


















Ministry of Foreign Affairs  
Danida



Coordination Function NURI  
January 2019

## Summary of Northern Uganda Resilience Initiative (NURI)

<p><b>Key results:</b></p> <ul style="list-style-type: none"> <li>20% increase in average annual agricultural cash income of participating households</li> <li>Reduction in number of participating households reporting periods of food insecurity</li> <li>Increase in the number of people benefitting from supported WRM interventions</li> </ul> <p><b>Justification for support:</b></p> <ul style="list-style-type: none"> <li>High levels of poverty in Northern Uganda, exacerbated by the influx of refugees</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>	<b>File No.</b>	2018-46856					
	<b>Country</b>	Uganda					
	<b>Responsible Unit</b>	2730 - Kampala					
	<b>Sector</b>	31120, Agricultural development					
	<b>Partner</b>	NURI Coordination Function (NURI CF)					
	<b>DKK mill.</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Tot.</b>
	<b>Commitment</b>	3.0	46.5	78.5	78.0	79.0	<b>285</b>
	<b>Projected ann. disb.</b>	3.0	46.5	78.5	78.0	79.0	<b>285</b>
	<b>Duration</b>	2018 - 2022					
	<b>Previous grants</b>	DKK 150 million					
	<b>Finance Act code</b>	06.32.01.12 Uganda					
	<b>Head of unit</b>	Majbrit Holm Jakobsen					
	<b>Desk officer</b>	Victor Azza Vuzzi					
	<b>Financial officer</b>	Hanne Fritzen					
<b>Relevant SDGs [Maximum 5 – highlight with grey]</b>							
							
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:**

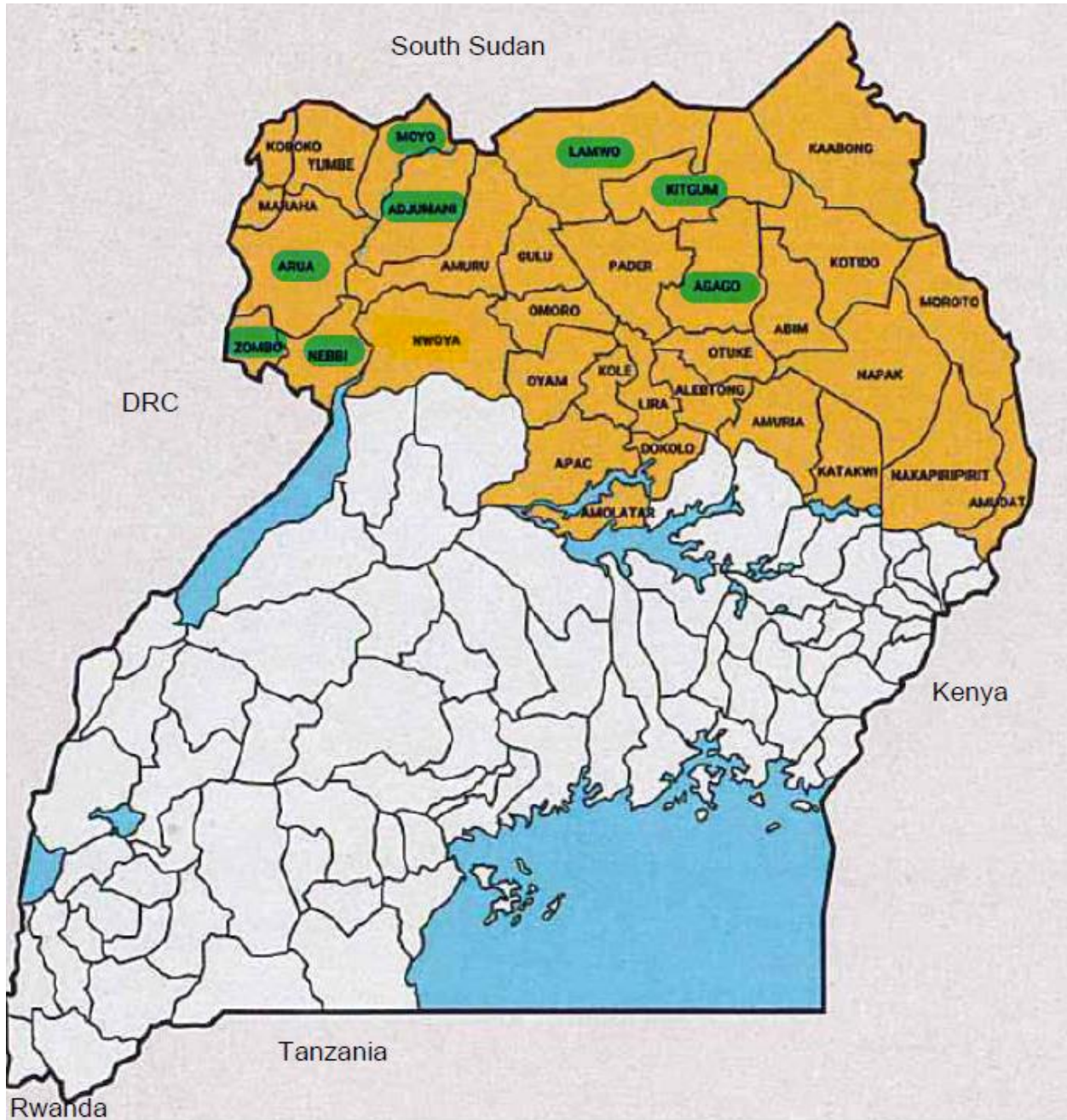
NURI will promote climate smart agriculture, agriculture related rural infrastructure, and water resources management. It will also promote VSLA and SRHR and target refugees & host communities, women and youths to ensure equitable development and peaceful coexistence. The project will seek synergy with 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
<b>Total</b>	<b>285</b>

## Map of Uganda Showing NURI Districts

(The names of the NURI districts are highlighted in green, new districts of Pakwach, Obongi and Madi-Okollo not yet included)



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## List of Acronyms

<b>Abb.</b>	<b>Full text</b>
aBi	Agricultural Business Initiative
AEO	Agriculture Extension Officers
AES	Agriculture Extension Supervisors
CAO	Chief Administrative Officer
CF	Coordination Function
CMC	Catchment Management Committee
CMP	Catchment Management Plan
CSA	Climate Smart Agriculture
CRRF	Comprehensive Refugee Response Framework
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
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
IMC	Implementation Monitoring Committee
IP	Implementing Partner
MWE	Ministry of Water and Environment
OPM	Office of the Prime Minister
PDP	Parish Development Plan
PMP	Production and Marketing Plan
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
UGX	Ugandan Shillings
UNFPA	United Nations Fund for Population Activities
UNHCR	United Nations High Commission for Refugees
UNWMZ	Upper Nile Water Management Zone
VSLA	Village Savings and Loan Associations
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.

NURI pursues its resilience and equity objective through activities in: 1) Climate Smart Agriculture (CSA), 2) Rural Infrastructure (RI), and 3) Water Resources Management (WRM).

Geographically the programme covers 9 districts in the West Nile and Acholi Sub Regions of Northern Uganda. The districts are Agago, Kitgum and Lamwo in Acholi sub region and Arua, Pakwach, Nebbi, Zombo, Moyo and Adjumani in West Nile sub region. NURI will work with refugee settlements within some of the selected districts. The selected settlements are Rhino Camp Refugee Settlement in Arua District, Palorinya Refugee Settlement in Moyo District, 3 selected refugee settlements in Adjumani District and Palabek Refugee Settlement in Lamwo District.

## 2.0 Developments in the Programme Area

In the six months period since the start of the programme there have been no major changes in the contextual framework, however some wider developments were of relevance to NURI implementation.

Two new districts, Madi Okollo from Arua and Obongi from Moyo were gazetted to come into existence immediately after the report period. This will impact the District Local Government (DLG) capacity for engagement in development activities in the affected districts for some time, as new structures and staffing come into effect.

The influx of refugees from South Sudan was falling during the later months of 2018, but has been gradually rising during 2019. There has been no major influx, however and the situation is stable. The CRRF coordination structures are becoming stronger with time, as is local government involvement in refugee and hosting areas.

A World Bank study, published in June, 2019, found that Uganda is falling behind in some areas of education. While primary school enrollment has increased following introduction of Universal Primary Education, enrollment remains low in pre-primary and secondary schools. A big percentage dropout or fail to meet the minimum proficiency in reading and mathematics by the time they are completing basic education. For NURI this means the inclusion of youth who have dropped out of education, in project activities, is more important than ever.

In Arua district there was high alert for Ebola threat from Democratic Republic of Congo (DRC) from June, though no cases were confirmed at the time. People have continued to diligently wash hands at various offices, churches, refugee settlements and sub county headquarters before gathering for meetings. In Adjumani, the authorities encouraged people to stop shaking hands as a precautionary measure.

### 2.1 Context in West-Nile

#### Weather

The first quarter of the year was characterised by hot, dry and windy conditions which did not favour early cultivation activities. Rainfall resumed in the second quarter, in the last week of April and steadily increased to the end of June. Initial production activities including land preparation and early planting of first maturing crops began with the onset of rain. Weather in the second quarter of the year was generally good for agricultural activities.

#### Economic activities

There were no major challenges for trade within and across borders, with ongoing trade in a range of agricultural produce including those selected as strategic crops in NURI districts. NURI marketing staff monitored prices for these commodities and shared with farmer groups to encourage marketing activities. Refugee presence and trade continued to influence trade in and across the region with high demand for food commodities like beans and cassava from the refugees. In some case, produce was bought directly from farmers' fields, and reportedly many farmers benefited from the high demand.

### Coordination and collaboration

NURI CF and implementing partners (AFARD & ARUDIFA) worked in close collaboration with the DLG, LLG and development partners in the region. The reporting period was a period for assessment and selection of NURI beneficiaries which requires the involvement of other stakeholders to avoid duplication. Some key development agencies operating in the region especially in the livelihood sector include ZOA, Save the children, Lutheran World Federation, World Vision, Caritas, CEFORD, NRC, SNV, IRC, CREAM, DRC Livelihood among others.

### Refugee response

Arua district has continued to host refugees from South Sudan and DR Congo. By end of June, the refugee population was standing at 110,266 persons with 51% being women. The settlement, well-being and protection of the refugee population was overseen by OPM and UNHCR. Also, the operation of the different humanitarian and development actors within the settlements was coordinated and overseen by the OPM. In terms of development interventions, the sectors that have heavily registered interventions are livelihoods and environment, water and sanitation, construction, protection, health and education among others. Between January and June 2019, the influx of refugees gradually reduced with daily arrivals estimated at only 20 persons. There were cases of relocation and reunion.

From observation, the relationship between the refugees and host communities was good. This was evident in the hosting communities providing land for cultivation, mutual understanding within the mixed groups, sharing of social spaces and service centres like schools, health centres and trading places.

## 2.2 Context in Acholi sub-region

### Weather

The region was generally dry and windy between January to April. The dry weather affected pasture for livestock forcing farming households bordering Karamoja region and South Sudan to move long distances in search of pasture for their animals. Rainfall resumed in the last week of April and continued throughout the period up to June.



### Economic activities

The region was generally stable with ongoing trade within and across borders (South Sudan). Trade in agricultural commodities including the NURI districts' strategic crops were registered. Other commodities that farmers traded were shea-butter, honey, charcoal and domestic animals. The marketing staff monitored the prices for these key commodities and shared with farmer groups. On sunflower, which was popular in the region during RDNUC the price for both grains and seeds was high. Many farmers reverted to open pollinated varieties like sunfola rather than the improved varieties introduced under the programme. Some groups were able to get improved seeds through the Dynamic programme under Goal and Mercy Corps, while other groups gave up sunflower growing due to the high cost of seed.

### Coordination and collaboration

NURI CF and RAUs worked in close collaboration with the DLG, LLG and development partners in the districts of Kitgum, Lamwo and Agago. The assessment and selection of farmer groups included collaboration to avoid overlaps. Some key development programmes operating in the region in the livelihood sector include Operation Wealth creation, PRELNOR, NUSAF3, DYNAMIC by GOAL, World Vision, ADRA, AVSI and Lutheran World Federation.

### Refugee response

Lamwo district continued to host refugees from South Sudan with a total population reported at 48,180 persons. OPM and UNHCR played a key role in settling the refugees that newly arrived in the settlement besides overseeing the activities of the different implementing/operational partners operating in the settlements. In terms of development interventions, the sectors that have heavily registered interventions are livelihoods & environment, water and sanitation, construction, protection, health and education.

### Insecurity and land issues

Agago district in particular experienced insecurity caused by the Karimojong cattle raiders during the reporting period. The sub-counties of Lapon, Omiya pacwa and Adilang were most affected. Over 40 heads of cattle were stolen from the farmer groups and caused a lot of unrest amongst households with cattle. Land conflicts were also reported where farmer groups in the Omiya pacwa and Paimol sub-counties were forced to delayed demo preparation and planting, with four groups in Agago hiring land after the first prepared site was lost due to the wrangles.

## 3.0 Implementation of Workplan and Budget

Details of the inception period for NURI are included in a separate report. To the extent that these activities have been integral to the activities conducted in the reporting period, they are included in this report.

### 3.1 Output 1: Climate Smart Agriculture

The objective of this intervention is to improve the knowledge and skills of farmer households and refugees in climate smart agricultural practices which will enable them to increase and sustain their production. The reporting period covers season A and includes the first rainy season of the year. Activities were implemented under the following outputs during the reporting period:

- Farmer groups identified and trained in climate smart agriculture
- Farmers identified and trained in VSLA practices
- Capacity of IP/RAU staff built
- Outstanding DLG capacity building activities carried over from RDNUC implemented.
- Farmer groups sensitized on SRHR and GBV issues

#### 3.1.1 Farmer Groups Identified and Trained in Climate Smart Agriculture

Under this intervention, the following activities were conducted by the implementing units:

1. Assessment and selection of farmer groups for support
2. Selection of strategic crops by implementing districts
3. Enterprise selection by farmer groups
4. Preparation of production and marketing plans by new national farmer groups
5. Establishment of demonstration plots
6. Support of farmer groups in collective marketing
7. Radio talk shows

### **Assessment and selection of farmer groups for support**

The selection exercise involved the different target groups specified in the NURI implementation plan. The target groups are old national farmer groups, new national farmer groups, mixed refugee/host farmer groups and women refugee farmer groups. The selection exercise started with a sensitization of the sub-county leaders. This was followed by assessment and selection of interested groups at the sub-county following set criteria. In the refugee settlements, the OPM, RWC 3, 1 and LC1 were sensitized and provided lists of zones for operation.

For old and new national farmer groups, the criteria for selection included elements like groups having good records, clear leadership structure, group production progress and support from other programmes/partners. In the settlements, the refugee groups were selected based on factors like having good leadership structure in place, having minimal or no support from other development partners and willingness to work in groups. The refugee groups in the first year were continuing groups from the NURI pilot, but as some groups had dissolved in the intervening period, a number of new groups were formed through the guidance of the settlement leadership and the extension team.

The selection exercise went on smoothly with good response from the community. In the settlement, the pilot programme created widespread awareness amongst the refugee population. Lower local government and settlement leaders were generally supportive.

The number of groups selected by district and target group category is summarised in the table below:

**Table 3.1.1 Number of farmer groups selected for support under CSA in 2019**

<b>Target group</b>	<b>Arua</b>	<b>Nebbi</b>	<b>Zombo</b>	<b>Pakwach</b>	<b>Kitgum</b>	<b>Lamwo</b>	<b>Agago</b>	<b>Total</b>
Old national groups	200	80	80	50	105	105	135	<b>755</b>
New national groups	165	75	75	<b>60</b>	105	105	240	<b>825</b>
Mixed groups	56	0	0	0	0	26	0	<b>82</b>
Women refugee gps	64	0	0	0	0	19	0	<b>83</b>
<b>Total</b>	<b>485</b>	<b>155</b>	<b>155</b>	<b>110</b>	<b>210</b>	<b>255</b>	<b>375</b>	<b>1,740</b>

### **Selection of strategic crops by implementing districts**

Consultative meetings were organised by NURI CF together with the implementing partners and RAUs in every implementing districts to discuss the strategic crops. Representatives from the production unit, key stakeholders and farmer groups were invited to attend. A wish list was generated and each crop was assessed based on factors like suitability with climate conditions, marketability, crop resistance to pests and diseases, crop yield potential and labour requirements. The crops selected per district is given in the table below;

**Table 3.1.2 Strategic crops selected per district of intervention**

<b>Districts</b>	<b>Crop types</b>
Arua	Cassava, Sesame, Soybeans and beans
Nebbi	Onions, Irish Potatoes, beans, soybeans
Pakwach	Cassava, Rice, Sesame
Zombo	Onions, Irish Potatoes and beans
Kitgum	Sesame, Soybeans, Sunflower
Lamwo	Sesame, Cassava, Sunflower
Agago	Sunflower, Sesame, Soybeans

In the settlements (Rhino camp and Palabek Ogili), a list was generated based on agro-ecological factors in the settlements (soil types), quick maturity, crops acceptable and familiar with the refugee population, possibility for intercropping, marketability when produced in excess and crops recommended for nutrition. The list was divided into food crops, vegetables and fruit trees. The food crops included cassava, sweet potatoes, beans, maize, groundnuts, cowpeas, sorghum and pigeon peas. Vegetables included okra, eggplants, amaranth, cabbage, onions, green pepper, sukumawiki and tomatoes. Fruit trees included papaya, passion fruits, mangos and citrus. A report on the selection of strategic crops was generated.

### **Enterprise selection by farmer groups**

#### **Enterprise selection by new nationals and old farmer groups**

Following selection of strategic crops at the district level enterprise selection exercises were organised for all the farmer groups. In this exercise, using training material including grain sack charts, farmer groups were taken through a profitability analysis of the selected enterprises after

which they were able to make their choices. The result of the selection exercise across the different districts is summarised in the table below:

**Table 3.1.3 Strategic Crops selected per District by New Farmer Groups for 2019**

<b>Strategic crop</b>	<b>Arua</b>	<b>Nebbi</b>	<b>Zombo</b>	<b>Pakwach</b>	<b>Kitgum</b>	<b>Lamwo</b>	<b>Agago</b>	<b>Total</b>
Cassava	26	0	0	14	3	0	12	<b>55</b>
Sesame	28	0	0	43	64	59	26	<b>220</b>
Soybean	26	29	0	0	38	17	110	<b>220</b>
Beans	85	29	20	0	0	29	0	<b>163</b>
Sunflower	0	0	0	0	0	0	92	<b>92</b>
Rice	0	0	0	3	0	0	0	<b>3</b>
Irish Potatoes	0	6	47	0	0	0	0	<b>53</b>
Onions	0	11	8	0	0	0	0	<b>19</b>
<b>Total groups</b>	<b>165</b>	<b>75</b>	<b>75</b>	<b>60</b>	<b>105</b>	<b>105</b>	<b>240</b>	<b>825</b>

In West-Nile, beans and soybeans dominated farmers choice of enterprise while in Acholi sub-region it is soybeans and sunflower. Other enterprises were district specific like rice and onions in Pakwach and Zombo. Overall, the selection exercise was well conducted and farmers are moving on well with their choices. The exercise was done for the old national farmer groups as well. Some groups changed their enterprises from what they were doing under the concluded RDNUC programme to new enterprises due to difficulty in obtaining seeds, and specific marketing issues, for example for sunflower. Farmer groups were advised to diversity their enterprises in order to minimise risks. A summary for the old national groups is given in the table below:



**Table 3.1.4 Number of Old Farmer Groups per Strategic Crops per District**

<b>Strategic crop</b>	<b>Arua</b>	<b>Nebbi</b>	<b>Zombo</b>	<b>Pakwach</b>	<b>Kitgum</b>	<b>Lamwo</b>	<b>Agago</b>	<b>Total</b>
Cassava	0	0	0	13	0	0	0	<b>13</b>
Sesame	60	10	0	34	86	76	26	<b>292</b>
Soybean	62	27	0	0	18	8	18	<b>133</b>
Beans	78	25	73	0	6	0	0	<b>182</b>
Sunflower	0	0	0	0	0	16	85	<b>101</b>
Rice	0	5	0	3	0	0	0	<b>8</b>
Irish Potatoes	0	1	7	0	0	0	0	<b>8</b>
Onions	0	12	0	0	0	0	0	<b>12</b>
Maize	0	0	0	0	0	0	6	<b>6</b>
<b>Total groups</b>	<b>200</b>	<b>80</b>	<b>80</b>	<b>50</b>	<b>110</b>	<b>100</b>	<b>135</b>	<b>755</b>

**Enterprise selection for refugees**

In the settlements of Rhino-camp and Palabek, the exercise was conducted similar to the new national groups where groups were taken through the list of crops and were asked to make their choices. The presentation was done as per the different group types i.e. mixed groups, refugee women and pure refugee groups. In this different groups, each individual member was to choose one food crop, three vegetables and three fruit trees. Profitability analysis was done for the refugee groups because their main objective for production is to be able to supplement food ratios provided by WFP and other development partners. The refugee households preferred quick maturing vegetables like sukumawiki, amaranthas and fruit seedlings like papaya and passion fruits.

The breakdown of the different enterprises selected by them are given in the table below:

**Table 3.1.5 Strategic Crops Selected by Refugee Groups in Palabek Settlement**

<b>S/N</b>	<b>strategic crop</b>	<b>Group Type</b>				<b>Total Number of Groups per strategic crop</b>
		<b>Mixed</b>	<b>Pure Refugee</b>	<b>Women Refugee</b>	<b>Youth Group</b>	
1	Cassava	1				<b>1</b>
2	Sweet potato		9	5		<b>14</b>
3	Maize	4				<b>4</b>
4	Beans	4				<b>4</b>
5	Cow peas		8	5		<b>13</b>
6	G/Nut	18				<b>18</b>

7	Pigeon Peas	16				<b>16</b>
8	Sesame	5				<b>5</b>
9	Onions		4	3	5	<b>12</b>
10	Tomatoes				5	<b>5</b>
11	Egg Plant		3	1	5	<b>9</b>
12	Sukuma wiki		2			<b>2</b>
13	Okra			1		<b>1</b>

**Table 3.1.6 Strategic Crops Selected by Refugee Groups in Rhino-Camp Settlement**

S/N	strategic crop	Group Type				Total Number of Groups per strategic crop
		Mixed	Pure Refugee	Women Refugee	Youth Group	
1	Cassava	19	27	30		<b>76</b>
2	Sweet potato		28	33		<b>61</b>
3	Maize	26				<b>26</b>
4	Beans					
5	Cow peas		26	14		<b>40</b>
6	G/Nut	46				<b>46</b>
7	Pigeon Peas	11				<b>11</b>
8	Sesame	10				<b>10</b>
9	Onions		28	22		<b>50</b>
10	Tomatoes		20	16		<b>36</b>
11	Egg Plant		3	9		<b>12</b>
12	Sukuma wiki		2	23		<b>25</b>
13	Okra			14		<b>14</b>
14	Amaranthas		1	9		<b>10</b>
15	Cabbage		4	4		<b>8</b>
16	Green pepper		7	1		<b>8</b>
17	Mango			18		<b>18</b>
18	Citrus			24		<b>24</b>
19	Pawpaw			28		<b>28</b>
20	Passion			29		<b>29</b>

### **Preparation of Production and Marketing Plans for new national farmer groups**

New national farmer groups were facilitated to develop realistic production and marketing plans (PMP). This involved generating baseline data and projected producers, acreage, yield and pricing for 2019 including setting three-year goals. The preparation process included pre-test sessions

with selected farmer groups after which the process was rolled out to all the new national groups. By the end of the reporting period, collection of baseline data for all the groups was ongoing.

### **Establishment of Demonstration plots**

During the reporting period, farmer groups, working with extension staff, identified and prepared sites for establishment of demonstrations. The factors considered were accessibility for ease of observation by both group and non-group members, fertility of the soil and safeness from stray animals. Planting and training of the farmer groups was planned for the third quarter.

In the refugee settlement, the mixed groups obtained land from the national members in their groups. The identified sites were prepared for planting and training activities prepared for and planned for immediately after the reporting period. It should be noted that accessing an acre for a demo plots was difficult, so in most cases the plots were sub-divided and scattered across the settlement. Many groups reported having hired land for demo planting.

### **Support of farmer groups in collective marketing**

Marketing coordinators are employed in each implementing unit to support collective marketing and provide market information where relevant. In part of West Nile where there are frequent and varied markets, the Market Coordinators are supported by enumerators in collecting price data. Other activities included weekly collection of price lists for guidance to the old farmer groups and participation in radio talk shows to prepare new national groups for marketing their strategic crops. The aspect of NURI support to collective marketing and the role of the Marketing Coordinators will be reviewed in the coming period to maximize the impact of these activities.

In the Acholi sub-region, a survey about market-preferred varieties of strategic crops was conducted by the marketing coordinators. This also included ascertaining availability of credible seed/inputs suppliers in the implementing districts. The outcome of the survey helped in awareness creation amongst the farmer groups as they prepared their fields for production in the second season. The result of the survey is summarised in the table below:

**Table 3.1.5 Varietal preference of selected crops in markets in Kitgum, Gulu, Lira and Kampala**

<b>S/no</b>	<b>Crop</b>	<b>Available in the market</b>	<b>Market Preferred varieties</b>
01	Sesame	Sesame 1, Sesame 2 & Sesame 3	Sesame 2 & Sesame 3
02	Soybean	Maksoy 1N; Maksoy 2N; Maksoy 3N; Maksoy 4N; Maksoy 5N Namsoy 3N	Maksoy 3N Maksoy 4N

03	Sunflower	DK 40-40, Sunfola, PAN 7053, PAN 7057, Other Hybrids: EASF – 2H, AGUARA 6, AGSUN 8251	Sunfola; PAN 7053; PAN 7057 AGSUN 8251
04	Beans	K 132; Nabe 4; Nabe 15; Nabe 16; Nabe 17; Nabe 19; 'Yellow' bean; Local small-seeded beans	K 132; 'Yellow' bean; Local small-seeded beans

### **Hold Radio Shows**

Based on the contracts signed between the implementing partners, RAUs and radio stations, weekly talk shows and spot messages to substantiate awareness raising about NURI programme were conducted in the second quarter. The following radio stations run the shows:

- Radio Maria, Nebbi, Pakwach and Zombo (Tuesday 8.30 - 9.15 pm)
- Luo FM, Pader (Thursdays, 7:15 – 8:00 pm)

The radio statements/messages included programme implementation process, the roles of different stakeholders, agronomy of strategic crops selected, marketing information (markets and price information), group dynamics and VSLA. Six talk shows were organised in Agago, and seven for the Nebbi, Zombo and Pakwach districts. Kitgum RAU and Arua DFA were developing plans for radio shows to start immediately after the reporting period.

#### **3.1.2 National FGs, mixed & refugee groups trained in VSLA**

The objective of this activity is to improve financial management of farmer households and reduce dependency ratios. This will be achieved through financial literacy training with the selected farmer groups. The major activities during the period were:

- Assessment and selection of farmer groups for VSLA support
- Review of VSLA manual and other documents

#### **Assessment and selection of farmer groups for VSLA support**

Implementation of VSLA activities commenced in the second quarter of the year after recruitment of the VSLA coordinator.

Farmer groups were assessed by the VSLA officers with support from the extension staff. The factors in the assessment included groups interest, having accounts with financial institutions, groups that have not received any VSLA training from any institution. The number of groups selected in the implementation areas is summarised below:

**Table 3.1.6 Number of VSLA groups selected per District for support in 2019**

<b>Target group</b>	<b>Arua</b>	<b>Nebbi</b>	<b>Zombo</b>	<b>Pakwach</b>	<b>Kitgum</b>	<b>Lamwo</b>	<b>Agago</b>	<b>Total</b>
Target	140	50	50	20	50	80	70	<b>460</b>
Achieved	73	50	50	20	50	80	70	<b>393</b>

Target number of groups was not reached in Arua because a number of groups that had submitted their forms had already benefited from VSLA under the RDNUC programme or other programmes.

### **Preparation of VSLA implementation documents**

The guiding documents for implementation of VSLA activities was developed during the period. This included the VSLA manual, contracting procedures for CBTs, SAVIX system data requirements (VSLA data collection forms) and procurement procedures for VSLA kits. The manual was rolled out to the VSLA staff and guided the planning for the training of CBTs in the third quarter.

### **3.1.3 Capacity of IP/RAU staff built**

The objective of this activity is to equip staff recruited under the NURI programme with skills and capacity to perform their job roles in a satisfactory manner. NURI CF organised specialised training sessions during the reporting period and are highlighted below:

1. Orientation and introduction to NURI, 12-14/2/19, Acholi Inn in Gulu
2. Preparation of production and marketing plans, 27-31/5/19, Acholi Inn in Gulu
3. Climate Smart Agriculture and good agricultural practices, 24-28/6/19, Acholi Inn in Gulu
4. VSLA methodology and principles, 24-28/6/19
5. Quick Books Online for Accountants

In general, other than the specialised trainings to enable staff kick-start their activities, Human resource and finance department conducted supportive visits to fully orient staff on NURI implementation guidelines, policy and procedures of operation.



### 3.1.4 Capacity of DLG built (Production Department)

The objective of this activity is to build the implementation capacity of the production department to ensure that development activities which are important for rural livelihoods are implemented in an effective and efficient manner.

There were no activities conducted under the NURI programme during the reporting period however, a back-log of unaccomplished procurement and training activities from RDNUC were done. These were:

- Procurement and delivery of 4 water quality testing kits to Arua, Nebbi, Zombo and Lamwo DLG
- Procurement and delivery of soil thermometer to Nebbi DLG
- The Fisheries Officer for Pakwach DLG completed a short training course on Induced Fish Breeding and Fish feed formulation
- Research and tuition fees for District Commercial Officer for Nebbi DLG was paid and his study process monitored.

### 3.1.5 Sensitize farmer groups on SRHR & GBV issues (UNFPAs WAY programme)

During the reporting period, CARE which is the implementing partner for this activity conducted a five days training for ARUDIFA extension staff and DLG on sexual reproductive health and rights in Arua. The content of the training included gender concepts, gender-based violence, SRHR in relation to agriculture (safe motherhood, family planning & STIs) among others. The participants included all field and management staff involved in the implementing of NURI activities as well as representatives from NGOs working in similar activities and a team from Arua DLG, including Chief Administrative Officer, District Agricultural Officer, District Production Officer, District Community Development Officer, who was a facilitator of some sessions, the District Commercial and Marketing Officer and Senior Assistant Secretaries from all sub-counties.

SRHR training was not conducted in the Acholi sub-region during the reporting period as the schedule collided with planned CSA activities. The training was planned for the following quarter.

### 3.1.6 Start-up Activities in North West-Nile Districts

NURI CF led the process of establishing presence of the programme in North West-Nile region which covers Moyo and Adjumani. Recruitment of the Regional Coordinator was followed by recruitment of the extension staff (RAU Coordinators, Extension Supervisors and Officers), the following activities were achieved during the reporting period:

### Inception Activities

Memorandums of understanding was signed between the two DLGs of Moyo & Adjumani and RDE. Upon this, a Focal Point Officer was appointed in each district to coordinate NURI activities within it. NURI implementation plan was shared with the relevant stakeholders within the district which included the district leadership, OPM and UNHCR.

### Establishment of RAUs

In both districts, office spaces were identified and secured so that implementation of NURI activities can be kick-started in the two districts. This came timely as it made recruitment exercises possible, staff orientation and other preparatory activities were also well achieved.

### Selection of Refugee Settlements

Based on the findings of a rigorous settlement selection process, the following three settlements were identified out of 18 refugee settlements in Adjumani, to be suitable for NURI programme implementation and put to attention of OPM for endorsement;

- Maaji-I and III as one entity called Maaji owing to their proximity and because households in Maaji-III access land from Maaji-I;
- Maaji-II due to its accessibility to arable land and high population of refugees and Ugandan nationals, approximately 50% of whom have not benefited from livelihood programmes;
- Mungula composed of Mungula-I and Mungula-II owing to their proximity and access to land as well as high host community population.

## 3.2 Output 2: Rural Infrastructure

The objective of this intervention is to improve the agricultural related infrastructure using a labour-intensive approach. This is expected to facilitate and support increased agricultural production and marketing through improved access to local retail and bulk markets.

The contracting of the implementing partner for this intervention was completed in the second quarter of the year and therefore only inception activities were accomplished during the reporting period. The inception activities will allow for smooth implementation in the coming period.

### 3.2.1 Prioritized Infrastructure Investment Plans Approved

The activities achieved during the reporting period can be seen as preparatory activities that will in the next quarter feed in to the development of investment plans. There were:

### Orientation of DRC staff into NURI programme

Key staff reported in May 2019 to the DRC Kampala office. The key staff were taken through DRC Policies, financial and procurement procedures and DRC Dynamics. The newly recruited staff developed work plans, budgets, procurement plans, HR plan, risk register and schedule for opening and closing of NURI offices.

DRC recruited and, in some cases, recalled staff from the closed RDNUC programme, to kick-start NURI inception activities in Arua, Nebbi, Kitgum, Lamwo and Rhino camp settlement. This included Team leaders Shelter and Infrastructure, Infrastructure Assistants, Engineering Assistants among others. A summary is given in the table below:

#### **3.2.1 DRC Field Staff on-board during the reporting period**

<b>Staff</b>	<b>Arua</b>	<b>Nebbi</b>	<b>Kitgum</b>	<b>Adjumani</b>	<b>Lamwo</b>	<b>Rhino Camp</b>	<b>Total</b>
Team Leaders Shelter & Infrastructure	1	1		1			3
Shelter & infrastructure Assistants-engineering	2					2	4
Infrastructure Assistants public works			1		1	1	3
Engineering Assistant				1			1
<b>Total</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>11</b>

After recruitment and orientation of staff in the NURI programme, DRC introduced the staff to the relevant stakeholders. These were NURI-CF Regional Coordinators, LCV, CAO, RDC and NURI District Focal Point Officers.

#### Signing of Memorandum of understanding with the districts

Memorandum of Understandings (MOUs) were signed between DRC and Kitgum, Lamwo and Nebbi districts to strengthen relationships and allow DRC operations in the three districts.

#### Review of the Rural Infrastructure Manual

The Review of the Rural Infrastructure Manual is currently ongoing. 2 days' workshop was organized in Arua for all the three regional office team to discuss and conclude the review of the manual. It is expected that the revised manual will be finalized by the end of September 2019.

#### Inception and Implementation work plans, and budgets

The development of the work plans, budgets, procurement plans for the inception period May to July and activity period August to December 2019 was completed and shared with the Country

office for review. Final version of the work plans and budgets were submitted to NURI Coordination Function for review and approval.

#### Assets verification and transfer

Kitgum office carried out assets' verification, mobilized for the transportation of assets that were stored in Agago after closure of RALNUC project from Agago to Kitgum and Lamwo, for use in the new established offices.

#### District Inception Meetings

District Inception meetings were held in five districts, Arua, Nebbi, Adjumani, Kitgum, Lamwo and Agago. Where possible NURI CF and representatives from the CSA Implementing units shared the platform, with CF Regional Coordinators facilitating at several of the District level meetings. The participants included the following; District Resident Commissioner, Chief Administrative Officer, LCV Chairman, Deputy Local Council V chairperson, District Production officer, District Environment Officer, District Fisheries officer, District Water Officer, District Engineering team, District Focal Point Officer NURI, DLC councilors from the various Sub Counties, Sub County chiefs, LCIII Chair persons, Community Development Officers, OPM representative from the different refugee settlements and Refugee Welfare Committee leaders.

During the sensitization meetings in West-Nile, a number of issues were raised, include;

- Concerns were raised by Councils in areas with town council boards to be included among areas to benefit under this programme. CF clarified that Town Councils are not included in the programme design
- With the creation of new administrative units at lower local Government such as new Sub Counties, which are still at its infancy should be supported. CF clarified that new sub-counties are included as the programme covers the entire district. Funds for capacity building should be clearly communicated. CF confirmed that this will be done.
- The quality of some of the rural infrastructure activities conducted, especially the markets and springs and water ponds be of quality and sustainable to serve the communities for long term. CF confirmed that there will be quality control on all projects.
- Monitoring of project shouldn't be restricted to only the DEC and Technical team but to include councilors. CF clarified the monitoring plans budgeted in the programme document.

During the sensitization in Acholi sub-region, key issues raised include;

- From the RALNUC project, the councilors and technical officers, should draw lessons that will help the district to do better under NURI Programme.
- Need for better partnership and collaboration to ensure DEC and the technical wing monitor this programme and effectively communicate key concerns to the implementing partners.

- The issue of refugees in Lamwo district was highlighted with concerns for partners to also consider equally and proportionality allocating funding to all the three Palabek Sub Counties, since they all host refugees. i.e. Palabek Ogili, Palabek Kal, Palabek Gem. CF explained that NURI resources are allocated depending on population of nationals and refugees.
- Building synergies with other partners such as Goal in supporting farmers in value chain additions to their produce.
- Issue of quality of infrastructure facilities and the aspect of sustainability was raised. CF explained the roles of the different stakeholders in maintaining infrastructure.
- The district emphasized that they have machines under the department of works and production that DRC can borrow for infrastructure projects to ensure quality work.

#### Sub county sensitization meetings:

Sub county sensitization meetings were completed in the following districts Arua, Adjumani and Kitgum. The sensitization was conducted in partnership with NURI CF and implementing units to inform the LLGs technocrats and political wing on the NURI program in general, and enable key sub-county stakeholders to understand their roles and responsibilities in the implementation of the NURI programme.

In Arua district, DRC mobilized and conducted 26 Sub county sensitization meetings in the Sub Counties of Anyiribu, Okollo, Offaka, Ullepi, Rigbo, Rhino Camp, Ogoko, Odupi, Omugo, Uriama, Beliafe, Aivvu, Katrini, Adumi, Ayivuni, Aroi, Manibe, Oluko, Pajulu, Vurra, Logiri, Ajia, Dadamu, Ewanga, Arivu and Pawor. Meetings were attended by 778 participants (612 male, 166 females). Invited participants included Sub County Chiefs, LCIII Chairpersons, Community Development Officers, Parish Chiefs, Parish Development Committee members and religious leaders from the various Sub Counties.

In Adjumani district, DRC mobilized and conducted 9 Sub county sensitization meetings in the Sub Counties of Adropi, Arinyapi, Ciforo, Djaipi, Itirikwa, Okusijoni, Ofua, Pachara and Pakelle. Meetings were attended by 462 participants (334 males, 128 females). Invited participants included Sub County Chiefs, LCIII Chairpersons, Community Development Officers, Parish Chiefs, LCII chairpersons, Women representatives, Youth representatives, opinion and religious leaders from the various Sub Counties.

In Kitgum district, 9 Sub County sensitization meetings were held in all the nine Sub Counties targeted during the inception period. These sub counties included; Amida, Namokara, Omiya Aniyima, Lagoro, Layamo, Kitgum Matidi, Mucwini, and Akwang. Overall 219 participants, (160 males, and 59 females) attended the sensitization meetings, comprising of LC 3, SAS, Councilors 3, Community development officers, Sub-county technical staff – AEO/Production, Sub-Accountant, Parish Chiefs, LC 2, and Youth representatives.



#### Settlement sensitization meetings:

Arua staff conducted 10 refugee settlement sensitization meetings; in the refugee areas of Rhino Camp, Imvepi and Omugo about NURI project implementation which was attended by 343 participants (215 male, 128 female) which included Sub County Chiefs, LCIII chairpersons, CDOs of the refugee hosting Sub Counties, RWC3, RWC2, RWC1 of the various settlements who are to act as ambassadors of NURI to ensure ownership and sustainability from the initial stages.

#### Establishment of offices:

DRC was, according to the scope of services of the contract, to open program headquarters in Arua, 3 regional offices and 13 field offices. During the reporting period the following offices have been opened. The headquarters office was opened in DRC Arua Area office; three regional offices were opened in Arua, Adjumani and Kitgum. The field offices were reduced from 13 to 10 due to high overhead costs. Six out of ten field offices were opened in 2019 i.e. Arua, Rhino camp, Nebbi, Adjumani, Lamwo and Kitgum. The remaining four field offices; Moyo, Palorinya, Zombo and Agago are planned for January 2020. In discussion with NURI CF, DRC adopted a phased approach to allow for smooth office establishments and programme implementation.

#### *3.2.2 Approved Infrastructure Projects Implemented*

Implementation of activities under this output had not kick-started since the reporting period has been an inception period for DRC.

#### *3.2.3 DLG Capacity (engineering department) built*

Implementation of DLG capacity building activities had not yet started during the reporting period. However, follow-up was made on the back-log from the RDNUC programme which closed in 2018. Some procurement activities were completed in 2019.

### 3.3 Output 3: Water Resource Management

This intervention is expected to 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 implementation is done by Upper Nile Water Management Zone under Ministry of Water and environment (planning and monitoring) together with Danish Refugee Council (infrastructure).

The activities under this intervention started in July 2018 and the report covers a one-year period of implementation.

#### 3.3.1 Develop micro-catchment plans

Under this output, the following activities were implemented during the reporting period:

- Selection of micro-catchments
- Micro-catchment verification and familiarization
- Project introduction to districts

#### **Selection of micro-catchments**

For the identification of the micro catchments for project implementation in the first year, selection criteria were developed and used to guide the selection process. These were formulated following the guiding principles of project implementation with regard to the identification of project beneficiary areas as well as other considerations as proposed by DWRM/UNWMZ. Some of the criteria developed for micro-catchment selection is highlighted below:

- Geographical area should be water deficient, or predicted to become so, and/or environmentally degraded
- Micro catchment must be within NURI area of operation
- Micro catchments should include refugee settlements
- Level of criticality regarding strategic issues (water for people, water for production, water for energy, and water for environment) identified for the covering sub-catchment. Sub catchments found with the highest criticality in strategic issues were given priority
- Area of the micro catchment around 100 km<sup>2</sup>
- Strategic location along the main river of that sub-catchment

Following the implementation of the above selection criteria and considerations, three micro catchments were selected for implementation of project activities in the first year were:

1. Yelula micro catchment in Arua district,
2. Ora micro catchment in Zombo district
3. Nyamrwodo micro-catchment in Nebbi district.

Yelula micro catchment is within Enyau sub-catchment (Arua district), which has a negative hydrological balance, and hosts refugee settlements within its boundaries

Both Ora (Zombo district) and Nyamrwodo (Nebbi district) micro catchments are within Ora sub-catchment, which has no negative hydrological balance, but degraded areas are observed. The micro-catchments identified are considered to be in a strategic location.

### **Micro-catchment verification and familiarization**

The UNWMZ teams undertook field reconnaissance visits to the selected micro catchments in order to verify, familiarize and appraise themselves with the selected project areas. This activity was undertaken between 23<sup>rd</sup> to 30<sup>th</sup> April 2019 and culminated in the acquisition of preliminary baseline information on the water and related resources issues in the micro catchments. These will be finalized in the consultants reports at the end of the phase of developing Micro-catchment plans.

The overall objective of these field visits was to develop a picture of the broader context in which the DANIDA project will operate, analyse socio-economic issues, water and other related resources issues and identify and map some key stakeholders/partners in the selected micro-catchments with specific focus to:

- 1) Describing the current state and condition of people and ecosystems in the project area
- 2) Identifying the status and conditions of water and other related resources (wetlands, forests landscapes) in the selected micro-catchments
- 3) Determining and describing the pressures being exerted on the environment and other related resources by human activities and the underlying forces driving the pressures.
- 4) Identifying key stakeholders, including key institutions/organizations working on or involved with the selected issues

To achieve the study objectives different approaches were used, including; consultative meetings with key stakeholders using sets of guiding questionnaires for the numerous sub counties and parishes and resource mapping among others; and use of GPS & ArcGIS tools and software to produce delineated base maps.

The findings indicate that the micro catchments are host to a variety of traditional livelihood systems that depend on water and related resources. The key systems include pastoralism and crop farming under rain-fed agriculture in Nyamrwodo and Ora while Yelula is mostly crop farming.

The key findings from the field reconnaissance indicate that catchment areas face both man-made and natural challenges which should be considered as activities are rolled out to the catchment areas. Details are included in the MWE progress report for the period.

### **Project introduction to districts**

Following the approval of the project work plan and budget for the financial year 2018/2019 by the project steering committee and the subsequent release of project funds to the operational account in March 2019, implementation of activities is ongoing. Leadership in the beneficiary districts at both political and technical levels were made aware of the project and planned activities.

A field mission was undertaken between 14<sup>th</sup>-18<sup>th</sup> April 2019 by teams from UNWMZ. At district level, CAO and LC5 were briefed about the project, as well as key technical staff that included the District Natural Resources Officer, Environment Officer, Water Officer and Community Development Officer. As much as possible, entry into any district was through a Catchment Management Committee member from the district.

In all the districts, a technical focal person was also assigned to guide the UNWMZ team during its field engagements. Field visits consisted of a meeting at sub county level, where in several cases also parish chiefs and councillors were present. After providing information about the project, a general discussion took place about the status of the Natural Resources in the sub county, its issues, and general aspects of livelihood systems in the area. Discussion points and comments were recorded on questionnaire sheets. Afterwards, river sources and degraded sites, wetland encroachment areas, forests, infrastructural works and other such were visited, where GPS coordinates were recorded, photographs taken and input from local villagers obtained.

### **3.3.2 Physical and natural water infrastructure constructed or renovated**

The implementation of activities under this output had not yet kick-started during the reporting period.

## 3.4 Output 0: Programme Coordination

NURI CF has provided coordination and technical back-stopping for the implementation of NURI activities during the reporting period. CF has a team of 10 technical staff and 6 drivers. 6 of the technical staff are based in Kampala and 4 in the regional offices in Arua, Moyo and Kitgum. CF is also involved in a number of supporting activities besides the coordination roles. During the reporting period, the following activities were implemented:

### 3.4.1 Inception Activities

Inception activities, including the signing of MoUs and the launching of NURI activities are covered in the NURI Inception Report.

### 3.4.2 Procurement activities

During the reporting period the NURI procurement guidelines were reviewed. The programme started implementation making use of the existing guidelines applied under the predecessor programme, RDNUC, and during the reporting period these guidelines were reviewed and adapted to the needs of the NURI programme under guidance from RDE and making use of general Danida guidelines. Adjustments were introduced effective from 21 May 2019.

- Elaboration of a new procurement manual with input from NURI CF and RDE. The new procurement manual was developed in-house and aligned with Danida procurement rules and best praxis principles for fair, transparent and competitive procurement processes.
- Procurement of major groups of goods. While continuing the principle of decentralization of procurement, NURI CF tested the possible benefits of centralized procurement by floating a larger tender some items of the input to farmer groups. These items had previously been procured individually by the IUs. The centralized tender resulted in a 40% saving, around 30-40 million UGX, in comparison with the previous year's procurement of same items.
- By the end of the reporting period NURI CF had initiated all procurement of goods in the approved procurement plan. Some proceedings, especially related to riding gear, were extended due to a decision to test participatory approaches in regards to specification of good characteristics. The use of this approach is still to be evaluated.
- Accelerated procurement under no-cost extension. NURI CF agreed with RDE to extend RDNUC by a quarter within the RDNUC budget. The no-cost extension allowed NURI to finance some activities that would otherwise have been delayed until the initiation of NURI activities on 1 April 2019. These procurements included some inputs to farmer groups as

well as procurement of 25 motorcycles, for which delivery took place in the second quarter of 2019.

- Major round of repair of existing fleet of motorcycles. Due to the lead time on fleet replacement, the NURI CF initiated a thorough assessment and repair and maintenance of the existing fleet of 234 motorcycles from RDNUC, through authorised service providers. By the end of the reporting period only around 9 motorcycles were not functional. Based on the success of this activity, periodically repetition of the exercise are planned.

### 3.4.3 Financial management activities

During the reporting period the NURI financial management manuals were reviewed. The programme started implementation making use of the existing guidelines applied under the predecessor programme, RDNUC, and during the reporting period these guidelines were reviewed and adapted to the needs of the NURI programme.

- *Elaboration of new allowance manual.* Most allowance payments were in the no-cost extension period based on praxis inherited from RDNUC. NURI CF elaborated a manual for NURI allowances which was implemented in the beginning of April. During second quarter of 2019 RDE requested NURI management to align the allowance manual to that of RDE's locally contracted staff and at the same time emphasized that allowances should only be paid against formal rules and regulations. NURI management revised the manual with effect from 1 July 2019.
- *Design of chart of accounts.* The RDNUC chart of accounts was reviewed to better suit the needs of NURI CF. A uniform chart of accounts was created, with input from NURI CF and accountants and RDE. The new chart structure allows the bookkeeping to adapt to changes in the programme implementation while at the same time enable comparison of activities between the financial years.
- *Transitioning to cloud-based accounting package.* To ensure timely monitoring and support to the Implementing Units' financial management Quickbooks Online was assessed to be a suitable and value-for-money choice. The transition was particularly efficient because it built on the offline systems used under RDNUC. The new cloud-based system was effectively implemented during the 2<sup>nd</sup> quarter of 2019.
- *Transitioning to cashless travel and meeting activities.* To limit risks and transaction costs related to cash handling, NURI is transitioning to use of digital transfers where feasible, including an increased use of online banking functionalities, mobile money transfers etc.

- *Budgeting for no-cost extension period and for NURI Programme for 2019.* With RDE's request for revision of the programme documents, the NURI budget required a corresponding revision. To ensure financing of activities during the period of revision, NURI CF request a no-cost extension of RDNUC. The no-cost extension required NURI management to elaborate a formal reallocation between RDNUC budget lines and a revision of the RDNUC budget to include a 5<sup>th</sup> quarter of 2018. The intensive process of revising the NURI budget itself to align with the new programme documents was completed by the end of the no-cost extension period.

### 3.4.4 Human resources – Recruitment and development

#### **Recruitment and CSA Staffing**

- During the reporting period a total of 200 employees were brought on board. Staff were recruited and deployed at CF and Implementing Units. The largest number was the extension team, with 153 (76.5%) directly engaged in implementing CSA activities. The workforce gender composition is 63 (32%) female and 137 (69%) male. There has been low turnover during the periods with three extension officers resigned during the period.
- The HR function supported the recruitment and contracting by the units of 51 CBTs to provide training in VSLA as well as 30 short term enumerators for the baseline survey.

#### **Staff Induction and Orientation**

- All NURI CSA programme staff underwent induction and orientation activities and training during the period.
- 197 extension workers in the implementing units underwent defensive riding training.
- The HR Coordinator facilitated Change and Transition Management workshops in the field and through internal workshops across NURI Implementing Units.

#### **Administrative HR Infrastructure**

HR administration infrastructure focused on finalizing the HR policy as well as clarifying roles and responsibilities, and ensuring these are in place for all staff, including job descriptions and employment letters as well as databases with employment records.

#### **Performance Management and Probationary Reviews**

Working in partnership with NURI CF management and line management of implementing partners and RAUs, HR was able to perform the following tasks to during the reporting period;

- Developed Performance Management System which includes performance management cycle, performance agreements, self-evaluation and appraisal forms
- Probationary Reviews were rolled-out in June-July19 across programme for all CF and implementing Units staff on probation. 173 employees were appraised and subsequently confirmed in their jobs.

## **Learning and Development**

NURI CF coordinated and facilitated eight staff to attend capacity building courses in Denmark in partnership with DFC during the period as indicated below:

- **Increased performance through strategic leadership and change management course –Jan 19** Robert Bakyalire PM AFARD
- **Public finance management and good governance course – February 19** Oyirwoth Owacgui- Accountant AFARD
- **Green growth, climate change, environment and sustainability course-April 19** Ongom Davidson Nyamutoro Sophie Edaku David, Amviko Faima Ogena Francis (AES from IPs and RAUs).
- **Entrepreneurship, innovation and value chain course – May 19:** Abola Sam (RAU Agago)

## **Benefits and Statutory Compliance**

NURI CF prepared and processed medical insurance cards for 197 staff and 254 dependents enrolled under AAR services. The 197 totals for principal enrolment are drawn from CF, Kitgum-Lamwo, Agago, Moyo Adjumani, Arudifa and AFARD NURI programme staff, while the 254 dependants exclude the two IPs namely Arua DFA and AFARD. The scheme is now delivered under 80:20 cost sharing model across programme. All staff are covered by the Workers Compensation Act. All NURI programme staff were on 24-hour cover GPA policy provided by UAP Old mutual.

### *3.4.5 Monitoring and Evaluation*

Monitoring activities for the reporting period have focused on establishing the monitoring and evaluation mechanisms and processes for the programme.

- NURI CF developed the M&E manual with performance targets clearly defined and drafts shared with NURI stakeholders. Although completion of the manual took a long time, the indicators and targets were already defined and therefore CSA activities were all aligned to the results framework.
- Developed reporting formats for quarterly, semi-annual and annual reports and shared with implementing partners and RAUs.



- Re-designed the data collection forms for farmer group production and marketing plans. The new forms were rolled out and extension staff were effectively using the tools.
- Guided the implementing partner and RAU staff responsible for reporting on the reporting format, schedule and content required of the reports. Special sessions were planned and held in the first quarter with the relevant staff and through a coaching approach staff were carefully guided through the process.
- Oriented newly recruited staff and management on the NURI indicators and targets, data requirements and roles and responsibilities of stakeholders in M&E. In all the specialised trainings organised for the new staff, M&E sessions were included and well conducted.
- Planned and launched NURI programme in Lamwo district together with the formulation and launch of the implementation monitoring committee on 14/5/2019
- Planned a cassava measurement systems development to guide data collection about cassava as a strategic crop and common food crop grown by farmer households participating in the NURI programme.
- Reviewed and verified quarter 1 and 2 reports submitted by implementing partners and RAUs before they were shared with the relevant stakeholders.

## 4.0 Progress against Outputs and Outcome Targets

NURI aims to increase the agricultural output of small-scale farmers including refugees and hosts and under NURI agriculturally-related rural infrastructure will be renovated and constructed using a labour-intensive approach and agriculturally related physical and natural water infrastructure will be constructed and made more resilient to climate change. All this will contribute to enhanced resilience and equitable economic development in supported areas of Northern Uganda, including for refugees and host communities.

It is early in the programme to measure progress against outputs and outcomes, all of which are included in the NURI programme documents and M&E manual (available on [www.nuri.ag](http://www.nuri.ag)) but there has been progress at activity level that will clearly contribute toward the achievement of targets.

### 4.1 Output 1: Climate Smart Agriculture - Increased agricultural output of small-scale farmers

#### Main activity 1.1 Identify and train target farmers groups

- Assessed and selected 855 old national groups, 720 new national groups and 165 refugee groups for support under NURI programme
- Supported the selection of strategic crops by the different implementing districts. The crops included sesame, soybean, beans, sunflower, onions, rice and cassava.
- Facilitated national farmers and refugee groups in selection of group enterprises from the enterprise/strategic crop list
- Facilitated new national groups to develop production and marketing plans for the strategic crops selected
- Planned and conducted specialised trainings for extension staff in order to kick-start CSA activities

#### Main Activity 1.2 VSLA training of Farmer Groups including refugees

- Assessed and selected a total of 393 farmer groups to be supported and trained in VSLA (includes new national and refugee groups)

*4.2 Output 2: Rural Infrastructure – Agriculturally related rural infrastructure renovated and/or constructed using labour intensive approach*

Main Activity 2.1 Prepare infrastructure investment plans

- Developed inception and implementation workplans and budgets for RI activities
- Conducted district inception meetings about rural infrastructure activities

*4.3 Output 3: Water Resource Management – Agriculturally-related physical and natural infrastructure constructed or made more climate resilient*

Main Activity 3.1 Develop WRM micro-catchment plans

- Developed selection criteria for micro-catchments
- Selected three micro-catchments for implementation through field visits and discussions with communities around the micro-catchments
- Introduced the project to beneficiary districts, with sensitization of relevant stakeholders at district level.

## 5.0 Status on Risks and Assumptions

### 5.1 Assumptions

It is early in the programme to make an assessment on assumptions, but with the roll out of activities an indication of the likelihood that assumptions will hold can be made.

**Table 9.1 Status on Assumptions**

No.	Assumption / Risk	Status
KA CSA	Farmer groups will be open to learning climate smart agricultural methods and will adopt and apply the techniques on their farms	Farmer groups have been selected based on their interest and commitment. Past experience and early indications are promising
KA CSA	Farmer groups will be willing to participate and cost-share some types of support such as produce stores	Needs assessment with Old groups are on-going. The willingness to cost-share varies across the groups
KA CSA	Refugees will have access to sufficient land for production activities	The pilot indicated that there are opportunities, but variable
KA RI	Participating communities will be willing and able to contribute to physical investments through labour and maintenance of infrastructure	The interventions have been received well by DLGs. Various approaches to maintenance are included in DRC implementation plans.
KA RI	Climatic conditions are favourable for construction works	Still at inception phase, construction works yet to begin
KA RI	Local contractors are available and able to meet quality standards	Still at inception phase, construction works yet to begin
KA WRM	UNWMZ is able to establish collaboration and agreements	Initial contact with Districts has been well received
KA WRM	Stakeholders are able to identify suitable micro-catchments	Three micro-catchments were identified
KA WRM	Participating communities are willing and able to contribute to physical investments	Still at inception phase, construction works yet to begin

KA CSA= Key Assumption for Climate Smart Agriculture, KA RI = Key Assumption for Rural Infrastructure, KA WRM= Key Assumption Water Resource Management

## 5.2 Risk Monitoring

Risk factor	Likelihood	Impact	Risk assessment and response	Update at June 2019
<b>Programmatic risks</b>				
Creation of aid dependency by supporting small-scale farmers to access subsidized low-cost inputs.	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.	This risk has not materialized Needs assessment of Old Groups is ongoing and the level of subsidy will be such as to avoid dependency. The risk remains more likely for refugee communities
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.	There have been minor land conflicts, but these have been managed successfully on a case by case basis, for example where demonstration sites have had to be relocated. All cases are reported to the LLG authorities.
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.	The IP for RI has experience in this area, and have proposals for strengthening maintenance activities and building on documented successes. It is early to assess
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	CSA measures are being introduced. As 2019 seems to be an exceptionally good agricultural

<b>Risk factor</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk assessment and response</b>	<b>Update at June 2019</b>
			interventions concerning climate smart agriculture and water resources management, and climate considerations will also be integrated in infrastructure renovation and construction.	year this risk is averted for now. There have been cases of flooding where farmers have been successful in digging drainage trenches with advice from NURI extensionists.
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.	As part of SRHR activities CARE is hiring a consultant to assess gender aspects of NURI CSA activities. The outcome of this consultancy will be useful in strengthening the response to this 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.	As there are no major hand-outs in NURI this risk is minimal. It may re-emerge once subsidies to Old Group's marketing activities are implemented.
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.	It is too early to assess this risk
<b>Institutional risks</b>				

<b>Risk factor</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk assessment and response</b>	<b>Update at June 2019</b>
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.	Not materialized. Financial and procurement guidelines and monitoring are implemented.
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.	Management burdens are currently being assessed and the organogram reviewed.
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.	DLGs and LLG are enthusiastic about the start of NURI. It is too early to judge the longer-term level of engagement.

An emerging risk is the potential conflict between Districts where new districts have been split off from NURI districts, as in Moyo/Obongi and Aru/Madi-Okollo. This is and will be managed by a transparent splitting of resources between the sub-divided districts and by engaging with the new districts. Where there is emerging conflict NURI will follow the lead of GoU and not engage in any political debate. The creation of new sub-counties is also an emerging issue which will need to be addressed.

## 6.0 Reporting on Expenditure at output level

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)**

<b>Output</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
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
<b>Total</b>	<b>3</b>	<b>46.5</b>	<b>78.5</b>	<b>78</b>	<b>79</b>	<b>285</b>

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 Challenges and lessons

### Inception and start-up activities

There were a number of late changes to documentation and procedures that caused a slower than expected start-up of activities. These are detailed in the NURI inception report. The most important were the redrafting of the programme documents and delays in the procurement of the implementing partner for Output 2 - rural infrastructure and implementation of water activities planned by MWE under Output 3.

### Working with the old national farmer groups

Kick-starting activities with old national farmer groups (groups selected from those supported under RDNUC) has been a challenge because the element of cost-sharing and needs-based support model is new and has been under development. There has been some resistance to the idea of cost-sharing or subsidizing of the groups own project as this was not commonly practiced in earlier phases of Danida support. The process of identifying the needs of each groups, rather than offering a menu of options for support, has been time consuming and at times difficult to conceptualize for extension staff and farmers. The level of subsidy and cost-sharing will depend on the type of activity and options for in-kind cost-sharing will be explored.

### Inputs subsidy (seeds)

NURI CSA is based on providing extension support and training to farmers. The training approach makes use of various training tools, including demonstration plots. In many cases, the income from the demonstration plots can help to subsidise farmers purchase of seeds for the following season, boosting the likelihood that farmers will practice what they have learnt in the training and demonstration, in their own fields. Where the costs of seeds are particularly high, such as for sunflower, and Irish potato the purchase of seeds by farmers is more of a challenge. This means many farmers may choose not to continue with the selected strategic crop on their own fields, or may use cheaper, local seeds. This is an ongoing challenge which NURI CF will try to find ways to address in collaboration with the farmer groups.

### Motorcycle accidents

From the month of May to July 2019, there has been heavy rains in all the implementation districts. Many connection roads became slippery and impassable for the extension staff. A number of accidents were registered and the delay in procurement of riding gear was a challenge. Procurement has been on-going for some time, with various delays and challenges. Training in defensive driving is being rolled out to all field staff.

### Procurement policy and guidelines for NURI

Procurement policy, procedure and guidelines have been reviewed causing some delays in the implementation of activities within the partners & RAUs during the reporting period. The end users of the policy have not totally comprehended it and therefore found it difficult to work with. One key challenge experienced in regards to the new procedure has been providing the right specifications for the needed goods and services. NURI CF developed a plan to train the end users of the policy on providing the right specification for required goods and services in a bid to remedy the situation.

#### Working in Refugee settlements

In Rhino Camp settlement it has not been possible for staff to find accommodation near the settlement. They have therefore commuted to carry out their work with NURI groups. This has been particularly difficult because of the persistent rains and the poor condition of the roads. NURI CF is working with the DFA to address the problem.

Assisting refugees in accessing agricultural land through close contact with nationals in mixed groups is one of the strategies used by NURI to meet the objectives of the programme. This is an ongoing challenge because of both access and affordability issues. NURI CF and implementing partners will continue to monitor the situation and explore options, including collaboration with other organisations working on the same issues.

#### Programme Staffing

The management demands in terms of the scale and strategic nature of the NURI program are being reviewed by NURI CF and a proposal to address the emerging issues is under development.

The position of Supervising Engineer is proposed changed to occasional consultancy inputs to ensure a high level of independent quality assurance from NURI CF on rural and water infrastructure activities.

The workload in terms of supervision of NURI activities of the two IPs in South West-Nile has increased significantly compared to the previous programme, with AFARD taking on a new district as well as the general increase in targets while Arua DFA has a new District, Madi Okollo, breaking off from Arua as well as the work with refugees. The addition of a CSA coordinator in both organisations is proposed to address the demand of coordination and collaboration activities.

VSLA Supervisors are covering very large areas and contracted CBTs require close supervision to ensure quality. Therefore an additional four VSLA officers are planned and budgeted for in the coming period. The recruitment can be at the same time as the planned recruitments for 2020.

## 8.0 Implementation of Decisions and recommendations

There have been no new reviews or appraisals since the launch of the programme, however the recommendations of the NURI reappraisal carried out in October 2018 have been implemented during the reporting period.

### 8.1 Recommendations from NURI Reappraisal, 25 October 2018

#### Programme/ Project Document

##### Recommendation

Prepare a comprehensive Project Document, integrating WRM and including a Logical Framework and a clear and graphically illustrated Theory of Change

##### Follow-up / Implementation

The NURI Programme documents have been redrafted and approved, integrating WRM, logical frame-work and an elaborate Theory of Change

#### SRHR activity implementation

##### Recommendation

In support for promoting gender equality and working on SRHR, ensure that the implementing partner employs field staff with a social affairs background and gender skills

##### Follow-up / Implementation

The SRHR activities have been adjusted so the role of NURI extension staff is to support linkages between communities and SRHR and GBV activities that are supported and strengthened through the WAY component. They have been trained accordingly.

## Annex 1: Funds Disbursements

### UGX Disbursements to NURI CF January to June 2019

Million UGX			
Disbursement of funds	Disbursed	Expensed	% used
- Disbursed by RDE to NURI CF	6,179		
- Disbursed by CF to IUs	2,578		
- Retained by NURI CF	3,601		
<b>Expenditure of disbursed funds</b>			
NURI CF	3,601	1,055	29
Arua DFA	705	288	41
AFARD	610	311	51
Moyo	0	0	
Adjumani	0	0	
Kitgum/Lamwo	741	267	36
Agago	522	182	35
<b>Total</b>	<b>6,179</b>	<b>2,104</b>	<b>34</b>