure will be renovated and constructed. When the planned activities are successfully implemented, resilience of community members will be enhanced through their active participation in the planning and construction of the infrastructure, which will encourage community ownership and provide better access to produce and input markets. Participants will also supplement income as a result of payment from construction work. Improved rural infrastructure, particularly community access roads and market places, will lead to increase market opportunities and better prices, better linkages, and access to services, which will lead to increased household income and food security.

Under Output 3 of NURI physical and natural water infrastructure will be constructed or rehabilitated. Enhanced management of water resources will improve the enabling environment for smallholder farming by increasing reliable water availability, reducing the impact of climate change and extreme weather events, and countering environmental degradation. This will lead to decreased incidents of crop failure and improved and more stable agricultural yields which will lead to, increased household income and food security.

Including both host communities and refugees as beneficiaries will help counter the negative impact of refugee influx on the long-term development prospects of Northern Uganda, which will contribute

Figure 5.1 Flow Chart Summarizing NURI's Theory of Change



to minimizing the risk of intercommunal conflict and provide marketing and learning opportunities for both communities leading to increased household income and food security.

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 be able to access land for agricultural activities and be able to produce beyond their subsistence requirements. The project assumes that participating households will be receptive to SRHR messages and practice family planning; that they will participate literacy lessons and apply financial management skills acquired. Developments concerning these assumptions will be closely monitored.

Figure 5.1 above presents the theory of change diagrammatically, showing the flow outcomes and results, as well as some of the linkages. A multi-pronged programme such as NURI is difficult to capture in such a simple form, but the attempt is made to show the logic behind the theory of change.

5.2 Implementation Strategy

Denmark has supported development in Northern Uganda since the late 1990s. Since 2009, the support has been managed by a coordination function (CF) which is a decentralized unit of the Danish Embassy, headed by a Danida adviser. The CF is not a different legal entity from the Danish Embassy. This implementation modality will be continued under the name NURI CF, on the basis of good experiences with its lean and flexible setup that has delivered significant results. NURI CF will oversee and support the implementation of NURI while actual implementation in the beneficiary areas will be done by implementing partners or Resilience Agricultural Units (RAUs).

NURI CF will sign separate agreements or contracts with NURI implementing partners as concerns training in climate smart agriculture, marketing, and VSLA/financial literacy (output 1). The contract for implementation of rural infrastructure (output 2), and implementation of micro-catchment plans (output 3) will be signed by the RDE.

The essential elements or guiding principles of the implementation strategy are based on the lessons learned in previous interventions in Northern Uganda and on consultations with stakeholders.

- (a) Geographical coverage: beneficiary districts are, West Nile – Arua, Moyo, Adjumani, Nebbi, Pakwach and Zombo, and for Acholi – Kitgum, Lamwo and Agago. The districts have been selected on the basis of the following criteria:
- i. 7-10 districts in total in West Nile and Acholi sub-region, of which at least three host refugees. The actual number depending on the size of the population (nationals and refugees) in the districts and will be affected by the on-going creation of new districts.
 - ii. Consolidation of previous interventions.
 - iii. Existence of DFA's or NGO's with the necessary capacity, or with strong potential.
 - iv. Access for refugees to sufficient land for agricultural training.
 - v. Maximisation of synergies between outputs and aBi
 - vi. Avoidance of overlaps with interventions by other development partners.

- (b) In refugee-hosting areas, both refugees and host communities will participate and benefit from activities under all outputs. For output 1 and 2, at least 50 percent of beneficiaries should be refugees in sub-counties hosting refugees. Refugees will benefit from output 3 activities where selected micro-catchments include refugee hosting areas.
- (c) Support for agricultural production and marketing will focus on the up-stream part of the value chains (production, bulking, postharvest handling, marketing), while the mid- and down-stream parts will be left to other interventions, like aBi and NU-TEC.
- (d) For output 1, the aim is to target 4,000 farmer groups with 25 - 30 participants in each, meaning that the aim for the total number of farmer households trained and supported is 100,000 to 120,000.
- (e) As much overlap as possible and relevant will be sought between participants in activities under the three outputs to ensure synergies.
- (f) Beneficiary farmer groups will be supported for up to three years, and where deemed necessary to ensure sustainability, they will be supported for longer. The programme will be rolled out in phases. While some groups will be covered from year one, others will be covered from year two, and so on.
- (g) Cost-sharing of equipment and tools for agricultural production will be considered where possible to ensure ownership and sustainability. For demonstration activities some inputs will be supplied by the project.
- (h) A labour-intensive approach will be used for construction of rural infrastructure and water related physical and natural infrastructure.
- (i) Participation and empowerment of youth and women will be promoted in all activities.
- (j) Farmer groups selected on the basis of a needs-assessment will be trained in financial literacy, through support to establishment and running VSLAs. This will be complemented by training in family planning, building on the Country Programme engagement with UNFPA.
- (k) For output 1 and 2, district local governments and sub-county authorities will be fully involved in terms of approving and supervising activities. For output 3, the Catchment Management Organisations and relevant local authorities will also be fully involved.
- (l) Implementation will be closely coordinated with similar development and humanitarian interventions.

For WRM additional elements include:

- a) Benefitting geographical areas will be chosen on the basis of the following criteria:
 - i. Should be identified in the CMPs as already being water deficient (negative water balance) or predicted to become so within the timeframe given (up to 2040), and/or environmentally degraded.
 - ii. Should be within NURI areas of operation to ensure maximum synergy with the two other outputs under NURI (climate smart agriculture and rural infrastructure).
 - iii. Should include micro-catchments in which refugee settlements are placed.
- b) Interventions will focus on micro-catchments, as recommended by the DWRM, based on its lessons learnt study and also to ensure guiding principle 1.

- c) DWRM/UNWMZ will build on coordinating and mobilizing functions and extend these to refugee settlements.

Output 1: Increased agricultural output of small-scale farmers

This output includes the following main activities:

1.1. Identify and train target farmer groups:

- 1.1.1 Assess and select strategic crops and beneficiary farmer groups, or where no groups exist, work with communities and community leaders to form groups of motivated farmers
- 1.1.2 Prepare plans with the selected farmer groups depending on their situation and needs
- 1.1.3 Train in Climate smart agricultural practices, including soil and water management.
- 1.1.4 Train in and support collective marketing.
- 1.1.5 Continuously assess farming systems and climate smart agricultural practices that should be promoted, based on experiences from the RDNUC, NURI pilot project and consultations with stakeholders, including those involved in CSA research and those in the refugee response.

1.2. Train target farmer groups in financial literacy, especially through formation and support of VSLAs

1.3. Provide capacity building and operational support to the implementing partner

1.4. Provide capacity building and operational support to the Production Departments in the participating District Local Governments. 1.5

1.5. In collaboration with UNFPA's WAY program sensitize farmer groups to SRHR and GBV issues

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 International. 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 8 UNFPA WAY districts will not be covered.

The guidelines for implementation of these activities will be documented in Climate Smart Agriculture Training Manuals and Handbooks as well as in a VSLA Manual.

Under activity 1 there will be different Target Groups including newly identified farmer groups in all districts, farmer groups supported under RDNUC in the former RDNUC districts, and mixed (refugee and host) and pure refugee women groups in the refugee hosting districts.

Output 2: Agriculture-related rural infrastructure renovated and/or constructed using labour intensive approaches

In short, referred to as Rural Infrastructure, this output includes the following main activities:

2.1 Prepare Infrastructure Investment Plans for approval

- 2.1.1 With stakeholders, including those involved in the refugee response, select the types of rural infrastructure that will be supported (i.e. community access roads, market places, woodlots).
- 2.1.2 Based on the selected infrastructure, review and update Parish and Sub-county Development Plans, including rural infrastructure in refugee settlements.
- 2.1.3 Based on the updated Development Plans prepare district investment plans (screen, cost and prioritise projects) together with District Local Governments.

2.2 Implement approved infrastructure projects

- 2.2.1 Mobilise local communities and train their project management committees.
- 2.2.2 Procure tools, materials and where needed contractors.
- 2.2.3 Construct or renovate the prioritised infrastructure.
- 2.2.4 Assist in election of user committees and train them.
- 2.2.5 Assist user committees in preparation of maintenance plans and follow-up on their implementation.

2.3 Provide capacity building and operational support to the implementing partners and the Engineering Departments in the participating District Local Governments.

The guidelines for implementation of these activities will be documented in the Rural Infrastructure Manual.

Output 3: Agriculture-related physical and natural water infrastructure constructed or made more resilient to climate change

This output includes the following main activities:

3.1 Develop water resource micro-catchment plans

- 3.1.1 Development of community-driven micro-catchment management plans by the Upper Nile Water Management Zone (UNWMZ) based on community engagement and mobilisation in the areas identified.
- 3.1.2 Formation at field implementation level of committees that lead the communities to develop bylaws and enforcement mechanisms.
- 3.1.3 Development of effective community agreements/bylaws on natural resources management that emphasize water management.

3.2 Construct approved water resource management infrastructure projects

- 3.2.1 Implementation of micro-catchment plans by contractor, focusing on water retention, such as multipurpose dams, protection of riverbanks, contour planting, tree planting and other retention structures in the open landscape on farm and off farm.
- 3.2.2 Assist user committees/other community organisations in preparation of maintenance plans and follow-up on their implementation

Output 3 is implemented by two different implementing partners, DWRM/UNWMZ and a contracted NGO or consultant company. Micro-catchment plans will be developed by UNWMZ and the implementation of the activities prioritized from the micro-catchment plans will be by the contracted entity. Implementation of activities be by the same entity implementing Output 2 activities under Rural Infrastructure and follow similar procedures, except in so far as the types of infrastructure are different.

DWRM/UNWMZ will implement the planning process, including:

- (a) Developing Community-driven micro-catchment management plans and implementation mechanisms in the areas identified.
- (b) Developing effective community agreements/bylaws on natural resources management that emphasize water management
- (c) Sharing of lessons learned from 1.1 and 1.2 with local governments, CMO, rest of MWE, OPM and UNHCR and other stakeholders
- (d) Developing and applying stakeholder-involving monitoring system for 1.1 and 1.2 but also for documentation for 1.3
- (e) Developing guidelines for authorities, communities and other stakeholders for implementation of these activities (1.1, 1. 2 and 1.4)
- (f) Formation at field implementation level of committees that lead communities to develop bylaws and enforcement mechanisms. Committees should develop community environmental action plans, in line with the strategy and action plan of UNWMZ and CMPs.
- (g) Capacity building of CMOs and DLGs in relation to WRM.

The contractor/entity implementing the construction and renovation activities in the plans will carry out activities including:

- (a) Implementation of the interventions planned under Output 1. These may include:
 - Reforestation
 - Multipurpose dams
 - Retention structures in the open landscape, on-farm and off-farm (e.g. stone walls, trenches, contour-planting of lemongrass or others, as suited to the locations)
 - Wetland rehabilitation
- a) Assistance to user committees/other community organizations in preparation of maintenance plans and follow-up on their implementation
- b) Support to communities in monitoring and supervising implementation of maintenance plans

The guidelines for implementation of these activities will be documented in the NURI Water Resources Management Manual. DWRM/UNWMZ will assist NURI CF in developing the manual, based on the catchment planning guidelines.

5.3 Synergies

Internal synergies with the two other UPSIDE engagements, Agricultural Business Initiative (aBi) and TradeMark East Africa (TMEA) will be continuously pursued: concerning TMEA, especially implementation of projects aimed at reducing non-tariff barriers to trade as well as lowering the trade transactions costs for both small-scale and large-scale traders can impact NURI beneficiaries, especially if such projects are implemented at border-crossings in West Nile and Acholi sub-regions. TMEA support for improved adherence to quality standards can also contribute to furthering NURIs 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. If successful NURI farmer groups can be linked to aBi partners. All round impacts should be improved, though, for example: the development of storage models, products to link VSLA and banks, products to promote animal traction, weather information opportunities, and opportunities for agricultural insurance and exporting of selected strategic crops.

There are also good prospects for developing synergies with other programmes and projects in Northern Uganda through the CRRF, particularly the agriculture pillar which includes agricultural extension and rural infrastructure, and the water pillar which is coordinated by MWE. Experiences from the NURI pilot were shared with the agriculture and livelihoods group where the various actors are given the opportunity to share lessons learnt.

There are a number of interventions in the north and a number that are similar to NURI. Those most relevant to NURI:

- The EU's Development Initiative for Northern Uganda (DINU)
- World Bank's Northern Uganda Social Action Fund III (NUSAF3), renamed Development
- Response to Displacement Impact Project (DRDIP)
- The UN's Refugee and Host Population Empowerment (ReHoPE)
- IFAD's Project for Restoration of Livelihoods in Northern Uganda (PRELNOR)
- EU/Valetta Trust Fund's Support Programme to the Refugee Settlements and Host Communities in Northern Uganda (SPRS-NU)
- DFID's Northern Uganda: Transforming the Economy through Climate Smart Agribusiness (NU-TEC)
- Water Management Development Project (WMDP): World Bank, 2012-2018

Other donors are also engaging in similar programmes, notably the UNCDFs Agricultural Support in West Nile and Welthungerhilfe, with new projects also in West Nile.

5.4 Cross-cutting Issues

A number of cross-cutting issues are built into the NURI design, from democracy and governance in farmer groups to environmental considerations in the recommendations on use of pesticides. Many of these are accepted good-practice and are a normal part of project design. However, certain cross-cutting issues will receive particular attention and NURI will strategically reinforce its activities with a focus on Climate Change, participation and empowerment of women and youth and sexual and reproductive health and rights.

5.4.1 Climate Change

Climate models predict increased rainfall in the dry season ... and a temperature increase of more than 2 °C by 2030, which will ... have a strong impact on agriculture. 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.” The significance of this can hardly be overstated. In the Preparation of NURI experience has been used in planning how to address climate-change as well as making use of relevant studies. The most relevant of the studies available was found to be the FTF Climate-Smart Agriculture in Uganda study. In designing NURI project, the issues raised in the study were considered and addressed. These include addressing vulnerability of rain-fed agriculture to weather variability through inter-cropping, promoting drought tolerant and early maturing varieties of crops. The other r approaches cover monitoring and if possible implementing trials on small-scale irrigation, working with knowledge partners, and regular training and up-dating of CSA extension staff. NURI will also explore systems-level CSA interventions as a way to address whole-farm climate smartness. NURI will address trade-offs and synergies among CSA practices including a flexible approach to diversification and inter-cropping, focusing on soil and water conservation and longer-term productivity measures. A summary of the main issues and of the approach taken in NURI is attached as Annex 3.

In the NURI project efforts will be made to keep an eye on new developments in Climate Smart Agriculture including both local and international research. Initial contacts have been made with a number pf potential ‘knowledge partners’ include NARO, the ABI ZARDI and IITA.

5.4.2 Youth

The high numbers of un- and under employed youth both in the national and in the refugee communities offer both challenges and opportunities for agriculture development in Northern Uganda. In the preparation of NURI use has been made of studies carried out by other organisations focusing on the opportunities for youth engagement and employment in agriculture in Northern Uganda. The most relevant and useful of these studies as it relates to NURI is attached as Annex 4. This ODI study on ‘Creating Opportunities for Young People in Northern Uganda’s Agriculture Sector’ from July 2017 includes a number of recommendations that will be addressed in NURI including;

- Encouraging a change of attitude towards young people
- Taking young people’s financial obligations towards their parental households seriously,
- Helping young people gain access to trustworthy savings services
- Increasing the provision of training

- Making use of the window of opportunity provided by the family support young people receive at the start of their careers
- Supporting young people to supplement their income by working away from their own land

NURI will integrate the recommendations of this study in a number of ways including addressing the negative attitude towards youth by promoting good inter-generational relations, for example through encouraging mentoring and through sensitizing staff to the importance of attitudes. NURI will also take young people's financial obligations and need to build up savings seriously by encouraging their enrolment in VSLAs and following the developments and emerging lessons in the area of Youth savings and loans associations. Further high youth participation will be encouraged in cash-for-work activities that give them an alternative source of income. Further details of plans for addressing these recommendations in NURI are included in the Annex.

NURI CF will also make use of lessons and best practices from organisations that have engaged youth more widely in the past, including USAID and their Positive Youth Development programme.

Further NURI will work closely with the RDE and the Ministry in Denmark as Danida develops a Youth Policy and introduces and tests specific tools for working with youth. NURI will contribute to and benefit from the Danish youth initiative and has already during the NURI pilot activities played an important role in the initial stages of developing this initiative, including sharing initial lessons learnt and offering opportunities for interaction and input from active youth groups.

5.4.3 SRHR

The physical and economic status of women is inextricably linked to her ability to exercise her sexual and reproductive rights. Unequal social and gender norms prevent women from fully meeting their potential and hold back development. In NURI there will be cooperation and 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 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.

6.0 Budget

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 2018-2022.

The budget includes DKK 14 million for contingencies. In consultation with RDE, the 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. Should this be insufficient, the rules of reallocations between development engagements must be adhered to. The contingency funds may be used before 2022.

Table 6.0: Overall budget for NURI for the period 2018-2022 (DKK millions)

Output	2018	2019	2020	2021	2022	Total
Climate Smart Agriculture	-	16	32	32	26	106
Rural Infrastructure	-	16	32	32	26	106
Water Resources Management	3	8.5	8.5	8	7	35
Coordination incl. TA and M&E	-	6	6	6	6	24
Contingency	-				14	14
Total	3	46.5	78.5	78	79	285

For WRM, the funds derive from the Climate Change Envelope, disbursements of which are centrally coordinated by the Danish Ministry of Foreign Affairs in Copenhagen. Disbursement budgets for that output therefore have to be coordinated with the relevant unit in the Danish Ministry of Foreign Affairs.

For each partner, under each output, annual work plans and budgets will be prepared based on a budget frame provided by the RDE through CF. Annual budgets will be prepared through a consultative process between implementing partners or units and CF. Details on the budgeting process are included under section 8, Financial Management and Procurement, 8.1 Budget and budget approval.

7.0 Management and Organisation

The management arrangements will be described in detail in the NURI Management Manual based on the following:

7.1 Role of RDE

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.

7.2 Role of NURI CF

NURI CF will oversee and support the day-to-day implementation of the engagement and undertake tasks including, but not limited to, the following:

- Review and aggregate annual work plans of the implementing partners
- Review and aggregate financial and progress reports of the implementing partners
- Disburse and monitor use of funds
- Carry out financial and programmatic monitoring on the basis of an annual monitoring plan
- Prepare reviews in cooperation with RDE
- Plan and review programme M&E surveys
- Work closely with the DLGs (participate in DTPC meetings) to ensure that the districts provide oversight, monitoring and supervision
- Prepare NURI CF manuals and implementation guidelines to guide implementing partners
- Develop new or approve existing accounts manuals for each implementing partner
- Assess the capacity of implementing partners on a continuous basis and draw up plans for capacity building and implement them
- Coordinate the activities of the implementing partners
- Provide technical backstopping to implementing partners
- Plan and carry out procurements that do not require tendering in line with EU rules.
- Plan audits and review audit reports of the implementing partners
- Carry out due diligence and oversight of IPs in relation to implementing partners including through monitoring visits
- Implement recommendations from programmatic or financial reviews
- Together with RDE maintain a close relationship with Ministry of Agriculture, Animal Industries and Fisheries, Ministry of Water and Environment, Office of the Prime Minister, UNHCR, relevant district local governments, other development partners, NGOs, etc. to ensure that activities are coordinated.

NURI CF will have as a starting point the following professional staff headed by the Programme Management Adviser:

- Programme Management Adviser, based in Kampala
- Financial Management Adviser, based in Kampala
- M&E Coordinator, based in Kampala
- Finance Officer, based in Kampala
- Finance/ Administrative Assistant, based in Kampala
- Human Resources Coordinator, based in Arua
- VSLA Coordinator, based on Arua
- Regional Coordinator, South West-Nile based in Arua
- Regional Coordinator, North West-Nile based in Moyo
- Regional Coordinator, Acholi based in Kitgum
- Supervising Engineer, based in Arua

The level of staffing is justified by the level of funding, the scale and complexity of the programme. The inclusion of refugees, new districts, an increase in overall staffing, a new output (WRM), an increased need for monitoring, evaluation and quality assurance of rural infrastructure activities and a new need for the same in relation to water resources management will all place extra demands on CF compared to earlier programmes.

Over and above the CF staff, short-term technical assistance to UNWMZ is foreseen. This is in line with the conclusions of the Country Programme appraisal report.

7.3 Role of Implementing Partners

NURI CF will sign agreements or contracts with implementing partners, who will be given authority to manage the implementation within the approved plans and under adherence to agreed guidelines. The management contract for implementation of Outputs 2 and 3 will be signed by the RDE. The following types of partners have been selected to implement the different outputs:

1. Output 1 -Increased agricultural output of small-scale farmers: local partners are selected based on capacity in terms of financial and programme management, strong field presence in the beneficiary sub-regions and experience in agricultural livelihoods. Where it has not been possible to identify suitable partners Implementation Units have been established building on units established under RDNUC. Resilience Agricultural Units (RAUs) are staffed with experienced extension officers, many of whom participated in RDNUC or worked in other extension focused projects. The RAUs also give NURI the opportunity to include a number of new and promising agricultural graduates, giving them the chance of gaining experience in a supportive structure with strong supervision.
2. Output 2 – Agriculture-related infrastructure renovated and/or constructed using labour intensive approaches: an international NGO or company will be contracted through an EU tender.
3. Output 3 – Agriculture-related physical and natural water infrastructure constructed or made more resilient to climate change: Upper Nile Water Management Zone (UNWMZ) office under the Directorate for Water Resources Management of the Ministry of Water and Environment for

planning, monitoring, supervision and coordination, and an international NGO or company contracted through an EU tender for implementation of developed plans.

A number of agreements and contracts are foreseen to be entered into under NURI: agreements with implementing partners for CSA activities, an agreement with Go concerning WRM, a contract for rural infrastructure and WRM tendered in line with EU rules. SRHR/family planning is provided for in the CP engagement with UNFPA.

7.4 Role of 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.

For output 3, the Upper Nile Water Management Zone (UNWMZ) office in Lira will have the overall responsibility for supervising activities, while the relevant catchment management organisations and the involved district local governments and sub-county authorities will be important stakeholders in decision-making, planning, monitoring and implementation of activities, as appropriate.

Memoranda of Understanding (MoU) will be signed between NURI CF and relevant DLGs. These MoUs will specify the roles, 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.

7.5 Coordination with other interventions

Coordination of NURI with other interventions at district level will be the responsibility of the CAO or his designate. While the coordination of the interventions at regional and national level will take place in the Development Partners Group and the Refugee Donor Group. CRRF Secretariat is currently developing a "Job and Livelihoods Response Plan" with MAAIF heading the sub-group on food and production. These developments are likely to offer useful future opportunities for coordination and information sharing. There will be further coordination and information sharing through the Water and Sanitation Development Partners Group, the PRDP Technical Working Group, chaired by the office of the Prime Minister (OPM), the CRRF secretariat and other relevant sector working groups in which the RDE participates. NURI CF will further liaise both locally and nationally with development partners and other stakeholders to ensure that the NURI activities are well coordinated.

8.0 Financial Management and Procurement

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

8.1 Budgets and budget approval

RDE shall provide NURI CF with a budget frame for each financial year. Annual work plans, where each activity is described and budgeted, will then be prepared by the implementing partners and reviewed and consolidated by NURI CF. The consolidated work plan and budget will be approved by the RDE. 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.

Changes to the budget shall be approved by the RDE. In the case of WRM the RDE will have consultations with the relevant unit in the Ministry of Foreign Affairs and observing the conditions of the DED and the Programme Support Agreement for that output.

CF NURI and its partners save for MWE/DWRM, will prepare annual work plans and budget, which will follow the calendar year. The schedule for the planning process will be as follows:

Table 8.1: NURI Annual Work Plan Cycle

Month	Activity
October:	RDE provides NURI CF with a budget frame for each financial year
October:	CF NURI prepares annual planning guidelines including budget frame
October:	Implementing partners (IPs) prepare their annual work plan and budgets
November:	CF NURI reviews annual work plans and budget and gives feedback to IPs
November:	CF NURI prepares consolidated plans and budgets per district and at programme level
December:	CF NURI reviews the consolidated annual work plan and budget per district
December:	RDE approves the annual work plan and budgets

The DWRM/UNWMZ will prepare annual work plans and budgets, which will follow the financial year. The schedule for the planning process will be as follows:

Table 8.2 MWE Annual Work Plan Cycle

Month	Activity
April:	CF NURI prepares annual planning guidelines including budget frame
April:	DWRM/UNWMZ prepares the annual work plan and budgets
May:	CF NURI reviews annual work plans and budget and gives feedback to DWRM/UNWMZ
May:	DWRM/UNWMZ finalizes the annual work plans & budgets and resubmits to CF NURI
June:	CF NURI/RDE reviews / assesses the consolidated work plan and budget
June:	CCE-WRM Steering committee approves the annual work plan and budgets

8.2 Disbursements

Funds will be disbursed by RDE 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.

Disbursement to MWE/DWRM/UNWMZ will be from RDE. Funds will be disbursed on a semi-annually basis to UNWMZ/WRM/UNWMZ through a MoFPED withholding account in the Bank of Uganda, in accordance with the approved work plan.

NURI CF and the implementing partners shall operate separate bank accounts for Danida funds. The requests for funds should 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.

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.

The NURI CF, implementing partners and MoFPED must submit a receipt to RDE and NURI CF respectively no later than 14 days after receipt of the funds.

8.3 Accounting

NURI management of funds 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, original invoices and original, signed receipts;
- 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.

The funds for NURI will shall be accounted for in accordance with Danida's "Guidelines for Financial Management of Decentralized Units" (<http://amg.um.dk/en/technical-guidelines/financial-management/decentralised-project-accounting>).

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>). The implementing partners sourced through tendering will account in accordance with the provisions in the signed contracts.

In the case of MWE the accounts department will comply with the Danida General guidelines for accounting and auditing grants channelled through Government, Parastatal and International Organisations (<http://amg.um.dk/en/technical-guidelines/finacial-managment/accounting-and-auditing>).

8.4 Financial Reporting

The implementing partners shall prepare quarterly financial reports that are submitted to NURI CF not later than 15 days after the end of the quarter. Reporting on expenditure in line with the approved output-based budget and an analysis of the budget vs actual;

- An analysis of the linkage between activities carried out and the expenditures incurred in a Value for Money perspective;
- Challenges encountered and specification of recommended changes and adjustments (including budget re-allocations);
- Update on implementation of decisions, follow up on recommendations from reviews, audits etc.

UNWMZ will follow a different timeline and somewhat different procedures, as agreed and outlined in the separate DED for those activities under NURI Output 3 implemented by DWRM/UNWMZ. These procedures are outlined below:

Table 8.4 MWE/DWRM Financial Calendar

Month	Activity
July	DWRM/UNWMZ submits 4 th quarter (Apr-Jun) financial report of previous FY to NURI CF
July:	DWRM/UNWMZ initiates the audit process for the previous FY
July:	NURI CF/RDE conducts bi-annual financial monitoring of DWRM/UNWMZ
October:	DWRM/UNWMZ submits 1 st quarter (Jul-Dec) financial report of current FY to NURI CF
December:	DWRM/UNWMZ submits to NURI CF audit reports for previous FY (Jul- Jun)
December:	NURI CF reviews the audit for the previous FY and makes follow ups
December:	Accountant General submits biannual disbursement request to NURI CF/RDE
December:	RDE disburses funds to separate MoFPED withholding account in Bank of Uganda
January:	RDE conducts bi-annual financial monitoring of NURI
January:	Accountant General transfers the funds to a separate UNWMZ account in Lira
January:	DWRM/UNWMZ submits 2 nd quarter (Oct-Dec) financial report of current FY to NURI CF
April:	DWRM/UNWMZ submits 3 rd quarter (Jan-Mar) financial report of current FY to NURI CF
June:	Accountant General submits biannual disbursement request to NURI CF/RDE
June:	RDE disburses funds to separate MoFPED withholding account in Bank of Uganda
June:	Accountant General transfers the funds to a separate UNWMZ account in Lira

Furthermore, regular financial monitoring visits by NURI CF and the RDE will be conducted.

8.5 Procurement procedures

The implementing partners will be responsible for their own procurement, when their procurement 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 those activities of Output 3 (WRM) implemented by DWRM/UNWMZ, Government of Uganda procurement rules will apply.

8.6 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* attached to this DED, or any updated version. 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 similar allowances will not be paid under any circumstances;
- In general, when representatives from the Government or other organizations participate in activities, programs and events, to the extent possible the sending organization should be expected to cover costs related to participation, including per diems and travel reimbursements.

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

8.7 Auditing

At the end of the financial year annual financial statements shall be prepared and submitted to NURI CF. The financial year shall follow the calendar year. The Terms of Reference for the audit and appointment of the auditors is approved by RDE. RDE will facilitate the tendering of one auditor for the full grant period. The auditor will audit each of the implementing partners as well as the NURI CF and submit individual reports to NURI CF and one consolidated report to RDE. Annual audits will be initiated one month after the end of the financial year. During the financial year the auditor may perform announced as well as unannounced visit.

For the funds allocated to UNWMZ the audit will be carried out by the Ugandan Office of the Auditor General, but budgeted for under the project. The DWRM/UNWMZ will prepare the TORs for the audit, which will be approved by NURI CF. NURI CF will review the audit report on DWRM/UNWMZ and make the necessary follow-up.

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 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 unpresented 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.

8.8 Financial monitoring

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. NURI CF will be monitored by the RDE in accordance with the provisions in the *Guidelines for Decentralized Units*. The financial management process will follow a time line according to the calendar year, thus:

Table 3: NURI Financial Management Cycle

Month	Activity
January	CF NURI initiates the audit process for the previous calendar year
January	CF NURI transfers bi-annual funds to Implementing Partners' (IPs) bank accounts
January	IPs submit 4 th quarter (October-December) financial report to CF NURI
April	IPs submit 1 st quarter (January-March) financial report to CF NURI
April	RDE conducts bi-annual financial monitoring of NURI
June	Auditor submits audit reports for previous calendar year (Jan - Dec) to CF NURI
June	IPs submits bi-annual (Jul-Dec) disbursement request to CF NURI
June	CF NURI reviews the audit for the previous calendar year and makes follow ups
July	CF NURI disburses July-December funds to IPs bank accounts
July:	IPs submit 2 nd quarter (April-June) financial report to CF NURI
September:	RDE conducts bi-annual financial monitoring of NURI
October:	IPs submit 3 rd quarter (July-September) financial report to CF NURI
December:	IPs submit bi-annual (January – June) disbursement request to CF NURI

For the grant to DWRM/UNWMZ the annual cycle will follow the financial year with disbursement requests in December and June, and the audit process initiated in July. Details are included in the

DED for Improved Climate Change Resilience in Northern Uganda through Water Resource Management, including for refugees and host communities.

8.9 Anti-corruption

NURI CF 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 will continuously work to prevent, detect and follow up on corruption. It is a requirement that NURI CF share and report on all substantiated suspicions in a timely manner. These types of irregularities should be reported:

- Fraud, corruption, theft, highly irresponsible management of funds;
- 1. Non-compliance to the NURI programme document and the DED;
- 2. Serious non-compliance to agreements with IP's;
- 3. Any issues that interfere or threaten to interfere with the obtainment of the objectives of this NURI programme document and DED 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),
- 4. Any issues that might result in a financial loss, partnerships ending with unaccounted for funds, qualified IP audits, and
- 5. Any other issues deemed relevant.

9.0 Monitoring and Evaluation, and Reporting

The basis for monitoring and evaluation in NURI is the Monitoring and Evaluation Manual and the detailed results framework therein, which will include indicators on training in financial literacy and SRHR and GBV.

The Monitoring and Evaluation Manual will:

- Define indicators and targets at the impact, outcome and output levels
- Specify key information that is needed to measure the indicators
- Identify sources of information
- Describe methods for data collection
- Define reporting requirements in terms of content, process, when the information is reported; and who is responsible for reporting the information
- Describe processes for critical reflection and learning.

The objectives of the M&E system are to:

- Measure results in order to track progress and enable communication;
- Guide the planning, coordination and implementation of the component;
- Assess the effectiveness of the engagement activities and identify areas for improvement;
- Ensure accountability to both Danida and the beneficiaries.

9.1 Levels of monitoring and evaluation

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 as 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.

9.2 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.

9.3 Reviews

The Danish Country Programme 2018-2022 will undergo a mid-term review in 2020/2021. This review will also include the NURI engagement. The review will assist the Embassy in planning the second half of the programme period and adapt the programme to changing circumstances. NURI CF will prepare background documents for reviews, including an inception report, annual reports and a monitoring survey to be carried out in 2020. The RDE will prepare TORs for the review, with input from NURI CF. The Danish Ministry of Foreign Affairs will be responsible for carrying out this and any other reviews according to the agreed TORs.

9.4 Reporting

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. The DLGs will prepare quarterly reports of their monitoring and supervision activities and send to NURI CF. NURI CF will prepare consolidated biannual progress reports and submit to RDE. These reports will reflect progress made towards implementation of the DED and relevant supporting documentation such as approved work plans and budgets, recommendations from reviews, etc. The following shall be addressed in the reporting:

- An assessment of developments in the contextual framework;
- Implementation of the work plan and budget based on output targets for the reporting period, including brief explanations of challenges encountered and how these have been handled;
- Progress to date compared to output and outcome targets for the entire programme period as stipulated in the results framework;
- An analysis of risks as specified in this NURI programme document and the DED including both reflection on the reporting period and the upcoming reporting period;
- Reporting on expenditure in line with the approved output-based budget and an analysis of the budget vs actual;
- An analysis of the linkage between activities carried out and the expenditures incurred in a Value for Money perspective;
- Challenges encountered and specification of recommended changes and adjustments (including budget re-allocations);
- Update on implementation of decisions, follow up on recommendations from reviews, audits etc.

Annual progress and documentation from monitoring activities as reported by IPs to NURI CF will form the basis for continued support to the IPs and development of new work plans.

The RDE is required to report on the indicators in the results framework to the Danish Ministry of Foreign affairs. The results of the Monitoring Surveys are key source document for reporting at this level, in addition to NURI CF's consolidated programme progress reports. Consolidated annual progress reports will be available by 15th March each year for the previous year. A baseline study will be carried out in July/August 2019 with the report completed by November. Monitoring surveys will

be carried out in year 2 and year 4 of NURI. Survey field work will be in July/August of 2020 and 2022, with results available by November of the same year.

NURI CF will also prepare an inception report at the end of the agreed inception period, reporting on progress in establishing project structures, procedures and activities.

10.0 Key Assumptions and Risks

10.1 Key Assumptions

The rationale behind the NURI project is built on several assumptions:

10.1.1 Output 1 Assumptions:

One of the key assumptions of NURI is that farmers will be open to learning climate smart agricultural methods and will actually adopt and apply lessons learned through their training. That beneficiary farmer groups will also be willing to participate in the programme and to cost-share some types of support, such as produce stores, in order to ensure ownership. Where farmer groups lose willingness to continue participating or need time to raise money for cost sharing, the extent, pace and timing of support can be affected. Another assumption is that refugees will have access to sufficient land for agricultural activities to ensure some degree of self-reliance. This had been the policy, but the rapidly increasing number of refugees hampered implementation. If only very limited plots of land are provided, the types of activities that refugees can be involved in would be affected. A pilot project under RDNUC has contributed to qualifying these assumptions and how they can be addressed or mitigated in practice. However, the situation continues to develop, and developments concerning especially the last assumption will be closely monitored.

10.1.2 Output 2 Assumptions:

That participating communities will be willing and able to contribute to physical investments in their area, through labour, including for maintenance of infrastructure.

That climatic conditions are reasonably favourable for construction works and there are no major climatic events.

That local contractors are available and able to meet the quality standards required or willing to participate in capacity building to improve their capacity to participate in the project.

10.1.3 Output 3 Assumptions:

That the UNWMMZ office, with support from short-term technical assistance (TA), is able to establish collaboration and agreements among relevant stakeholders.

That the process of inclusive planning among these stakeholders can identify suitable micro-catchments for activities to be supported;

That participating communities will be willing and able to contribute to physical investments in their area, possibly through cost-sharing and labour;

That local communities, with the support provided through this engagement, can establish and uphold effective and sustainable management of water-related infrastructure and resources in their micro-catchments;

That MWE/DWRM/UNWMZ perform their role of monitoring and approving the projects as expected

10.2 Risks

Overall risks are outlined in the Programme Document for the Danish Country Programme for Uganda 2018-2022 and its Annex F.

There are a number of risks to the success of NURI, some at programme level and other and some at institutional level. Efforts will be made to mitigate these risks to the extent possible. There is a risk to all outputs caused by the level of land conflicts in parts of Northern Uganda. This risk will be mitigated by ensuring landownership issues are clearly defined and that planning processes are transparent and locally driven. NURI is in large part designed to contribute to the mitigation of the risks of adverse climate events, however this risk remains a risk for the success of the programme. Particular extreme and unpredictable weather events will impact the achievement of NURI objectives. The risks in terms of community satisfaction and participation will be addressed by clear and transparent information sharing and clarity of expectations from the start of implementation. The institutional risk of corruption and misuse of funds will be mitigated through implementation modalities based on experience from RDNUC, with lessons learnt from this and earlier programmes incorporated into the Management and Accounts Manuals.

Further details of programmatic and institutional risks specific to NURI and their related risk responses, are outlined in a table of risks and responses included as Annex 5

11.0 Inception and Implementation Plan

11.1 Inception Plan

NURI will have a 3 months inception period running from January to March 2019, which will include a no-cost extension of RDNUC. This combined extension/inception will allow for the completion of any outstanding activities and payments for RDNUC as well as the completion of activities in the NURI Inception Plan. Many NURI activities build on activities in RDNUC, and a number of pilot activities and preparations have been carried out under RDNUC, therefore the inception period is relatively short.

During the final year of RDNUC a plan for inception activities for NURI was developed to cover the period September to December 2018. However, by the end of 2018 there were still many outstanding obligations from RDNUC and a number of activities in the inception plan had not been completed and there were unexpected delays in the contracting of the Rural and Water infrastructure Implementing partner.

Further delays were necessitated by the need to implement the recommendations of the NURI reappraisal carried out in September-October 2018. In the final report shared at the end of November 2018 the report's main recommendation was an alignment of NURI's programme documentation particularly the Development Engagement Document (DED) and the implementation plan. By its nature, the alignment of existing programme documentation automatically resulted in restructuring of plans, budgets and work plans.

The following are the major activities to be carried out and funded during the no-cost extension:

- a) Complete RDNUC outstanding activities and obligations / liabilities, including payments
- b) Complete outstanding NURI inception activities planned for Sep-Dec 2018 as part of RDNUC closure e.g. signing of agreements with IPs, revision of manuals, obtain permission to work in refugee settlements, signing MoUs with DLGs, DLG sensitization meetings, selection of strategic crops, etc.
- c) Finalize the delayed procurement of NURI implementing partner for RI and WRM
- d) Finalize the delayed completion and approval of MWE's work plan for Output 3 (WRM)
- e) Restructuring of the NURI Project Document and DED as per the recommendation of the re-appraisal mission
- f) Finalize CSA implementing partners budgeting processes based on the restructured Programme Documents
- g) Support IPs and RAUs in maintaining activity momentum, including paying staff salaries and running cost during the inception period.

As well as the activities listed under the no-cost extension, the inception period includes NURI start-up activities. Major activities are listed below:

- a) Finalizing staffing contracting issues
- b) Staff orientation on terms and conditions as well as the NURI programme more generally
- c) Orientating staff on the Danida Zero-tolerance policy

11.2 Implementation Plan

The Implementation Plan gives an overview of the anticipated roll-out of the three NURI Outputs for the entire four-year period of NURI. The implementation plan will be the basis for preparation of annual work plans, which will be prepared in consultation between NURI CF and the Implementing Partners.

11.2.1 Implementing Partners

11.2.1.1 Climate Smart Agriculture

In selecting implementing partners, priority was given to DFAs and local NGOs capable of meeting required minimum level in terms of implementation and management capacity. Where there is a lack of local organisational capacity NURI Regional Agricultural Units will be set up, in some places building on the RDNUC Agricultural Units (RAUs). In Adjumani and Moyo where there have been no RDNUC activities and no local NGOs are found to have the required capacity, new units will be established. The table below gives a summary of IPs for implementation of CSA activities:

Table 11.2 List of CSA Implementing Partners 2019-2022

Partner	Coverage
Arua DFA	National and refugee farmer groups in Arua District
AFARD	National farmer groups in Nebbi, Pakwach and Zombo Districts
RAU Moyo	National and refugee farmers in Moyo District.
RAU Adjumani	National and refugee farmer groups in Adjumani District
RAU Kitgum/Lamwo	National and farmer groups in Kitgum and Lamwo District
RAU Agago	National farmer groups in Agago District.

11.2.1.2 Rural Infrastructure and Water Resources Management

With regard to implementation there will be one implementing partner for both RI and WRM, which will be an international NGO or a company with experience from implementing similar interventions preferably in Northern Uganda. The partner will be selected through an international tender. The reason for having the same partner for RI and WRM is that there are considerable savings in terms of management, office space and transport.

The Ministry of Water and Environment has been preselected as the implementing partner for preparation of micro catchments plans under WRM.

11.2.2 Overview of Benefitting Households

The number of households that will benefit from the different interventions and how many are refugees is shown in the table below:

Table 11.1 Households benefitting from NURI

Output	Groups	Households	Refugees	
			Number	%
Climate Smart Agriculture	4,000	120,000	33,500	28%
Rural Infrastructure	1,800	54,000	16,200	30%

For CSA there are 1,250 groups in the refugee settlements, which is 31% of the 4,000 groups, but since some of the groups are mixed refugees and nationals, the refugee households constitute 28% of the total number of households. The figures are rough estimates, especially the ones for refugees as the types of groups will vary depending on the situation in the various settlements,

For WRM, the activities will cover eight micro-catchment level communities or communities within those micro-catchment areas as relevant. Some micro-catchments will include refugee-hosting areas. As there is little previous experience with this type of activity, the number and size of groups will not be known until the planning process get underway.

11.2.3 Activity Planning & Implementation

Intervention 1: Climate Smart Agriculture

The key output from this intervention is *increased agricultural output of small-scale farmers*

The main target for the strategic agricultural intervention is to make farming communities more resilient in the face of climate change and to increase the average value of agricultural production for participating farmers. The following main activities will directly or indirectly contribute to this. The CSA Implementing Partners will be responsible for mobilising groups and carrying out CSA training in the districts under their responsibility, working closely with local governments. Where activities extend into settlement areas these implementing partners will be responsible for mobilising and training on CSA in the selected settlements, as well as coordinating with OPM and UNHCR.

Main Activity 1.1 – Identify and train target farmer groups. Main activity 1.1 will be spread across four types of groups, with somewhat different activities across these target groups, depending on the specific needs.

- 1.1.1 Assess and select strategic crops and beneficiary farmer groups, or where no groups exist, work with communities and community leaders to form groups of motivated farmers
- 1.1.2 Prepare plans with the selected farmer groups depending on their situation and needs
- 1.1.3 Train in Climate smart agricultural practices, including soil and water management.

- 1.1.4 Train in and support collective marketing.
- 1.1.5 Continuously assess farming systems and climate smart agricultural practices that should be promoted, based on experiences from the RDNUC, NURI pilot project and consultations with stakeholders, including those involved in CSA research and those in the refugee response' will be managed by CF and will feed into the first four sub-activities, including training manuals and technical focus areas.

Target Group A: Old Farmer Groups

To build on the success of earlier interventions and ensure sustainability of results a number of farmer groups supported under RDNUC will continue to be supported for the first 2 years of NURI. It is estimated that approximately 30% of the RDNUC groups show sufficient potential in terms of organisational capacity and progress in bulking, marketing or other group activities to justify extending the period of support. 755 RDNUC groups will be supported based on assessment of the existing groups. They will not necessarily be evenly spread as the concentration of groups will depend on the assessment. Selection will be based on an initial review of available data followed by a qualitative assessment by field staff.

Support will be based on needs assessment carried out with the individual groups but will focus on bulking, post-harvest handling and marketing of agricultural produce focusing mainly on the strategic crops selected under RDNUC. Where it is found meaningful groups may be trained in particular CSA practices, however there will not be full season-long training as this would involve significant overlap with earlier GAP training.

Needs-based support to post-harvest handling, bulking etc. Building on the training and materials supplied under RDNUC support for expanding and improving group marketing and quality improvement initiatives that can contribute to the objective of higher prices for produce will be pursued. Simple value-addition equipment and stores with a strong element of cost-sharing will be supported.

Agriculture Extension Officers (AEOs) under the supervision of Agriculture Extension Supervisors (AES) will work directly with farmers groups and be their contact person for marketing activities. Marketing officers will support AEOs in establishing linkages with private sector actors, or other programmes or projects which work with market development activities.

Marketing Coordinators will work extensively with old groups but will also have overall responsibility for marketing activities. Their initial work will be to establish linkages to larger buyers and producers and work with local traders.

Table 11.2 Number of old farmer groups, AEOs and AES, 2019 and 2020

District	Farmer Groups	AEOs	AES
Agago	135	8	1
Kitgum	110	6	1
Lamwo	100	6	1

District	Farmer Groups	AEOs	AES
Nebbi	80	5	1
Pakwach	50	3	0
Zombo	80	5	1
Arua	200	11	2
Total	755	44	7

Target Group B: National Farmer Groups: CSA training for National groups will build extensively on the successes of earlier Danida funded extension programmes, particularly RDNUC, and make use of guidelines and training materials developed under RDNUC wherever relevant. However, there will be a change in the focus, so that while strategic crops will still be the focus, there will be a more farming systems based and climate-smart approach. For example, intercropping will be specifically encouraged where relevant, and there will be more focus on soil and water conservation.

At district level three to four strategic crops will be selected in cooperation with district local authorities. The criteria for selection of the strategic crops are:

- a) Good and stable market potential (international / regional / national / local)
- b) Profitable gross margin
- c) Good agronomic and climate-smart potential (soil, weather)
- d) Some knowledge / experience with the crop in the area

Other considerations are the crops selected in zonal strategies and the interest/willingness of private sector players to expand their network of agents into these districts.

Selection of Farmer Groups: The total number of new National farmer groups planned under NURI is 1,995. Groups will be distributed between districts based on population and land area, as well as the number of old groups supported in that district. As support for new groups will be 3 years, they will be selected only in year 1 and year 2 of NURI, to ensure all groups receive the full 3 years of support. In the first year 825 groups will be selected, and in the second 1,170. For the old districts an important consideration has been to maintain the present level of staffing to utilize the experience that have been built. This also explains why there are no new groups in Agago in 2020. The New districts (Moyo and Adjumani) are allocated relatively more groups but all will start in the second year as the first year will focus on establishing the NURI Regional Agriculture Units and starting activities in the refugee settlements. The number of farmer groups per district are shown in table 2.2 and have been rounded off to figures that can be divided by 15 in order to simplify staffing, planning and implementation.

Table 11.3 New national farmer groups to be started in 2019 and 2020

District	2019	2020	Total
Agago	240	0	240
Kitgum	105	105	210
Lamwo	105	105	210
Nebbi	75	75	150
Pakwach	60	45	105

District	2019	2020	Total
Zombo	75	75	150
Arua	165	165	330
Moyo	0	300	300
Adjumani	0	300	300
Total	825	1,170	1,995

In each district, the farmer groups have to fulfil the following criteria to be selected:

- a) All sub-counties should be represented.
- b) On average at least 50% of the participating farmers should be women
- c) On average at least 40% of participants should be youth (under 35)
- d) At least 90% of the participants should be small scale farmers (max. 5 acres cultivated)

The assessment and selection will be done by Agricultural Extension Officers (AEOs) with support from local authorities, and based on predetermined criteria. The list of selected farmer groups will be approved by the DTPC. The AEOs will be trained in farmer group selection prior to the exercise. Selection of farmer groups will be done as the first activity after the staff has received the necessary training.

Preparation of Production and Marketing Plans: The farmer groups will make their choice of strategic crop and prepare a production and marketing plan with supported from AEOs. Guidelines for preparation of production and marketing plans were prepared in RDNUC and will be reviewed and adjusted. The AEOs will receive the necessary training before this activity.

Training in Climate Smart Agricultural Practices: The farmer groups will be trained in CSA for the strategic crops they have selected. The training will normally be organised around demonstration plots. Guidelines for and content of the training will be described in an Agricultural Training Manual. Training materials like grain sack charts and booklets will be prepared. At the end of each agricultural season open days will be organized.

Each farmer group will be trained for two seasons. Training where demonstration plots are used will only take place in the B seasons because of the unstable weather conditions in the A seasons.

In the third year AEOs will keep contact with the farmer groups where they will follow-up on the development plans, refresh the CSA training by visiting the farmers' own plots and provide support to post-harvest handling (PHH) and collective marketing (CM). Groups found to be inactive may be dropped in the third year to free up resources for groups showing potential.

Throughout the whole period there will be one AEO per 15 farmer groups. The AEOs will be managed by Agricultural Extension Supervisors (AES) who will be in charge of 7-11 AEOs.

Traditionally many fields are intercropped e.g. maize and beans are planted together. In CSA this should be encouraged and taken into consideration in the training, according to the group needs and preferences.

As the farmer groups will receive a high level of extension support there is a limited budget for hardware, and cost-sharing modalities should be explored.

Support to Marketing: Collective marketing plans will depend on the selection of the strategic crops. For some crops like sunflower and soybeans the large buyers/processors may have their own network of agents so in that case the collective marketing will be about supporting the farmer groups to link up with these agents. For other crops, potential local traders will have to be identified. AEOs will work directly with farmers groups and be their contact person for marketing activities., however, in addition to the AES and AEOs each of the six CSA IP's will employ a Marketing Coordinator to support marketing activities.

Target Group C: Mixed Refugee/Host Farmer Groups

The total number of groups in the settlements is expected to be 1,250, split between Mixed Refugee/Host Groups and Women Refugee Groups.

It is an important objective of NURI to build the sustainability of refugee livelihoods, and for the agricultural livelihood activities supported under NURI to be sustainable, access to land for refugees is vital. One way that this can be achieved is through the interpersonal relationships between refugees and hosts which develop in mixed groups. The number of Mixed Groups will therefore be maximised within the limitations of numbers of host community members willing and able to join mixed groups and offer land for joint group activities as well as for individual refugees. The number of Mixed and Refugee Women groups are therefore left flexible and the ratio is likely to vary from settlement to settlement and even from zone to zone.

Selection of group members and formation of groups is done in close cooperation with the Refugee Welfare Councils (RWC1s) and will be described in the toolkit for formation of groups in refugee settlements. A draft version was prepared for the NURI CSA pilot projects.

As the split between mixed and women refugee groups is not known the combined number of the two types of groups is shown in Table 2.4

Table 11.4 Combined number of mixed and women refugee groups started in per year

District	2018	2019	2020	2021	Total
Lamwo	50		60	60	170
Arua	50	70	120	120	360
Moyo	0	120	120	120	360
Adjumani	0	120	120	120	360
Total	100	310	420	420	1,250

The groups started in 2018 are from the NURI CSA pilot projects and they will also be supported in 2019.

CSA training will be for two years and will focus on food crops, including cropping with cash crops. Youth will be encouraged to join mixed farmer groups as a way to access land and inputs as well as knowledge. All members of the mixed groups will receive agricultural inputs, which is different from the pure national groups where inputs are only provided for the demonstration plot.

The guidelines for and content of the training will be described in an Agricultural Training Manual. Training materials like grain sack charts and booklets will be prepared. A draft manual and training materials were tested during the NURI CSA pilot projects. Groups will be offered VSLA in the second year, including SRHR training.

Target Group D: Women Refugee Farmer Groups

Based on experience in past programs and in the NURI pilot, female participation is expected to be well over 50% in all NURI activities. Despite this, it has been decided to have women only groups when working with refugees who only have access to household plots. This is due to the low level of motivation and attendance shown by male group members during piloting. Many men are highly mobile between the settlements and their homes in South Sudan. It was found that all-female groups were more cohesive and successful, and that they offered better opportunities for female empowerment.

The number of Women refugee farmer groups will depend on numbers of mixed groups as described above.

CSA training will be for 2 years and will focus on homestead food production and nutrition, including access to high yielding food crops such as cassava and sweet-potato as well as vegetable seeds and fruit tree seedlings. All participating households will receive agricultural inputs.

Young women will be encouraged to join the Refugee women groups as a way to build social networks, gain knowledge and experience opportunities in leadership and women's empowerment. Groups will be offered VSLA and some will be targeted with SRHR training.

The guidelines for and content of the training will be described in an Agricultural Training Manual. Training materials like grain sack charts and booklets will be prepared. Draft manuals and training materials were tested during the NURI CSA pilot projects.

Main Activity 1.2 - Train target farmer groups in financial literacy, especially through formation and support of VSLAs

Support to VSLAs is seen as a complementary intervention to training and marketing activities and has been found to have positive impact on women's sense of empowerment and female support networks as well as being a practical way to increase financial literacy.

This activity will be spread across the various target groups described above, however the actual implementation will be similar across the groups. Old National groups will be offered VSLA if they have not previously participating. All new national and refugee groups will be offered VSLA if not already organised in savings groups. It is expected that 3,000 out of the 4,000 groups would want to receive VSLA training. Training takes one year and will normally take place the second year that a farmer group is supported. The number of groups to be trained each year is shown in Table 11.5.

Table 11.5 Number of VSLA groups to be trained each year

District	2019	2020	2021	2022	Total
Agago	70	100	100	0	270
Kitgum	50	90	90	0	230
Lamwo	80	90	100	80	350
Nebbi	30	70	70	0	170
Pakwach	20	50	60	0	130
Zombo	50	60	60	0	170
Arua	140	190	190	140	660
Moyo	0	90	280	140	510
Adjumani	0	90	280	140	510
Total	440	830	1,230	500	3,000

The groups trained in 2019 are the old farmer groups and the refugee groups from the NURI CSA pilot projects.

The main activities under the output are:

- a) Recruitment of VSLA Officers
- b) Sensitization and orientation of extension staff and local community leaders
- c) Assessment and selection of farmer groups for VSLA support
- d) Recruitment and training of Community Based Trainers (CBTs)
- e) Training of farmer groups in VSLA methodology

The CBTs will do the training of the VSLA groups and are supervised by the VSLA Officers. One CBT trains 10-15 groups and a VSLA Officer supervises between 7 and 10 CBTs. IPs that have more than one VSLA officer will appoint one of them as VSLA Supervisor. A VSLA training manual developed under RDNUC will be revised for NURI implementation. To the extent possible groups participating in VSLA will also receive SRHS training through collaboration with the Danida-funded WAY programme.

Main Activity 1.3: Provide capacity building & operational support to implementing partners

Capacity building of Implementing Partners mainly consists of staff training. There will be an extensive training programme for AEOs and other field staff to ensure that implementation is done professionally and according to guidelines, e.g. AEOs are expected to participate in 3-4 short courses in their first year of employment. Staff training will start shortly after employment.

There will be some support to salaries for involved management and administrative staff of IPs, plus other administrative costs.

Finally, the IPs will be provided with the necessary tools and equipment to undertake the implementation of the activities, which will include:

- Motorcycles to the field staff
- Laptops and IT equipment

Main Activity 1.4: Provide capacity building and operational support to the Production Departments in the participating District Local Governments.

In RDNUC capacity building to the DLG Production Departments was provided under a separate intervention. In NURI it is an integrated part of the CSA Intervention.

The DLGs that participated in RDNUC received capacity building support worth DKK 800,000 to the Production Departments. The support was mostly received in 2018 so this should enable the Production Departments in the "old" districts to play their role in NURI. The capacity building support in NURI will therefore be mainly directed to the new districts: Pakwach, Moyo and Adjumani and later Obongi and Madi Okollo.

A total budget of DKK 5,000,000 has been made available for capacity building to the production departments. The guidelines that was developed under RDNUC will also be used for NURI. The DLGs will identify their capacity building needs and prepare a capacity building plan using their own procedures supplemented by a few guiding principles from CF.

Procurement and payments related to DLG capacity building activities will be handled by CF and the administrative procedures that were developed for this purpose under RDNUC will be re-used.

Main Activity 1.5: Sensitize farmer groups on SRHR and GBV issues

SRHR and GBV training will be provided under a collaboration with the Danida-funded, UNFPA-managed, WAY programme. The WAY programme was launched in July 2018 but roll out of SRHR activities targeting farmers will start from January 2019. The collaboration activities will be implemented by UNFPA partner CARE Uganda.

CARE regional staff will develop a training curricular with input from NURI technical staff. Work plans for implementation of SRHR activities in the various districts will be developed by CARE at regional level with input from relevant IPs/RAUs, following guidelines developed by CARE and CF.

Three NURI districts, Nebbi, Pakwach and Zombo are not included under the WAY programme and will therefore not benefit from these activities.

Activities will include training of Farmer Groups/VSLA groups in SRHR and GBV as well as capacity building of IP and RAU staff. The staff capacity building will enable NURI trained extensionists and

CBTs to link group members to SRHR and GBV service providers. Service provision in the areas of SRHR and GBV will be strengthened through other outputs of the WAY program.

Funding for this output will come from the UNFPA budget.

Budget for Output 1: The table below shows how the total budget of DKK 106 mill. for the CSA has been allocated between the activities. The unit prices are based on actual expenditures in RDNUC but have been adjusted to accommodate the changes that have been made in NURI. Information about how the unit prices are calculated is included in Annex 2.

Table 11.6 Budget for the CSA intervention, DKK

Main activity		No. of groups	Total
(i)	Training farmer groups	4,000	89,000,000
(ii)	VSLA training	3,000	12,000,000
(iii)	IP capacity building (included in 1.1 and 1.2)		
(iv)	DLG capacity building		5,000,000
(v)	SHRH training (funded by UNFPA)		
Total			106,000,000

An amount of DKK 5,580,000 has been made available for new CSA activities that may come up during the implementation period.

Main activity 1.5, SRHR activities, are funded through Danida’s engagement with UNFPA via the WAY programme.

Intervention 2: Rural Infrastructure

The key output from this intervention is ***agriculturally related rural infrastructure renovated and constructed using labour intensive approaches***

The objective of the rural infrastructure intervention is to improve rural infrastructure using a labour-intensive approach. Better infrastructure will contribute to higher prices for agricultural produce and better incomes. The labour-intensive approach will offer opportunities for work for the communities living close to the relevant infrastructure, including refugees and their hosting communities.

Rural Infrastructure has a budget of DKK 101 million (excluding DKK 5 million managed by NURI CF for District Capacity Building), and the target is to implement projects with 1,800 community groups. Among the types of projects that will be implemented are: 1. Community access roads; 2. Market places; 3. Protected springs; 4. Water ponds for animals; 5. Woodlots.

The funds for rural infrastructure should be distributed between the districts according to population, land area and existence of refugee settlements. 30% of the funds should be spent in the refugee settlements where refugees will participate in the projects. The distribution between the targeted refugee settlements is shown in the table below:

Table 11.7 Allocation of RI funds to refugee settlements

District	Settlement	Refugees	% of funds
Lamwo	Palabek Ogili	28,000	2
Arua	Rhino Camp	128,000	10
Moyo	Palorinya	163,000	13
Adjumani	Not yet selected	70,000	5
Total		389,000	30

If there are significant changes in the refugee situation during the implementation period this distribution could be changed. The remaining 70% of the funds is divided between all the districts according to area, which count 30%, and population, which count 70%.

Table 11.8 Allocation of RI funds between districts to refugee settlements

District	Area (km2)	Population 1)	% of funds
Agago	3,500	227,792	7.7
Kitgum	3,959	204,048	7.6
Lamwo	5,588	134,379	7.5
Nebbi	985	238,757	5.8
Pakwach	1,039	158,037	4.2
Zombo	939	240,082	5.8
Arua	4,346	782,077	19.9
Moyo	1,909	139,012	4.5
Adjumani	2,955	225,251	7.2
Total	25,220	2,346,607	70.0

The population figures are from the census in 2014

In case a district is divided in two the allocation will be divided between the two districts according to the same criteria.

The RI activities are described in the Infrastructure Manual, which was updated before the start of NURI RI Pilot Project to include the special issues relating to implementation in refugee settlements. The IP for NURI will review and update the manual in cooperation with CF.

The IP will first set-up a head office and three regional centres in Arua, Moyo and Kitgum, which will have a core staff of 4 for the entire implementation period. The first task of the regional management will be to prepare an implementation plan for their region, which should be presented to CF and approved by RDE.

The regional implementation plans will specify when investment plans will be prepared for the different districts and when the investment plans will be implemented. The implementation plans will also specify how many satellite offices should be set up, when they should be operational and how they should be staffed.

Main Activity 2.1 – Preparation and Approval of Infrastructure Investment Plans

The main activities are:

- 2.1.1 Assist in the revision and update of Parish and Sub-County Development Plans
- 2.1.2 Screen projects based on selection criteria
- 2.1.3 Cost projects
- 2.1.4 Prioritise projects and compile investment plans
- 2.1.5 Have investment plans approved by DTPC and OPM

Experience from RDNUC shows that there is a need to improve the design of the more complex structures. This will have to be addressed already at the stage of investment planning.

Main Activity 2.2 - Implement approved infrastructure projects

The main activities are:

- 2.2.1 Prepare project implementation plans
- 2.2.2 Construct or renovate rural infrastructure
- 2.2.3 Organise future maintenance of the infrastructure

These main activities are broken down in more detailed activities that are described in the Rural Infrastructure Manual.

Quality Assurance

The experiences from RDNUC shows that quality assurance is very essential and should be improved. Quality assurance activities should be an integrated part of the project implementation plans. This includes ensuring appropriateness and quality of actual works as well as of the training of communities, particularly Project Management Committees.

Main Activity 2.3: DLG Capacity Building

The DLGs that participated in RDNUC received capacity-building support worth DKK 800,000 to the Engineering Departments. The support was mostly received in 2018 so this should enable the Engineering Departments in the "old" districts to play their role in NURI. The capacity building support in NURI will therefore be mainly be directed to the new districts: Pakwach, Moyo and Adjumani and later Obongi and Madi Okollo.

A total budget of DKK 5,000,000 has been made available for capacity building to the Engineering Departments. The guidelines that were developed under RDNUC will also be used for NURI. The DLGs will identify their capacity building needs and prepare a capacity building plan using their own procedures supplemented by a few guiding principles from CF. Broadly, NURI's capacity building support to the DLGs will cover tooling/retooling, career development and skills training.

Procurement and payments related to DLG capacity building activities will be handled by CF and the administrative procedures that were developed for this purpose under RDNUC will be re-used with minor adjustments.

Budget for Output 2. The total budget for output 2 is DKK 106 mil. Below is a tentative budget. When the IP has prepared the regional implementation plans a more exact and detailed budget can be prepared.

Table 11.9 Budget for the RI intervention, DKK

Activities	Quantity	Unit Costs	Total Costs
(i) Preparation of investment plans	9	300,000	2,700,000
(ii) Construction of infrastructure projects	1,800	53,000	95,400,000
(iii) DLG capacity building(Lump-sum)	1	5,000,000	5,000,000
(iv) Unallocated(Lump-sum)	1	2,900,000	2,900,000
Total			106,000,000

Intervention 3: Water Resource Management

The key Output from this intervention is ***Agriculturally-related physical and natural water infrastructure renovated and constructed or made more resilient to climate change using labour intensive approaches***

The objective of the Water Resources Management Intervention is to improve climate change resilience in targeted areas of Northern Uganda through WRM, including for refugees and host communities.

WMR has a total budget DKK 35 mill. The target is to implement eight micro-catchment management plans with 40 agriculturally-related physical and natural water infrastructures.

Main Activity 3.1 – Develop water resource micro-catchment plans

Preparation of micro-catchment plans will be done by the Upper Nile Water Management Zone (UNWMZ), under the Directorate for Water Resources Management of the Ministry of Water and Environment, based on community engagement and mobilization in the areas identified. At field implementation level, UNWMZ will be responsible for the formation of committees, which will lead the communities in developing bylaws and enforcement mechanisms. They are also expected to develop effective community agreements/bylaws on natural resources management that emphasize water management.

The micro-catchment management plans will be prepared in accordance with MWE’s technical guidelines for catchment planning. The plans will be approved by the catchment management committees. The first two micro-catchment management plans will be developed in the second half of 2018. The remaining 6 catchment plans will be prepared in 2019 and 2020. Once the plans are finalized they will be handed over the RI/WRM IP for implementation under guidance of CF.

Main Activity 3.2 – Construct approved water resource management infrastructure projects

When Micro-Catchment plans have been finalized and approved by the relevant Catchment committees and District Technical Planning Committee (DTPC), the RI/WRMIP will carry out detailed planning of individual activities following the guidelines in a technical manual prepared by the IP in cooperation with MWE and CF.

Labour-intensive approaches should be used to construct the approved WRM infrastructure. The IP will mobilize and train communities living in close proximity to, and therefore likely to benefit from, the works to be carried out. Participation of youth as well as gender equality will be promoted in all output activities. In refugee hosting areas both refugees and host communities will participate in and benefit from activities. Mixed groups of refugees and host communities are part of efforts to ensure peaceful coexistence, and the consultant shall exercise sensitivity to avoid any sense of unfair treatment.

Particularly in refugee hosting areas there are large numbers of humanitarian, UN and development actors with different approaches and coordination is therefore vital.

Among the types of infrastructures to be implemented are: 1. Multi-purpose dams; 2. Protection of river banks; 3. Contour planting; 4. Tree planting; 5. Other water retention structures in the open landscape (on and off-farm). The IP for Output 2 is the same as for RI. When the IP prepares the regional implementation plans, they will include the WRM activities. See section 3.

Quality Assurance. In close cooperation with NURI CF, DWRM/UNWMZ will coordinate, supervise and quality assure implementation of plans by the IP. The IP will have a quality assurance plan for the technical implementation of activities under their responsibility.

Budget for Output 3: The total budget for Output 3 is DKK 35 mil. Below is a tentative budget. When the IP has prepared the regional implementation plans a more exact and detailed budget can be prepared.

Table 11.10 Budget for the WRM output, DKK

Activities	Quantity	Unit Costs	Total Costs
(i) Preparation of micro-catchment plans	8	N/A	5,000,000
(ii) Technical Assistance		Lump-sum	1,000,000
(iii) Implementation of plans		Lump-sum	29,000,000
Total			35,000,000

11.6 Programme Coordination

NURI Coordination Function (CF) is responsible for the day-to-day management and coordination of the programme. The following manuals that were prepared under earlier programmes will be reviewed and adapted to NURI and will guide the work in CF:

- (i) Management Manual
- (ii) M&E Manual
- (iii) Accounts Manual
- (iv) Human Resources Management Manual

In addition to the regular management activities CF has also managed the inception of NURI, which has been on-going since G2G agreement was signed in November 2017.

The total budget for Component Management is DKK 24 mill.

Annexes

Annex 1: Lessons Learnt and how they are addressed in NURI

1.1 Lessons from RDNUC

- Strategic crops vs. farming systems approach: RDNUC has focused on a few strategic crops with the intention of applying a value chain approach to promote commercial agriculture. While this approach has 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.
In NURI The strategic crop approach will be applied more flexibly and in a more climate-smart manner, considering for example inter-cropping, rotation, soil and water conservation while being aware of market opportunities.
- Length of support to selected districts and farmer groups: in previous phases, new districts and sub-counties have been chosen for support in every phase. While this increases the reach of Danida's support, it risks compromising consolidation of results. Also, RDNUC has provided support to farmer groups for a fixed period of three years, which might be too short to build up marketing systems and sufficient production levels to attract larger commodity buyers.
In NURI successful RDNUC groups will be given follow-up support during the first years of the programme, and the impact of this support assessed to give a better idea of the most appropriate length of engagement with farmer groups.
- Animal traction: this support has demonstrated fast economic returns not only because of increased acreage under production, but also because some groups have been able to hire out animal traction services and procure more equipment using their earnings. This suggests that farmer groups should be able and willing to contribute to the initial costs related to animals and equipment in light of expected future income and in order to ensure ownership.
In NURI an assessment of models for promoting animal traction, including cost-sharing will be carried out in 2019, and decisions made on how best to sustainably promote animal traction.
- Climate smart agriculture: As described above, there is an increasing need to adopt and promote climate smart agricultural practices, not least in Northern Uganda and not least in refugee hosting areas that do not receive much rain and often have marginal fertility. Water stress and environmental degradation are some of the most important barriers to ensuring agricultural livelihoods for refugees and their host communities. There is also a need to forge a strong link between water resources management and agricultural livelihoods.
In NURI climate smart technologies will be included in farmer trainings and the programme will keep up to date in technical developments in CSA.
- Rural infrastructure: some of the agricultural-related infrastructure, especially the community access roads (CARs), constructed during previous phases have degraded faster than expected. Under DAR2/RALNUC2, a study found that although the majority of CARs were in use or usable

condition, most of them had urgent pending maintenance needs. This clearly undermines sustainability. Sub-county local authorities normally take responsibility for CAR maintenance, but many fail due to lack of resources. However, some local government have been more successful than others in mobilizing communities to maintain their access roads.

Also, experience has shown a need for increased quality assurance, monitoring and evaluation of rural infrastructure interventions. Previously, a consultancy company has been contracted for quality assurance, but anchoring this function within NURI CF could be an alternative, offering better integration.

In NURI previous successes in community maintenance of rural infrastructure will be explored, and if possible, copied elsewhere. Higher demands for quality assurance systems have been built into the contract for RI and NURI CF will recruit a Supervising Engineer to monitor activities.

- Post-harvest handling and marketing: previously, most smallholder farmers preferred to sell their produce individually although the price realized from collective marketing is higher. It took time to convince farmers on the benefits of collective marketing due to lack of trust among group members. However, when the previous interventions assisted farmer groups to improve the quality of their produce through proper post-harvest handling and combined this with collective marketing, some bulk buyers were attracted and accepted to pay a higher price, which led to improved sales and earnings for some groups.

In NURI support to successful RDNUC groups will focus on marketing activities. Marketing coordinators will support the extension team in linking those farmer groups who are able to bulk production to market opportunities, building on earlier lessons.

- Gender and youth: For RDNUC, women comprised 65 percent of beneficiary farmers, and youth (18-35 years old) 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 main objective of NURI.

NURI will build on the lessons of RDNUC, focusing on not only participation but inclusion in decision making and leadership of women and youth. The age bracket for youth will be altered to 18 to 28 years based on experience in the NURI pilot and input from Danish Ministry of Foreign Affairs Youth Consultations.

- Capable implementing partners: Due to a lack of District Farmers' Associations (DFAs) and local NGOs with the necessary capacity in three of six districts, RDNUC CF set up its own units to implement the agricultural production and marketing intervention, but without a plan to help farmers develop these units into capable organizations. Self-implementation by RDNUC has had some advantages: many staff have been trained and equipped with skills they can apply in different contexts. Also, efficiency has been high due to decreased fiduciary risks and no politicisation of activities. However, there is a risk of lack of sustainability. While there are no easy answers to the challenge of finding capable implementing partners, options and risks have to be carefully considered.

NURI builds on the capacity established in early programmes, taking into account lessons learnt in terms of building the capacity not only of individuals but also of existing local institutions and organisations. Where possible opportunities for partnership with local organisations will be explored.

- Public works and youth participation: While the group of youth who do not have family and financial responsibilities are often reluctant to participate in agriculture, they are more eager to participate in public works, and public works can be a way to reach this group and give them an opportunity to earn a little income.
NURI public works activities will be organised so as to allow maximum participation of youth.
- Complementary interventions: the experiences with support to the establishment of VSLAs for beneficiary farmer groups under RDNUC and previous phases have been good. The impact of this and overall outputs could be reinforced if beneficiaries are empowered through additional training in financial literacy and family planning. There are good experiences from Uganda with integrating these topics in training. VSLA is also seen as having positive impact on women's sense of empowerment and female support networks.
In NURI the number of farmer groups offered VSLA will be expanded and the technical capacity of CF on VSLA will be strengthened with the addition of a VSLA coordinator. Areas that will be explored include increasing the amount of loans invested in productive activities, especially agriculture, adapting to the needs of youth and looking for opportunities to link to other financial services.
- Coordination externally and internally: The District Technical Planning Committee (DTPC) has been the steering committee for RDNUC at district level, responsible for supervision and monitoring of projects and their integration into the District Development Plan (DDP). This has ensured RDNUC is harmonized with other projects in the district, such as 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) could provide a platform for overall coordination. The district level is characterised by pragmatic coordination. Internally, there is a potential for improved synergies and resource-efficiency between the different engagements under UPSIDE if coordination and information-sharing is improved compared to U-Growth II.
NURI will build on the successful coordination achieved with DLGs in RDNUC while engaging more systematically with the CRRF at national level. Opportunities for collaboration with aBi on access to finance, specifically tailored financial products and value-chain actors in Northern Uganda will be explored.

1.2 Lessons from the Water Sector

- Climate smart agriculture and WRM: As described above, there is an increasing need to adopt and promote climate smart agricultural practices, not least in Northern Uganda and not least in refugee hosting areas that often have marginal fertility and do not receive much rain. Water

stress and environmental degradation are some of the most important barriers to ensuring agricultural livelihoods for refugees and host communities. There is a need to forge strong links between agricultural livelihoods and WRM in the context of climate smart and water efficient farming.

NURI will learn and share lessons on linking micro-catchment plans and activities to agricultural production.

- Overall implementation of CBIWRM: The mid-term review of the JWESPP noted that 1) overall the WRM component was progressing well and complied with the milestones set, 2) the new structure and institutional set-up of DWRM had been approved and comprises four departments and the four WMZ offices and the technical and administrative capacity in DWRM is considered good, 3) the overall five year WRM plan is being used as a guiding document for DWRM in carrying out its mandate, and 4) implementation at catchment level is still in the early stage and many of the milestones are still institutional rather than related to impact. NURI is expected to contribute to translating earlier institutional achievements into actual impact.
- Sustainability: Some of the agricultural-related infrastructure, especially the community access roads (CARs), constructed during previous phases has degraded faster than expected. This should be avoided in the case of water related infrastructure (e.g. local dams) by including local communities and other stakeholders from the very beginning of project planning. NURI will adopt a strict demand-based approach, strengthen monitoring and supervision by the UNWMZ office, and ensure that local agreements/by-laws on natural resources management include maintenance of infrastructure, as well as stipulations for enforcement.
- Level of WRM interventions. Experience from the ongoing implementation of catchment based integrated water resources management in Uganda shows that interventions that start at micro-catchment level with activities that improve livelihoods ensure a buy in and make it easier to upscale to large interventions at sub-catchment levels. That is, interventions that start at household level, and scaled up to community /public infrastructure level. Once the necessary buy in has been secured, a cocktail of the different levels of interventions may produce better outcome. In NURI the WRM engagement will therefore focus on micro-catchments, based on the lessons learnt study.

Annex 2: 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)¹ 3. Total number of people benefitting from supported WRM interventions(segregated by age, gender of household head and, refugee status) 	
Baseline	Year	2018	<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% 1.3 65%

¹Note that 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 and perhaps more accurate to determine the number of participating households who report reduction in periods of food insecurity compared to the average period of food insecurity.

Annual target	Year 4	2022	1.1	60%
			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 change		
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	3.4	2
			3.5	10
			3.6	4
Annual target	Year 2	2020	1.1	4
			1.2	20
			1.3	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

Annex 3: NURI Logical Framework Matrix

Component Logic	Objectively Verifiable Indicators (OVI)s	Means Of Verification (MoVs)	Assumptions/External Factors
OUTCOME			
<i>Increased resilience and equitable economic development in supported areas of Northern Uganda, including for refugees and host communities</i>	Increase in average annual agricultural cash income of participating households (segregated by age, gender of household head and, refugee status)	Baseline survey Monitoring survey	
	Reduction in number of participating households reporting periods of food insecurity (segregated by age, gender of household head and, refugee status)		
	Total number of people benefitting from supported WRM interventions(segregated by age, gender of household head and, refugee status)		
OUTPUTS			
<i>1. Increased agricultural output of small-scale farmers</i>	Cumulative % of participating households adopting additional CSA practices	Monitoring surveys	Climatic conditions remain conducive for production & market conditions are favorable, farmers willing to participate and cost share, refugees have sufficient access to land
	Cumulative % increase in average yields per acre for strategic crops	Monitoring surveys	
	Cumulative (%) of the quantity of strategic crops harvest that is sold	Monitoring surveys	

Component Logic	Objectively Verifiable Indicators (OVIs)	Means Of Verification (MoVs)	Assumptions/External Factors
	Cumulative % increase in average yields per acre for strategic crops for participating HHs compared to baseline	Monitoring surveys	
2. <i>Agriculture-related infrastructure renovated and/or constructed using labour intensive approaches</i>	% (cumulative) of projects in district investment plans completed (segregated by refugee settlement area or not).	Monitoring surveys	DLG & LLG enforce maintenance of projects, communities willingly participate and enhance sustainability
	Number (cumulative) 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).	Monitoring surveys	
	% of HH reporting satisfaction with quality of completed projects	Monitoring surveys	
	% of community members living close to the completed projects who are using it regularly	Monitoring surveys	
3. <i>Agriculture-related physical and natural water infrastructure constructed or made more resilient to climate change</i>	Cumulative number of micro- catchment plans implemented	Progress reports	Community participation encourages adherence to by-laws
	Number of agriculturally-related physical & natural water infrastructure	Progress reports	

Component Logic	Objectively Verifiable Indicators (OVIs)	Means Of Verification (MoVs)	Assumptions/External Factors
	constructed or rehabilitated (adjusted CCE supporting indicator)		
	Community/user management agreements developed and implemented	Progress reports Monitoring surveys	
	% of households who understand by-laws related to completed projects	Monitoring surveys	
ACTIVITIES			
<i>Output 1: Agricultural output of small-scale farmers including for refugees increased</i>			
Main Activities	Verifiable indicators	Verification means	Assumptions
1.1: Identify and train target farmer groups (targeting Old national FGs, New national FGs, Mixed FGs and Refugee women groups)	No. of FGs trained in collective marketing	Progress reports	Weather remains favorable and farmers are able to produce more for marketing
	No. of FGs & refugees trained in CSA practices for one year	Progress reports	
	% of FGs and refugees reporting having learnt at least XX new CSA practices	Monitoring surveys	
	% of refugee HHs participating in mixed groups reporting having access to production land	Monitoring surveys	
	% of refugee women HHs reporting having grown at least xx types of food and vegetables on their residential plots	Monitoring surveys	

Component Logic	Objectively Verifiable Indicators (OVIs)	Means Of Verification (MoVs)	Assumptions/External Factors
	% of strategic crops produced by participating farmers collectively marketed	Monitoring surveys	
1.2: VSLA training of mixed and refugee groups	No. of FGs and refugees trained in VSLA	Progress reports	Farmer groups and refugees willing to save money through VSLA
	% of VSLA loans used for agricultural purpose by FGs and refugee HHS	SAVIX	
	% of FGS and refugees that report increased savings by at least 20% compared to the previous year	SAVIX	
1.3: Capacity building of IP/RAU	No. of male & female staff trained in job related skills	Progress reports	Staff will be willing to stay on job
	% of staff reporting increased ability to meet their performance targets	Special surveys and appraisals	
1.4: DLG Capacity building (Production Department)	No. of districts with approved capacity building plans	Progress reports	DLG leadership remains committed and supportive of NURI activities
	No. of DLG capacity building plans implemented	Progress reports	
1.5: Sensitize farmer groups to SRHR & GBV issues (UNFPAs WAY program)	<i>To be decided with WAY programme</i>	WAY progress reports	
<i>Output 2: Agriculturally related rural infrastructure rehabilitated using labour based intensive approach</i>			
Main Activities	Verifiable indicators	Verification means	Assumptions

Component Logic	Objectively Verifiable Indicators (OVIs)	Means Of Verification (MoVs)	Assumptions/External Factors
2.1: Prepare infrastructure investment plans for approval	No. of parishes with updated development plans	Progress reports	LLG structures have development plans
	No. of districts with approved infrastructure investment plans	Progress reports	
2.2: Implement approved infrastructure projects	No. of work days paid for in implementation of infrastructure projects	Progress reports	Weather conditions will favor construction works, proper selection of contractors, community members willing to participate
	% of infrastructure projects in approved investment plans that have been completed	Monitoring surveys & List of completed projects	
	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).	Monitoring surveys & List of completed projects	
	% of completed infrastructure projects constructed in accordance to agreed standards	QA reports (Monitoring survey)	
	% of infrastructure participants who are youth (18-28 years)	Progress reports (Monitoring survey)	
2.3: DLG Capacity (engineering department)	No. of districts with developed and approved capacity building plans	Progress reports	DLG leadership remains committed and supportive of NURI activities
	No. of DLG capacity building plans implemented	Progress reports	

Component Logic	Objectively Verifiable Indicators (OVIs)	Means Of Verification (MoVs)	Assumptions/External Factors
<i>Output 3: Agriculturally-related physical and natural water infrastructure constructed or made more resilient to climate change</i>			
Main Activities	Verifiable Indicators	Verification means	Assumptions
3.1: Develop WRM micro catchment plans	No. of catchment plans developed & agreed among stakeholders	Progress reports	Communities will participate willingly and adhere to the bylaws
	No. of bylaws for micro-catchment natural resources management developed and implemented	Progress reports	
	Community/user management agreements developed and implemented	Progress reports	
3.2: Construct approved WRM infrastructure projects	No. of micro-catchment management plans implemented	Progress reports	
	No. of agriculturally-related physical & natural water infrastructure constructed or made resilient to climate change	Progress reports	

Annex 4: NURI Approach to Climate-Smart Agriculture

Based on International Centre for Tropical Agriculture (CIAT) Study

(Refers to: Climate Smart Agriculture in Uganda CIAT; BFS/USAID. 2017)

Background to the CIAT study

The climate-smart agriculture (CSA) concept reflects an ambition to improve the integration of agriculture development and climate responsiveness. It aims to achieve food security and broader development goals under a changing climate and increasing food demand. CSA initiatives sustainably increase productivity, enhance resilience, and reduce/remove greenhouse gases (GHGs), and require planning to address trade-offs and synergies between these three pillars: productivity, adaptation, and mitigation

NURI appraisal in June 2017 suggested there was need to undertake a number of additional studies in preparation of the coming phase. These included further studies, one of which is proposed to focus on the promotion of climate smart agriculture. The CIAT/ USAID study meets the needs of CF in terms of providing a better understanding of currently available information and thinking around climate-smart agriculture in Uganda. It is therefore not considered necessary to do a separate study.

Lessons for NURI from CIAT/USAID 'CSA in Uganda' Report

CSA considerations, and NURI response

1. Agriculture in Uganda is mainly rain-fed and based on subsistence farming; challenging the sustainability and food security of farmers, and making the sector highly vulnerable to weather variability, climate hazards (particularly droughts) and climate change.
2. Crop diversification, small-scale irrigation, permanent planting basins, green manuring, conservation agriculture (rotations, intercropping, mulching and reduced tillage) and agroforestry are among the most common climate smart practices being promoted in the country to improve productivity, food availability and resilience to climate hazards.

NURI approach – including intercropping options; Drought tolerant and early maturing varieties e.g. cassava and groundnut varieties; Trials on small scale irrigation; Looking for knowledge partners – discussions on-going with IITA, perhaps ICRAF; Regular training of extension staff on CSA

3. Efforts to identify and implement system-level CSA interventions, rather than simply plot level interventions, have been explored as a means of improving whole farm climate-smartness; providing an opportunity to address trade-offs and synergies among CSA practices.

NURI approach – intercropping, diversification: A more flexible approach to intercropping and diversification. Supplement strategic crop approach with focus on food production, diversification and soil and water conservation considerations

4. To support climate change adaptation efforts, the country has been working towards enhancing the delivery of meteorological services, particularly in relation to early warning alerts for climate-

related disasters (such as drought and floods) and capacity building of extension actors on understanding and disseminating climate information.

NURI approach – explore ways to support farmers access to accurate and timely weather information. Discussions on-going with IITA on traditional weather stations, Geogeko on satellite information and WFP on making use of weather information collected by UN organisations to find ways to disseminate available weather information in a way that is accessible to farmers.

5. There are numerous organisations undertaking climate smart agriculture related projects and programmes in the country, and the importance of coordination of these actors through various platforms such as the National Climate Smart Agriculture Task Force and the Climate Change Department has been recognized. Continued financial and operational support to CSA coordination will be crucial to ensure complementarity and sustainability of the work of various actors.

NURI approach – networking with other programs and projects, institutions and government departments, and sharing information on successes and challenges.

Annex 5: NURI Approach to Youth Study

(Refers to: ODI Youth Forward Study: Creating Opportunities for young people in Northern Uganda’s agricultural sector – July 2017)

Background to study

The NURI DED highlights the importance of addressing the challenges facing Uganda’s youth, including un- and underemployment as well as poverty. Refugee youth face similar problems compounded by the lack of access to land, higher education and employment opportunities. In RDNUC inclusion of youth (18-35 years old) comprised 59 percent of participants in rural infrastructure projects but were less engaged in agricultural training activities. NURI hopes not only to boost youth participation but also economic and social empowerment of youth.

Youth Forward and DYNAMIC in Northern Uganda are based on a partnership led by the Mastercard foundation working with The Overseas Development Institute and a number of NGOs. To better understand the situation of Youth in Northern Uganda a paper has been prepared to explore the realities of young people’s livelihoods and their transition to adulthood in rural Northern Uganda. It seeks better understand how and why young people find employment in the agriculture sector including the obstacles they face and the opportunities available to them. It looks at barriers and opportunities particularly in terms of access to finance, education and extension services, gender issues and the damaging perceptions of young people particular to Uganda.

The report is relevant to NURI and recommendations from the study are worth considering in the NURI context.

NURI relevant Recommendations from ODI Youth report

The report includes 6 recommendations, all of which are relevant to NURI, giving a broad understanding of the realities facing youth in Northern Uganda. They are listed below with ideas on how to implement the recommendations.

Recommendation 1

Encourage a change of attitude towards young people.

The poor reputation that young people in Northern Uganda have in society puts them at a real disadvantage. This reputation owes, in large part, to the role children and young people were forced to play during the conflict. Contributing to a gradual change in attitudes towards young people and their role in society would assist young people greatly in their efforts to establish sustainable livelihoods and to be innovators in the agriculture sector.

NURI approach - *NURI will include youth in CSA groups and work to develop ways to create good relations, including opportunities for mentoring. NURI staff will be sensitized on attitudes to working with youth.*

Recommendation 2

Take young people's financial obligations towards their parental households into account.

Young people are part of broader family and community networks. This means the money they make is not always theirs to keep, save or invest. Even if their productivity levels and income increase as a result of the skills they attain directly or indirectly as (Youth Forward) participants, they may not be better off.

NURI approach - *In NURI youth will be offered the opportunity to make small savings through VSLA. Being able to save small amounts and building financial literacy through this process should encourage savings in negotiation with their families. NURI extensionists will be trained and given access to ideas and best practices in working with young people.*

Recommendation 3

Help young people gain access to trustworthy savings services.

Frequently, young people's control over their finances was limited by their lack of access to savings services. In these cases, young people reported that their money went into supporting their extended family, or that they chose to spend the money on entertainment. This tendency was compounded by the fact that young people often felt there were no appropriate investment opportunities for them – the means of making money that they were aware of required much larger capital than they were likely to accumulate. Young people lost their motivation and thought saving was not worth their while. This points to the need to make access to trustworthy savings services a priority for (Youth Forward) participants and to encourage them to develop realistic savings and business plans.

NURI approach - *In NURI youth participating in CSA groups will also be offered the opportunity to participate in VSLA. Efforts will be made to ensure VSLA services are adapted to the needs of youth in the groups.*

Recommendation 4

Increase the provision of training.

Young people learn their farming skills almost entirely from their parents, while school and college curricula do not focus on the practicalities of running a small farming business. Young people lack the basic book-keeping skills to know if their farming labour is earning them a profit and they do not know how to increase their profits through more strategic engagement with market opportunities. (These skills are being taught as part of the training being delivered by Y.E.T.A., while DYNAMIC is working to increase the provision of training services through the private sector.) Our research confirms how important these activities are in Northern Uganda, given the inadequate extension services provided by the state.

NURI approach - *In NURI young people will be exposed to new technologies as well as skills in financial literacy and basic bulking and marketing skills. SRHR training will also be made available.*

Recommendation 5

Make use of the 'window of opportunity' provided by the family support young people receive at the start of their careers.

Because young people are still supported by their parents when they begin to farm their first plot of land, there is a real window of opportunity for them to experiment and learn about the potential of modern farming techniques. During this phase, they will not be as risk-averse as when they have established their livelihoods. This may mean involving parents to a greater degree, in order to ensure their support, but if it can be done this is an excellent time for young people to test unfamiliar farming practices.

NURI approach - *In NURI extensions will be trained and given access to ideas and best practices in working with young people.*

Recommendation 6

Support young people to supplement their income by working away from their own land.

Young people often make ends meet through work as day labourers. This is likely to become a more important source of income for them as land shortages begin to bite. Finding ways in which they can increase their earnings while working away from their own farm should not be neglected. They could, for example, provide services to other farmers, perhaps by enabling them to buy good quality fertiliser in smaller, affordable quantities, or they could provide extension services to their peers.

NURI approach -*In NURI youth will be encouraged to participate in Rural Infrastructure activities, giving them opportunities to supplement their income from agriculture.*

Annex 6: Risk Assessment and Response

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.	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 will constitute a small proportion of the total intervention.	Minor
Land conflicts due to unclear land ownership and increasing pressure on land and/or land-grabbing by powerful entities or individuals.	Likely	Major	Land conflicts are ubiquitous in Uganda and the risk may be exacerbated by the success of this engagement. Mitigation through ensuring land ownership is clearly defined and recorded in the micro-catchment plans and through inclusive planning processes, locally driven implementation and strengthening of local communities.	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
Adverse climatic events, such as floods or droughts	Likely	Major	While mitigation of this risk is somewhat outside the scope of NURI, adaptation to the risk is a key rationale for NURI's interventions concerning climate smart agriculture and water resources management, and climate considerations will also be integrated in infrastructure renovation and construction.	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

Risk factor	Likelihood	Impact	Risk assessment and response	Residual risk
Local communities become disgruntled due to disagreement with the selection of beneficiaries and projects.	Likely	Minor	NURI will emphasize transparency and inclusion in decision-making processes. Stakeholders will be sensitized before project selection and distribution of resources will be done in a transparent way. Projects identified through 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 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
Institutional risks				
Corruption or misuse of funds among NURI implementing partners (also programmatic risk)	Likely	Major	Mitigation through implementation modalities based on RDNUC experience. Lessons learned from financial management safeguards under RDNUC will be incorporated in the Management and Accounts Manuals.	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

Annex 7: Description of NURI Stakeholders

NURI Stakeholders

A simple mapping of the NURI stakeholders has been done and the key ones are; the RDE (as the donor), CF NURI, Line ministries, implementing partners for CSA, RI and WRM, OPM & CRRF secretariat, DLG & LLGs, community leaders, farmer groups and refugees. The level of influence of all these stakeholders on the implementation of NURI varies, most of them are high and a few is medium & low. Care has been taken to identify the risks and assumptions that could otherwise arise from conflicts amongst the stakeholders because of their level of influence on the implementation process. The main stakeholders mentioned above will play the roles highlighted below:

Royal Danish Embassy – Chair IMC

The Royal Danish Embassy is the signatory of the Government to Government agreement under which NURI operates. As well as chairing the IMC, the embassy is the main funder of the programme. The RDE is responsible for reporting on the NURI results framework to the Ministry of Foreign affairs in Denmark.

NURI Coordination Function (NURI CF)

NURI CF has been established as a decentralised unit under RDE to ensure coordination between the implementing partners and other stakeholders and to oversee and support implementation. It will provide technical backstopping, financial management, monitoring and evaluation to all the implementing partners implementing NURI activities.

CF NURI reports directly to the embassy on all the result areas as provided in the results framework. It will help the RDE in the formulation, launch and planning all IMC meetings and field visits.

Line Ministries

NURI activities are in line with the GoU national development plan. Respective line ministries are represented in the IMC and their major role is to ensure that the activities of NURI are in line with national development plan. They are:

- Ministry of Finance, Planning and Economic Development
- Ministry of Agriculture, Animal Industries and Fisheries
- Ministry of Works and Transport
- Ministry of Local Government

OPM/UNHCR

NURI will be working with refugees in both West Nile and Acholi sub-region. The OPM is responsibility for security in the refugee settlements and together with UNHCR is responsible for the overall refugee response. OPM therefore issues guidelines for all humanitarian and development actors working with refugees and host communities in the settlements. OPM is responsible for giving NURI permission to operate in the settlements and together with UNHCR coordinates which areas within the settlements

will be the focus of activities. OPM and UNHCR allocate areas to avoid duplication and ensure maximum coverage and relevance of partners' work. OPM and UNHCR will select the zones and blocks in which NURI activities will be carried out. They will provide information on the population living in those zones and about other partners working in such areas. OPM and UNHCR will be involved in quarterly monitoring activities. OPM will also be part or be represented in the IMC

Ministry of Water and Environment

MWE is the implementer of the Micro-catchment planning activities under Output 3 of the NURI programme. The majority of the activities will be implemented through the UNWMZ office in Lira. This will include sensitizing and mobilizing communities and various committees to develop and prioritize plans for WRM activities in each of 8 micro-catchments. MWE will be represented on the IMC.

The WMZ offices prepare zonal and catchment water development and management strategies and plans, and guide and facilitate the Catchment Management Organisations (CMOs) in the implementation of the catchment management and development plan. They establish the institutional framework for effective stakeholder participation in implementation of plans, carrying out assessments, simulating and analysing integrated water use and infrastructure operations. They also operate a zonal and catchment water monitoring system for hydrologic and meteorological data on groundwater and surface water, amongst others.

CRRF Secretariat

This is a technical body within the OPM that works with the GoU on coordination of planning, programming and resourcing for refugee response activities in the country. NURI will work in close collaboration and consultation of the secretariat in executing their activities in West-Nile and the Acholi sub-region. The secretariat will be part of the NURI IMC.

District Local Governments (DLGs)

The District Council and the District Executive Committee of the participating districts will be responsible for supervising activities under NURI. The District Technical Planning Committees (DTPC) will function as a District Steering Committee and will as such review progress reports. In each district, the CAO shall appoint a Focal Point Officer (FPO) for NURI. The appointed person shall be a Senior Officer who will take on the role of mobilizing and coordinating NURI activities within the DLGs. They will be part of the IMC.

Within the DLGs, NURI will implement capacity building plans targeting the production and engineering units. The production department will monitor the implementation of CSA activities while the engineering department will follow up rural infrastructure. Both departments will be represented in the IMC.

Lower local governments

The programme will not only work with the leadership of the DLGs, but also with the Sub-County Local Governments. Both the political and technical leaders of the sub-counties in the programme area will play a role in supervision and monitoring of the programme activities.

Refugee Welfare Committees (RWCs)

Refugees are represented through Refugee Welfare Committees which act as a channel of communication between refugees and agencies providing services. Information on the importance of respecting Ugandan law, peace and conflict resolution mechanisms, and safety of aid workers in the Settlement is passed via RWCs to the wider refugee community. Focal persons of different agencies link with RWCs to coordinate activities according to need. RWCs mimic Local Government structures with RWC I, II and III level in settlements.

Catchment Management Organisations

A CMO comprises the executive Catchment Management Committee (CMC), the Catchment Technical Committee (CTC), and the Catchment Stakeholder Forum (CSF). The CMC steers the overall catchment planning process and endorses the final agreed plan and includes representatives of stakeholder groups with a direct interest in catchment management and activities, including the political leadership of District Local Governments (DLGs). The CTC is the technical arm of the CMO and includes the WMZ team and staff of relevant departments at DLGs concerned with implementation of the catchment plans. The CSF provides a forum for a broad spectrum of catchment stakeholders from civil society as well as statutory bodies, private sector, NGOs and other concerned organizations.

RI and WRM implementing partners

While MWE/UNWMZ will carry out the preparation of micro-catchment plans under Output 3 of NURI, the planning of Output 2 infrastructure activities as well as the implementation of both Output 2 and 3 plans will be carried out by an implementing partner, a company or NGO selected through an international tender. Engaging the same partner for RI and WRM results in considerable savings in terms of management and logistics. The implementing partner will be represented in the IMC.

CSA implementing partners

Implementation of NURI CSA activities will be through implementing partners (IPs) and Resilience Agriculture Units (RAUs). The IPs are Arua District Farmers Association for Arua and AFARD for Nebbi, Pakwach and Zombo. For Agago, Kitgum, Lamwo, Adjumani and Moyo RAUs will be established, where possible building on the units established in the previous Danida programme. These IPs and units will manage the day-to-day field implementation of activities under CSA. They will provide Agricultural Extension Officers (AEOs) and Agriculture Extension Supervisors (AESs) for the implementation of activities. The IPs will mobilise the community and the AEOs will identify potential participants together with the LLGs or RWCs in the case of refugees. They will assess their enthusiasm, understanding of the project, and their suitability as group members willing to implement and make use of the learning opportunities offered by the project. The AEOs under supervision of AES' will go on to facilitate the group training and activity implementation. The units will also implement VSLA activities and will coordinate with the WAY programme on SRHR training. They will provide regular reports NURI CF and will be part of the IMC.

Farmer groups, local communities and refugees

The farmer groups, local communities and refugees are the primary stakeholders of the NURI program. The role of both the refugees and nationals is to actively participate in NURI. They should be willing to participate actively in planning, implementation and maintenance of rural infrastructure and WRM public works, and in CSA trainings and group activities, to interact with other members, take up leadership positions in the groups if called on to do so. They should also be willing to make changes to their current farming practices and to try new technologies. From among the refugee hosting communities a number of them should be willing to contribute land for group activities and allow refugees to use their land.