

**UPSIDE**

**Northern Uganda  
Resilience Initiative**



# **NURI Management Manual**

**Government of Uganda  
Danida**

Version no.

**1**

30/4/2021



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## List of Acronyms

Abb.	Full text
aBi	AgriBusiness Initiative Trust
AFARD	Agency for Accelerated Regional Development
CAO	Chief Administrative Officer
CF	Coordination Function for NURI
CRRF	Comprehensive Refugee Response Framework
CSA	Climate Smart Agriculture
Danida	Danish International Development Assistance
DEC	District Executive Committee
DED	Development Engagement Document
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
FPO	Focal Point Officer
GoU	Government of Uganda
IMC	Implementation Monitoring Committee
IP	Implementing Partner, with legal status of independent organisation
IU	Implementing Unit, includes IPs and RAUs
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
M&E	Monitoring and Evaluation
MFA	Ministry of Foreign Affairs
MOLG	Ministry of Local Government
MOFPED	Ministry of Finance, Planning and Economic Development
MoWT	Ministry of Works and Transport
MWE	Ministry of Water and Environment
NURI	Northern Uganda Resilience Initiative
OPM	Office of the Prime minister
PICOT	Partners in Community Transformation
PSC	Project Steering Committee
RAU	Resilience Agricultural Unit
RDE	Royal Danish Embassy
RI	Rural Infrastructure
RWC	Refugee Welfare Committee
ToR	Terms of Reference
UGX	Ugandan Shillings
UNHCR	United Nations High Commission for Refugees
UNWMZ	Upper Nile Water Management Zone
UPSIDE	Uganda Programme on Sustainable and Inclusive Development of the Economy
VAT	Value Added Tax
VSLA	Village Savings and Loan Association
WRM	Water Resource Management

## **1. INTRODUCTION**

### **1.1 Purpose and Scope of the Manual**

The purpose of this manual is to describe the organisational set-up for the Northern Uganda Resilience Initiative (NURI) under the Uganda Programme on Sustainable and Inclusive Development of the Economy (UPSIDE) and to provide general guidelines for the implementation of NURI with regard to:

- Planning
- Financial management
- Monitoring & Evaluation
- Reporting
- Procurement
- Other administrative issues

The manual is aimed at the involved representatives from the Ugandan and Danish Governments, the participating District Local Governments, the implementing partners and the resilience agricultural units (RAUs) as well as NURI Coordination Function.

The NURI Management Manual is supplemented by more specific guidelines e.g.:

- M&E Manual
- CSA Training Manuals
- Collective Marketing Manual
- VSLA Manual
- Rural Infrastructure Manual
- Water Resources Management Manual
- Finance and Administration Manual for NURI Output 1 Implementing Units
- CF Accounts Manual
- CF Human Resources Manual

The NURI Management Manual is based on the following key documents:

1. Programme Support Memorandum of Understanding between the Government of Denmark and the Government of Uganda Regarding Development Cooperation Concerning Denmark's Country Programme for Uganda 2018-2022
2. Development Engagement Document (DED), Northern Uganda Resilience Initiative, Coordination Function, 2018-2022
3. Project Document, Northern Uganda Resilience Initiative, Coordination Function, 2018-2022
4. Development Engagement Document (DED) for Improved Climate Change Resilience in Northern Uganda through Water Resources Management, including for Refugees and Host Communities
5. GoU Regulations
6. Danida's guidelines for programme management, financial management and anti-corruption (see list in Annex 1)

With time there may be a need to make changes to NURI as described in the above documents. Such changes will be approved by the two parties to the Government-to-Government Agreement and documented in the NURI Management Manual.

## **1.2 Distribution and Maintenance of the Manual**

This manual is distributed to the stakeholders mentioned in Section 3. A complete distribution list is maintained by the NURI Coordination Function (CF).

CF is responsible for updating the manual, which is approved by the Royal Danish Embassy (RDE).

## 2. OVERVIEW OF NURI

The Northern Uganda Resilience Initiative (NURI) is one of three engagements under the Uganda Programme on Sustainable and Inclusive Development of the Economy (UPSIDE), which is one of the two thematic programmes of the Danish Country Programme for Uganda 2018-2022, for which a Memorandum of Understanding (MoU) has been signed between the Government of Denmark and the Government of Uganda.

NURI will be implemented from 1/1-2019 to 31/12/2022 with exception of Output 3 where implementation started 1/1/2018.

### Objective

NURI has the following objective:

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

### Outputs

NURI has three outputs:

1. Increased agricultural output of small-scale farmers (Climate Smart Agriculture)
2. Agriculture-related rural infrastructure renovated and/or constructed using labour intensive approaches (Rural Infrastructure)
3. Agriculture-related physical and natural water infrastructure constructed or made more resilient to climate change (Water Resources Management)

The shorter names in the brackets will be used in this Manual.

### Households

The table below shows how many households are expected to directly participate/benefit from NURI and how many of them are refugees. The households are organised in farmer and community groups.

Output	Groups	Households	Refugees	
			Number	%
1. Climate Smart Agriculture	4,375	131,250	36,750	28
2. Rural Infrastructure	1,800	54,000	16,200	30
3. Water Resource Management 1)	40	3,600	?	?
<b>Total</b>	<b>6,215</b>	<b>183,450</b>	<b>52,950</b>	<b>29</b>

1) The number of households in WRM depends on the projects that are selected. Therefore, only the actual figures for the first 4 micro-catchments are included and the number of refugees is not yet known.

### Geographical coverage

Geographically NURI covers 13 districts in the West Nile and Acholi sub-regions of Northern Uganda:

West Nile: Pakwach, Nebbi, Zombo, Arua, Madi Okollo, Terego, Moyo, Obongi, Koboko and Adjumani



Acholi: Agago, Kitgum and Lamwo

NURI is active in the following refugee settlements: Rhino Camp Refugee Settlement in Arua District, Imvepi Refugee Settlement in Terego District, Palorinya Refugee Settlement in Obongi District, several smaller refugee settlements in Adjumani District and Palabek Ogili Refugee Settlement in Lamwo District.

**Implementing Units**

Implementing partners (IPs) have been selected and agreements have been signed with them. In addition to that CF has established some resilience agricultural units (RAUs). Implementing Unit (IU) is used as a common denominator for IPs and RAUs. The table below shows for each output the IUs and which districts and refugee settlements they are implementing in.

<b>Output</b>	<b>Implementing Unit</b>	<b>Districts</b>	<b>Refugee Settlements</b>
1. Climate Smart Agriculture 1)	Agency for Accelerated Regional Development (AFARD)	Packwach, Nebbi, Zombo	
	Arua District Farmers Association (Arua DFA)	Arua, Madi Okollo, Terego	Rhino Camp, Imvepi
	Partners in Community Transformation (PICOT)	Koboko	
	RAU Moyo/Obongi	Moyo, Obongi	Palorinya
	RAU Adjumani	Adjumani	Maaji I/II/III, Mungula I/II, Ayilo I/II, Olua II and Elema
	RAU Kitgum/Lamwo	Kitgum, Lamwo	Palabek Ogili
	RAU Agago	Agago	
2. Rural Infrastructure 1)	Danish Refugee Council (DRC)	All NURI districts	Rhino Camp, Imvepi, Palorinya, Palabek In Adjumani: Olua I, Olijji, Ayilo II, Alere, Maaji I,II,III, Mungla I,II, Agojo and Mirieye
3. Water Resources Management	MWE/UNWMZ 2)	All except Agago, Arua and Koboko	Imvepi, Rhino Camp, Palorinya, Palabek In Adjumani: Olua I, Mirieye
	Danish Refugee Council (DRC) 3)	As above	As above

1) One of the main activities under Output 1 and one under Output 2 about provision of capacity building for the production and engineering departments in the participating districts local governments will be implemented by NURI CF.

2) Upper Nile Water Management Zone (UNWMZ) office under the Directorate for Water Resources Management of the Ministry of Water and Environment (MWE) for planning, monitoring, supervision and coordination

2) DRC for implementation of catchment plans

## **NURI Coordination Function**

NURI Coordination Function (CF) is a decentralised unit under the Royal Danish Embassy (RDE) and has been established to ensure coordination and interaction between the implementing units and other stakeholders and to oversee and support programme implementation. A development engagement document has been signed between CF and RDE.

## **Budget**

The grants for the programmes are in DKK. The total budget is DKK 325 mill., which is equivalent to UGX 195 bill. (an exchange rate of 600 UGX to 1 DKK has been used):

<b>Output etc.</b>	<b>DKK mill.</b>	<b>UGX bill.</b>
1. Climate Smart Agriculture	116.5	69.9
2. Rural Infrastructure	120.5	72.3
3. Water Resource Management	50.0	30.0
Component Management, M&E, TA	24.0	14.4
Contingencies	14.0	8.4
<b>Total</b>	<b>325.0</b>	<b>195.0</b>

## **Detailed Descriptions**

Detailed descriptions of NURI can be found in the following documents:

- Project Document, Northern Uganda Resilience Initiative, Coordination Function, 2018-2022 of 22/3/2019
- Project Document for Water Resource Management of 1/12/2017
- Development Engagement Document for NURI of 22/3/2019
- Development Engagement Document for Water Resource Management of 1/12/2017

### 3. ORGANISATIONAL SET-UP

NURI is implemented through partnerships with both the public sector at central and district level, non-government organisations and resilience agricultural units (RAUs) that are established up by NURI Coordination Function. Their activities are approved, supervised and coordinated at different levels. In this chapter the involved organisations are introduced and their roles and responsibilities hereunder participation in NURI decision fora are described.

#### 3.1 Government of Uganda

The Government of Uganda represented by the Ministry of Finance, Planning and Economic Development (MOFPED) is signatory to the Government-to-Government Agreement for Denmark's Country Programme for Uganda 2018-2022. MOFPED constitutes together with RDE the Steering Committee for the Country Programme.

The following decisions require the approval of the Steering Committee:

1. Use of unallocated funds
2. Reallocation of funds between engagements

There is a separate Project Steering Committee (PSC) for NURI Output 3, Water Resources Management, chaired by the Permanent Secretary for the Ministry of Water and Environment (MWE). It comprises of MWE, MoFPED, RDE and NURI CF. The PSC approves the work plan and budget and the annual progress report for NURI Output 3 – WRM

The Office of the Prime Minister (OPM) is responsible 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 participate in the IMC

The CRRF Secretariat 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 with the secretariat in executing their activities in West-Nile and the Acholi sub-region.

An Implementation Monitoring Committee (IMC) has been established. The IMC meets once a year in a learning and reflection workshop and will also carry out monitoring and performance audit of the implementation progress. The first IMC meeting will be the launch of the NURI programme. GoU will have the following representatives in IMC:

- Ministry of Finance, Planning and Economic Development (MoFPED)
- Ministry of Agriculture, Animal Industry, and Fisheries (MAAIF)
- Ministry of Works and Transport (MoWT)
- Ministry of Local Government (MoLG)
- Ministry of Water and Environment (MoWE)
- Office of the Prime Minister (OPM)
- CRRF Secretariat

## **3.2 Government of Denmark**

The Government of Denmark represented by the Royal Danish Embassy (RDE) in Kampala is signatory to the Memorandum of Understanding for Denmark's Country Programme for Uganda 2018-2022. RDE is a member of

- the Steering Committee for the Country Programme (see section 3.1)
- the Project Steering Committee (PSC) for NURI Output 3, WRM (see section 3.1)
- the Implementation Monitoring Committee (see section 3.1)

RDE is directly responsible for the overall management of NURI and makes the following decisions

1. Approval of NURI Management Manual, M&E Manual, CF Accounts Manual, Finance and Administration Manual for NURI Output 1 Implementing Units
2. Approval of the consolidated annual work plans, budgets and procurement plans, which are presented by CF
3. Approval of international procurement incl. international consultants
4. Use of contingencies
5. Reallocation of funds between outputs

## **3.3 NURI Coordination Function**

The NURI Coordination Function (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.

CF reports to RDE and will among others undertake the following tasks:

1. Review and approve annual work plans, budgets and procurement plans from the implementing units
2. Consolidate annual works plans, budgets and procurement plans and present the aggregated plan to RDE for approval
3. Review and aggregate financial and progress reports of the implementing units
4. Disburse funds to and monitor use of funds by implementing units
5. Carry out financial and programmatic monitoring on the basis of an annual monitoring plan
6. Prepare reviews in cooperation with RDE
7. Plan and conduct programme M&E surveys
8. Work closely with the DLGs (participate in DTPC meetings) to ensure that the districts provide oversight, monitoring and supervision
9. Prepare NURI CF manuals and implementation guidelines to guide implementing units
10. Develop new or approve existing accounts manuals for each implementing unit
11. Assess the capacity of implementing units on a continuous basis and draw up plans for capacity building and implement them
12. Coordinate the activities of the implementing units
13. Provide technical backstopping to implementing units
14. Plan and carry out procurements that do not require tendering in line with EU rules.
15. Plan audits and review audit reports of the implementing units
16. Implement recommendations from programmatic or financial reviews

17. Together with RDE maintain a close relationship with Ministry of Agriculture, Animal Industry 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.

CF has the following professional staff:

- Programme Management Adviser (PMA)
- Financial Management Adviser (FMA)
- National Programme Coordinator, doubling as Regional Coordinator for South West Nile
- Regional Coordinator for North West Nile
- Regional Coordinator for Acholi Sub-region
- Monitoring and Evaluation Coordinator
- VSLA Coordinator
- Human Resources Coordinator
- Finance and Administration Officer

CF's financial mandate is limited by the decisions that are taken bilaterally between RDE and MOFPED (see section 3.1) and by the RDE (see section 3.2). The following decisions can be made by the CF:

1. Implementation of CF activities within approved work plan and budget
2. Procurement up to a value of DKK 250,000. For procurements above that threshold, RDE should be consulted about which procurement method to use.
3. Reallocation of CF funds between activities within an output of up to 10% of the annual budget for an output.
4. Approval of implementing partners' reallocation of budget between activities and budget lines within an activity.

### **3.4 District Local Governments**

The District Council and the District Executive Committee of the respective districts will have the overall responsibility for supervising activities under NURI. The District Technical Planning Committees (DTPC) will function as a District Steering Committee and will as such:

1. Review plans and budgets for the district and ensure that they are integrated with and included in the district development plans as well as in the district plans as submitted to the relevant sector ministry headquarters
2. Review progress reports.
3. Approve selection of participating farmer groups and infrastructure projects.
4. Approve design and technical specifications for infrastructure projects and ensure that all safety, environmental and quality standards and regulations are adhered to.
5. Set up the project user committees in line with existing local government procedures.

Much as the DTPC is responsible for NURI, they may decide to form a sub-committee headed by the Chief Administrative Officer (CAO) to handle issues to do with NURI.

The District Production Department (DPD) will provide backstopping in the implementation of Output 1, Climate Smart Agriculture. The DPD will specifically guide the programme in the selection of the strategic crops for production and marketing. Relevant staff from the unit will

also guide the implementing partners in the recruitment of extension staff. Sector specialists from the DPU will provide further backstopping in the training of farmer groups.

The District Engineering Departments will on the other hand oversee the identification and screening of infrastructure projects. The departments will together with the implementing partner prepare the projects with cost estimates and present them to the DTPC for approval. They will provide resource persons for the training of the project management committees in project management. They will further provide technical backstopping to the implementing partners during implementation of the infrastructure projects. The training of local contractors on labour-based methods as well as training of road user committees in maintenance of community access roads will also be supported by the engineering department.

In each district, the CAO shall appoint a Focal Point Officer (FPO) for NURI. The appointed person shall be a Senior Officer (e.g. Assistant Chief Administrative Officer, Clerk to Council, District Planner). The role of the FPO shall be to:

- Mobilize the political representatives to carry out monitoring every quarter
- Participate in the monitoring by the political representatives and prepare their report.
- Prepare district monitoring report and compile district supervision reports and submit them to CAO, DEC, IU and CF
- Participate in the IUs coordination meetings whenever invited
- From time to time liaise with the IUs and CF to brief the CAO/DEC
- Requisition and receive from the IUs and account for fuel for DLG monitoring
- Requisition and receive from the IUs and account for allowances for DLG monitoring
- Participate in information activities to promote NURI

The programme will not only work with the leadership of the DLGs, but also with the Sub-County Local Governments. The sub-counties, in line with the decentralisation policy, will promote the smooth implementation of the programme in their respective areas of jurisdiction. Both the political and technical leaders of the sub-counties in the programme area will be key actors in the identification and selection of farmer groups and projects as well as supervision and monitoring of the programme activities.

Memorandums of Understanding between the respective DLGs and RDE will be signed. The DLGs participate in the Implementation Monitoring Committee (see section 3.1).

For information about how the DLGs are involvement in the implementation of Output 3, Water Resources Management, please see the Project Document and Development Engagement Document for Output 3, Water Resources Management.

### **3.5 Refugee Welfare Committees**

Refugees are represented through Refugee Welfare Committees (RWCs), 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.

The RWCs are involved in the following:

1. Selection of refugees to participate in CSA and formation of farmer groups.

2. Identification of rural infrastructure projects.
3. Selection of refugees to participate in rural infrastructure work and formation of community groups.

### **3.6 Catchment Management Organisations**

Catchment management organisations (CMO) comprise of the executive members of 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.

For more information about the involvement of these organisations in NURI please see the Project Document and Development Engagement Document for Output 3, Water Resources Management.

### **3.7 Implementing Units**

Implementing Unit (IU) is used as a common denominator for implementing partners (IPs) who can be government or non-government organisations and the resilience agricultural units (RAUs), which have been set up by CF to implement Output 1, CSA, in districts, where no suitable partner could be found.

Implementation of NURI has been delegated to implementing units (see the table in Chapter 2) and they have been given authority to manage the implementation within the approved plans and budgets and under adherence to the agreed guidelines.

The main tasks for the implementing units are:

- Preparation of annual plans and budgets (see chapter 4)
- Implementation of the planned activities (described in various implementation guidelines)
- Accounting (see chapter 5)
- Monitoring of activities and outputs (see chapter 6)
- Preparation of reports (see chapter 7)
- Procurement (see chapter 8)
- Other administrative tasks (see chapters 9-11)

The implementing unit's financial mandate is limited by the decisions that are taken at the government level (see section 3.1 and 3.2) and by the CF (see section 3.3).

An implementing unit should ask the CF for approval to:

1. Reallocate funds between activities.

A written application with justification should be submitted to the CF.

For the implementing partners under Output 1, CSA, a bilateral agreement including a development engagement document and an implementations plan has been signed between CF and the implementing partners. As the RAUs are set up by and are part of CF they do not sign any agreement.

For Output 2, RI, DRC was selected through an international tender and a contract has been signed between MFA in Copenhagen and DRC.

For Output 3, WRM, the Ministry for Water and Environment has signed a Development Engagement Document with CF for planning, monitoring, supervision and coordination. DRC is responsible for the implementation and they were selected through the same international tender as under Output 2.



## 4. PLANNING

### 4.1 Planning Cycles

With the exception of Output 3, WRM, the annual work plans follow the calendar year. The time schedule for the planning process is shown below.

Time	Planning Activity	Responsible
October	Preparation of budget frame for the financial year	RDE
October	Preparation of annual planning guidelines for IUs	CF
October	Preparation of work plans including budgets and procurement plans	IUs
November	Reviewing and finalising work plans together with IUs	CF
November	Preparation of consolidated work plans including budgets and procurement plans for submission to RDE	CF
December	Reviewing and approving consolidated work plans, budgets and procurement plans	RDE
December	Approving IU work plans	CF

In case there should be a need for changing the plans during the plan period the last 5 steps will have to be iterated.

For Output 3 the annual work plans follow the GoU financial year that starts at 1/7. The time schedule for the planning process is shown below.

Time	Planning Activity	Responsible
April	Preparation of annual planning guidelines including budget frame	CF
April	Preparation of work plans including budgets and procurement plans	DWRM/UNWMZ and DRC
May	Reviewing work plans with feedback to DWRM/UNWMZ and DRC	CF
May	Finalising the work plans	DWRM/UNWMZ and DRC
June	Approval of work plans, budgets and procurement plans	WRM Project Steering Committee

In case there should be a need for changing the plans during the plan period the last 4 steps will have to be iterated.

## 4.2 Preparation of Annual Work Plans

The annual work plans from the implementing units should include the following:

1. Overview of all activities
2. Activity details
  - a. Short description of activity
  - b. Target (e.g. number of farmers trained)
  - c. Time schedule
  - d. Detailed budget
  - e. Responsibility for the activity
3. Procurement plan

The following formats that are shown in Annex 2 are used:

1. Plan overview
2. Activity plan
3. Procurement plan

When preparing their work plans the IUs take their point of departure in the implementation plans that were prepared at the start of NURI. The implementation plans give the yearly targets, explain the implementation strategy and outline the different activities.

Another important input is the annual planning guidelines from CF, which may have information about changes in targets and activities and provide standards for use of inputs and costing of the activities.

During the planning process the IU can consult the Regional Coordinator. The draft plan is submitted to the Regional Coordinator who will review and discuss the plan with the IU whereafter a final draft is submitted to the FMA through the Regional Coordinator.

## 4.3 Plan Overview for NURI

An overall implementation plan for NURI is included in the NURI Project Document.

CF maintains a disbursement overview for the programme period, which includes planned and actual disbursement figures.

CF prepares a consolidated annual work plan. The table of content is shown in Annex 3.

## 5. DISBURSEMENT OF FUNDS, ACCOUNTING AND AUDITING

### 5.1 Financing Modality and Accounting Officers

NURI uses the project modality where funds are given as a grant to an implementing partner or are managed on behalf of RDE by CF and the RAUs.

In the table below Accounting Officers are listed. **An Accounting Officer has the following responsibilities:**

- Oversees that funds are utilised efficiently and in accordance with guidelines and the annual work plans and budgets.
- Ensures that the accounting records are booked and posted in the system, filed and maintained as described in section 5.3.
- Submits the financial reports as described in Section 5.4 and Chapter 7.
- Cooperates with the appointed external auditor to undertake any audit.
- Comments on any external audit and sign financial statements.
- Ensures that all taxes e.g. withholding tax, PAYE, NSSF, VAT etc., are correctly handled and paid promptly to the relevant institutions.

#### Accounting Officers

<b>Implementing Unit</b>	<b>Output</b>	<b>Accounting Officer</b>
AFARD	Output 1, CSA	Executive Director
Arua DFA	Output 1, CSA	DFA Coordinator
PICOT	Output 1, CSA	Executive Director
RAU Moyo/Obongi	Output 1, CSA	RAU Coordinator
RAU Adjumani	Output 1, CSA	RAU Coordinator
RAU Kitgum/Lamwo	Output 1, CSA	RAU Coordinator
RAU Agago	Output 1, CSA	RAU Coordinator
DRC	Output 2, RI Output 3, WRM	Country Director
MWE	Output 3, MWR	The Permanent Secretary
CF	All outputs 1), coordination, M&E	Programme Management Adviser

1) CF undertakes some procurement like motorcycles for all outputs and implements the DLG Capacity Development under Output 1 and 2.

## **5.2 Disbursement of Funds**

Funds are disbursed by RDE on a semi-annual basis to CF, CF, in turn, is responsible for disbursements to implementing units. The implementing units shall submit their semi-annual funds request to CF, which will review requests and disburse funds.

Disbursement to MWE is done directly from RDE. Funds are disbursed to MWE through a MOFPED withholding account in the Bank of Uganda.

CF and the implementing units shall operate separate bank accounts for Danida funds.

The requests for funds should include:

1. Detailed bank account information
2. Bank statement and reconciliation
3. Approved work plan and budget for the period
4. 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:

1. Satisfactory use of prior disbursements
2. Satisfactory programmatic and financial reporting for the previous period
3. Submitted receipt for prior disbursements
4. Submitted satisfactory audited accounts
5. Availability of approved work plan and budget for the period to be financed
6. No accumulation of funds.

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

## **5.3 Accounting Principles**

Each implementing unit is responsible for preparing proper accounts based on the following principles:

1. The accounts should only include receipts of funds that have been transferred from RDE and payments made from these funds. Payments made by CF, RDE or the Ministry of Foreign Affairs in Copenhagen are included in the respective institutions' accounts.
2. NURI operates on cash basis, implying that expenditure is recognised at the time of payment, rather than on an accrued basis, which recognises expenditures at the time of consumption. Advances are booked as a claimable until documentation for the expenses incurred has been provided. Any assets procured belong to Danida and the value of the assets should not be depreciated.

3. With exemption of MWE the implementing units and CF should use the calendar year for accounting and auditing of NURI funds.
4. The implementing units receive their disbursements in UGX and should account in UGX. DRC's Head Office in Copenhagen receives some payment in DKK that should be accounted for separately according to their contract with RDE.
5. All financial transactions should carry two signatories, A (primary) and B (secondary), and the appointment of signatories is made according to procedures of the implementing units and is documented in the respective accounts manuals.
6. To safeguard the use of funds, the implementing units should implement and maintain segregation of duties including:
  - a. All vouchers will be checked and verified by a second person before authorisation is sought,
  - b. Two signatories will approve any expenditure,
  - c. The access to the computerised accounting system will be limited by a password restricting officers to post and request according to their job descriptions,
7. The implementing units may operate their own documents and registers in accordance with the norms and standards in their organisation.
8. The implementing units will maintain and reconcile the following registers:
  - a. Cheque register
  - b. LPO/Commitment Register
  - c. PAYE and NSSF Returns
  - d. Withholding Tax Returns (requirement by URA)
  - e. Asset register

Guidelines for handling VAT and Withholding Tax are described in Section 8.3.

## **5.4 Financial Reporting**

The following financial reports should be prepared by the IUs and CF. The IUs submit their reports to CF and CF submits its reports to RDE.

1. Quarterly Financial Report
2. Annual Financial Statements

CF also prepares consolidated financial reports for NURI on a quarterly and annual basis.

### Quarterly Financial Report

This report should contain the following:

1. Income and expenditure statement for the period showing budget and actual expenditure per output and activity. Accumulated income and expenditure statement from the beginning of the year to the end of the reporting period in the same format as above.

2. Balance sheet that shows cash, bank, outstanding advances etc. at the end of the reporting period. This should be supplemented by a detailed list of outstanding advances with information about when the advance was paid out.
3. Cash and bank reconciliation at the end of the reporting period with copies of bank statements and cash books.
4. List of commitments and postponed activities with justifications.

The deadline for submitting the report is 15 days after the end of the month.

### Annual Financial Statements

The Annual Financial Statements should basically have the same information as for the Quarterly Financial Report except that reporting period is the calendar year. A verified list of assets should be included.

The deadline for submitting the report is 20 days after the end of the month.

### NURI Consolidated Financial Reports

CF compiles quarterly and annual consolidated financial reports for NURI based on the financial reports from the IUs and CF. The consolidated reports also include payments made by RDE.

The consolidated reports have various overview tables among which are:

- Disbursements and expenditures per IU and CF
- Budget and actual expenditures per IU and CF
- Budget and actual expenditures per output and main activity

The deadlines for submitting the reports to RDE are:

- Quarterly report: one month after the end of the quarter
- Annual report: 15/2

## **5.5 Audit**

At the end of the financial year annual financial statements shall be prepared and submitted to CF. The Terms of Reference for the audit is prepared by CF and approved by RDE who appoints the auditors. RDE will facilitate the tendering of one auditor for the full grant period. The auditor will audit each of the implementing units, with exception of MWE, as well as the CF and submit individual reports to CF and one consolidated report to RDE. Annual audits will be initiated latest two months after the end of the financial year. During the financial year the auditor may perform announced as well as unannounced visits.

For the funds allocated to MWE 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 reviewed by CF and approved by RDE. CF will review the audit report on DWRM/UNWMZ and make the necessary follow-up. The copies of the report will be provided by the auditor, one for MWE, one for CF and one for RDE.

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

1. Expenditure statement in accordance with the approved budget
2. Show the budget figures in a separate column to ease actual vs budget analysis
3. Report on opening and closing balances for funds carried forward ensuring that all funds available for activities are included in the income statement
4. Report on un-presented cheques, unaccounted for advances, receivables and payables
5. Report on exchange rate gains and losses and the method for calculating these
6. 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.

The audit reports should include a review on progress made in implementing the recommendations from the previous audit.

The audit reports should be completed and **two copies of the audit report should be submitted to the CF within 4 months of the end of the fiscal year.**

CF will then forward the reviewed audit reports to RDE within 5 months of the end of the fiscal year.

**RDE will review the audit reports and share its observations with CF, who will respond as necessary. CF and the IUs will follow-up on the issues and recommendations raised in the audit reports and report back to CF and RDE respectively.**

## **5.6 Financial Monitoring**

CF will be responsible for financial monitoring of implementing units. CF will review the financial reporting from the implementing units and check that the agreed procedures are being followed. CF will be monitored by the RDE in accordance with the provisions in the Guidelines for Financial Management of Decentralised Units.

## **5.7 Accounts Manuals and Financial Software**

The IUs for Output 1 have to follow the guidelines in the "Finance and Administration Manual for NURI Output 1 Implementing Units". They can, however, use their own forms and formats provided they have the same content as the forms and formats in the manuals. All the IUs for NURI Output 1 use QuickBooks Online software.

DRC use the financial management guidelines in their "Operations Handbook" and use their own financial management software.

MWE use the GoU guidelines for financial management and Navision financial software.

CF has their guidelines in the "CF Accounts Manual" and use QuickBooks Online software.

## 6. MONITORING AND EVALUATION

The M&E System is described in a separate M&E Manual.

Monitoring and evaluation will be done at the following levels:

1. Activity
2. Output
3. Outcome
4. Impact

The **activities** are the ones that are defined in the annual work plans (see Section 4.2)

For output, outcome and impact the definitions from OECD/DAC are used:

**Output** is the products, capital goods and services which result from development interventions.

**Outcome** is the likely or achieved short-term and medium-term effects of an intervention's output.

**Impact** is positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

### 6.1 Activity Monitoring

The implementing partners will monitor the implementation of their own activities and report about the activities and the outputs in the following way:

1. Quarterly and Annual Progress Reports (see Chapter 7)
2. Quarterly and Annual Financial Reports (see Section 5.4)

This will be supplemented by the monitoring done by the District Local Governments, NURI CF and RDE.

### 6.2 Output and Outcome Monitoring

Output and outcome monitoring are described in the M&E Manual. Indicators have been defined and aligned to the Results Framework Indicators in the NURI DED. **NURI CF's semi-annual and annual progress reports shared with RDE should always among others track the performance of the indicators in the NURI DED.** Baseline data will be collected in both implementation areas covering all districts.

Monitoring data will be collected partly by the implementing partners and partly by CF through targeted surveys. When relevant control groups will be used to isolate the effect of NURI.



### **6.3 Impact Monitoring**

Impact as defined above can only be measured in the long term and that would typically be after the end of the implementation period through an evaluation. Presently there are no evaluations planned.

### **6.4 Programme Reviews**

Reviews of the Country Programme will be conducted by the Governments of Uganda and Denmark.

The review is a key management tool that allows national partners and Danish authorities to assess progress and adjust their support in light of changes in the programme context, sector development etc.

The review is conducted on the basis of a Terms of Reference prepared by the Royal Danish Embassy. The Review Team is headed by a representative from Danida in Copenhagen.

The review results in a Review Aide Memoire between the Royal Danish Embassy and the Ministry of Finance, Planning and Economic Development. The Review Aide Memoire will include recommendations concerning programme adjustments, such as modifications of engagements, budget allocations and activities.

### **6.5 Implementation Monitoring Committee**

A NURI Implementation Monitoring Committee (IMC) has been established. The IMC will be chaired by a representative from the RDE and will meet once a year. The committee comprises of the following members:

- Ministry of Finance, Planning and Economic Development (MoFPED)
- Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)
- Ministry of Works and Transport (MoWT)
- Ministry of Local Government (MoLG)
- Ministry of Water and Environment (MoWE)
- Office of the Prime Minister (OPM)
- Comprehensive Refugee Response Framework Secretariat (CRRF)
- Representatives of involved District Local Governments
- Representatives from different implementing units
- Royal Danish Embassy (RDE)

The IMC will perform the following M&E roles:

1. Carry out monitoring of the implementation process
2. Provide feedback to RDE and CF about the implementation process
3. Provide recommendations for improvement of the implementation
4. Participate in joint field monitoring exercises

## 7. REPORTING

Each implementing unit prepares the following reports

- Quarterly Progress Report per District
- Quarterly Financial Report (see section 5.4)
- Annual Report per District
- Audited Annual Financial Statements (see section 5.4 and 5.5)

The District Local Governments prepares the following reports:

- Quarterly Monitoring Report

CF prepares the following reports:

- NURI Semi-annual Progress Report
- NURI Annual Report
- Report from IMC Meeting
- NURI Quarterly Financial Report (see section 5.4)
- NURI Annual Financial Report (see section 5.4)

### 7.1 IU - Quarterly Progress Report per District

<b>Purpose</b>	1. To inform on progress in implementation of activities compared to targets. 2. Explain any differences and discuss challenges
<b>Sent to</b>	1. CF Regional Coordinators 2. DLGs and OPM by CF after review and approval
<b>Deadline</b>	15 days after completion of a quarter.
<b>Content</b>	1. Implementation context 2. Progress compared to targets per activity 3. Challenges 4. Financial overview
<b>Comments</b>	CF has prepared a format that has been distributed to the implementing partners

### 7.2 DLG - Quarterly Monitoring Report

<b>Purpose</b>	1. To document the findings from the monitoring by district staff and political representatives.
<b>Sent to</b>	1. DTPC 2. Implementing partners in the district 3. CF Regional Coordinators
<b>Deadline</b>	One month after the end of the quarter or when a major monitoring trip has taken place.
<b>Content</b>	1. General observations 2. Specific findings in the visited demo plots, public works projects, infrastructure projects etc.
<b>Comments</b>	The NURI Focal Point Officer is responsible for preparation of the report.

### 7.3 CF - NURI Semi-annual Progress Report

<b>Purpose</b>	1. To inform stakeholders about implementation progress at district and programme level
<b>Sent to</b>	1. RDE 2. Implementing units
<b>Deadline</b>	July 31
<b>Content</b>	1. Summary of progress in implementation of activities at district level 2. Summary of progress in implementation of activities at programme level 3. Summary of progress on outputs compared to targets 4. Special issues 5. Overview of disbursements and expenditures
<b>Comments</b>	This report is prepared by CF

### 7.4 IU - Annual Report per District

<b>Purpose</b>	1. To inform on progress on output targets as well as challenges in implementation of activities. 2. To inform about financial performance for the year
<b>Sent to</b>	1. CF Regional Coordinators 2. DLGs by CF after review and approval 3. OPM
<b>Deadline</b>	January 31
<b>Content</b>	1. Executive summary highlighting achievements, lessons learned and challenges 2. Implementation context 3. Progress on activities / outputs compared to targets 4. Lessons learned and challenges 5. Financial overview 6. Annexes with detailed achievements
<b>Comments</b>	CF has prepared a format that has been distributed to the implementing units

## 7.5 CF - NURI Annual Report

<b>Purpose</b>	<ol style="list-style-type: none"> <li>1. To inform about achievement of outcome and output targets as well as implementation of activities in the districts.</li> <li>2. To assess key assumptions and risks and report about special issues</li> <li>3. To inform about financial performance for the year</li> </ol>
<b>Sent to</b>	<ol style="list-style-type: none"> <li>1. NURI Implementation Monitoring Committee</li> <li>2. Implementing units</li> </ol>
<b>Deadline</b>	March 31
<b>Content</b>	<ol style="list-style-type: none"> <li>1. Executive summary</li> <li>2. Developments in the programme areas</li> <li>3. Achievement of targets for objectives</li> <li>4. Achievement of targets for outputs</li> <li>5. Activities in the districts</li> <li>6. Assessment of key assumptions and risks</li> <li>7. Special issues</li> <li>8. Disbursements and expenditures</li> </ol>
<b>Comments</b>	This report is prepared by CF

## 7.6 CF – Report from IMC Meeting

<b>Purpose</b>	<ol style="list-style-type: none"> <li>1. To inform about the outcome of the IMC Meeting</li> </ol>
<b>Sent to</b>	<ol style="list-style-type: none"> <li>1. NURI Implementation Monitoring Committee</li> <li>2. Implementing units</li> </ol>
<b>Deadline</b>	One month after the IMC Meeting
<b>Content</b>	<ol style="list-style-type: none"> <li>1. Follow-up on recommendations from the previous meeting</li> <li>2. Discussion of implementation progress</li> <li>3. Discussion of monitoring surveys and other studies</li> <li>4. Feedback from field visits</li> <li>5. Issues and recommendations</li> </ol>
<b>Comments</b>	This report is prepared by CF

## 7.7 Quality Assurance

All official documents from NURI to RDE (e.g. progress reports, monitoring survey reports, situational reports, work plans & budgets, financial reports, audit reports, consultancy reports, etc.) are submitted through the Programme Management Adviser (PMA). The PMA reviews/quality assures/approves/comments on all the documents before submitting to RDE. As a rule, the different layers of the programme (Unit Coordinators, Regional Coordinators, National Programme Coordinator, M&E Coordinator, FMA and PMA) review and quality assure all NURI generated documents destined for the next level including the RDE. It should be the practice that the documents are forwarded to the next level with a covering note / recommendation / advice

## **8. PROCUREMENT AND ASSET MANAGEMENT**

Procurement is defined as the procedure required from the identification of a requirement, whether it be for goods, services or works, to the filling of that requirement.

### **8.1 General Principles for Procurement**

#### **Best value for money**

As a general rule, the bid that offers the best value for money should be selected. In the normal situation that will be the bid with the lowest price among those that fulfil all the requirements in the specifications. There may be special situations where that is not possible, e.g. none of the bids fulfil all the requirements. In such situations, a written justification for the selection should be prepared and filed.

#### **Transparency**

Transparency is achieved through the obligation to publish and advertise tenders or calls for inclusion in standing list. The publication or advertising must be sufficient and appropriate to ensure genuine competition and impartiality of the procurement procedure.

#### **Proportionality**

There should be proportionality between the procurement procedures and the value of the procurement. The higher value the stricter the procedure should be. Thresholds should be set for when for the different procurement procedures should be used.

#### **Equal treatment of suppliers**

All potential suppliers shall enjoy equal opportunity and equitable treatment on the basis of their financial, technical and commercial capacity

#### **Segregation of duties**

Segregation of duties is an important basic principle of internal control and must be observed in all procurement. As a minimum, three individuals must be involved in the procurement, normally the requestor, the buyer and the payer.

For procurements over a certain threshold procurement should be handled by a procurement committee.

#### **No conflict of interest**

A conflict of interest can be a situation where an IU staff member involved in the procurement has family, relatives or close friends who work for one of the suppliers under consideration. Other situations could be a staff member who has a financial interest in a company under consideration, or staff members accepting gifts, loans and favours, or taking advantage of inside knowledge in order for a bidder to gain undue advantage.

Such conflicts of interest should be declared and the staff member should refrain from participating in the procurement.

## **8.2 Specific Guidelines for Procurement**

The implementing units 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, CF may do centralised procurement on behalf of the implementing partners. It will be specified in the annual work plan where the CF is responsible for the procurement.

The IUs under Output 1, CSA, shall follow the specific procurement guidelines that are described in the Finance and Administration Manual for NURI Output 1 Implementing Units.

DRC has been cleared to use their own procurement guidelines as described in DRC's Operations Handbook.

MWE/UNWMZ uses the Government of Uganda procurement regulations.

CF follows Danida's procurement guidelines, which have been detailed in the CF Accounts Manual.

RDE will undertake procurement that requires EU tender. In particular RDE will procure all vehicles and motorcycles needed for NURI with exception of vehicles and motorcycles for MWE.

Procurement of international consultants will follow the Guidelines for Financial Management of Decentralised Units.

## **8.3 VAT, Import Duty and Withholding Tax**

The implementing partners are required to deduct withholding tax on consultancy services unless the company can prove that they have been exempted from withholding tax by URA

Withholding tax should only be deducted if the invoiced amount (excl. of VAT) is above one mill. UGX.

The implementing units do not have to deduct withholding tax on procurement of goods and services.

CF and the RAUs are registered under Danida's TIN and are therefore not withholding tax agents.

## **8.4 Asset Management**

Fixed assets are defined as:

- Buildings
- Vehicles
- Motorcycles
- Furniture
- Communication equipment and computers
- Other equipment

All assets with a value of or above UGX 2,000,000 for DRC and MWE and UGX 500,000 for CF

and the IUs for Output 1 should be entered in the implementing unit's asset register immediately after they have been received.

It should be possible to identify all assets. For vehicles and motorcycles the registration, chassis and engine numbers are sufficient while other assets should be engraved with a unique permanent number or have a sticker with the number depending on what is suitable. The implementing partners can use their own numbering system.

At the end of the fiscal year the existence of all assets should be verified. The verification should be documented. In addition to this the assets in the asset register should be confirmed by the audit.

As mentioned in Section 5.3 **all assets procured with NURI funds belong to Danida until the end of the programme** where decisions are made about what to do with the assets.

Assets procured by CF/RDE for DLG Capacity Building under outputs 1 and 2 will at the time of procurement be registered in the names of the respective district local governments.

#### Disposal of Assets

Disposal can be in form of sale of asset or a partner requesting to have the asset. Before any disposal is done, the IU has to prepare an evaluation report of the asset which report is forwarded to CF. This details the condition and specification of the asset. In case of vehicles or motorcycles, RDE advises a technical person to conduct the evaluation. CF will prepare a memo stating whether the asset should be disposed off or be donated to the partner. Both of these are then forwarded to RDE for approval and final decision making.

#### Transfer of Ownership to Assets

The transfer of assets to a partner or other beneficiary normally takes place at the end of the programme and can only happen after a written approval from the RDE. A handing over certificate should be prepared detailing asset number, make and model, identification numbers, procurement price, condition and physical location. The receiver and RDE will jointly sign the certificate. Two signatories from RDE are required.

#### Damage/Loss of Fixed Assets

The damage on or loss of any asset has to be reported to the CF immediately. CF will then assess the action taken and report it to RDE. Theft should always be substantiated by a police report.

In case of sale, transfer or loss of an asset the fixed assets register should be updated with information about how disposal of the asset was carried out.

#### Insurance

Danida is self-insured so assets should only be insured where it is required by law, e.g. in the case of third party insurance for vehicles and motorcycles. Motor Third Party insurance should be paid promptly i.e. as soon as funds are available.

## **8.5 Vehicles**

Programme vehicles and motorbikes must only be used for duty transport, i.e. for activities

included in the approved work plan.

Transport to and from work or private functions and transport of children to and from school is not duty transport, and programme vehicles cannot be used for this type of transport. However, non-duty travel may take place in exceptional cases, e.g. emergency in connection with sickness or accident. At night, cars and motorbikes must be parked at the premises of the implementing unit with the exceptions of cases when no secure parking space for vehicles exist, or when meetings take place early in the morning or late in the afternoon, and it is unsafe or a significant inconvenience to drive the car back to the safe parking area.

Driving at night will always be regarded as unsafe driving, and must be avoided.

It is the duty of the Accounting Officer to ensure that:

- Appropriate monitoring of the programme vehicles takes place
- The vehicles are utilised in a cost-effective way
- The vehicles are properly serviced and maintained
- An extra key and the registration book are kept in the safe
- A logbook is kept and at least once a month is checked and approved
- The drivers have got proper driving licenses and have submitted their IDs.
- An officer is allowed to drive a programme vehicle only after approval by the Accounting Officer
- A fuelling system is in place
- A monthly vehicle report is prepared showing kilometres driven, fuel used, mileage per litre fuel.

Damage occurring in connection with a vehicle or motorbike being used for private trips, or injury on persons not relevant to the project, i.e. 'getting a lift,' will not be covered.

## **8.6 Stores**

Where the implementing unit has a need to keep stock a store should be established and proper procedures for running the store should be put in place and described in the accounts manual.

## **8.7 Security at Office Premises**

CF and the IUs should have adequate security at their office premises. This includes but is not limited to the following guidelines:

- The office premises should be guarded day and night preferably by a professional security company.
- There should be a fence around the compound.
- There should be proper locks on the doors and rules for who have keys to the office and who opens the office in the morning and closes it at the evening.
- There should be clear procedures for signing in visitors and a register of all visitors should be kept.



## 9. STAFF

### 9.1 Employment Conditions

Staff that is employed by the different implementing partners will be employed in accordance with these organisations' salary scales and employment conditions.

A HR Manual that covers the staff at CF and the Output 1 IUs has been prepared.

In connection with its review of the annual work plans CF will also review the salary levels and the cost implications of other employment benefits to see if they are acceptable to Danida.

The implementing units must ensure that Uganda laws are followed with regard to PAYE, NSSF and other statutory deductions.

### 9.2 Duty Travel

When an officer is on overnight travel away from his/her duty station a Daily Subsistence Allowance (SDA) to cover all meals, accommodation and incidentals can be paid.

Allowances will be paid according to the rules and regulations of the different implementing units, which should be documented in their accounts manuals.

The allowances must not exceed the latest rates of *Local Development Partners' Group's approved Rates of Allowances for Government Officials and Civil Society Beneficiaries*, provided by RDE.

In connection with its review of the annual work plans CF will review the allowance systems of the implementing partners to see if they are acceptable to Danida. Due consideration will be given to the actual costs for accommodation etc. in the programme areas.

The so-called Safari Day Allowance or lunch allowance will not be paid to IU staff. One reason is that most of the staff is employed to do field work and it is natural part of their work to be away from their duty station in the daytime.

Travelling within a district and staying overnight in a sub-county will only be relevant for districts with very remote sub-counties. Where this is the case special arrangements will be made, approved by CF, and included in the annual work plans.

## 10. DLG FACILITATION

Local Government Officials involved in the monitoring and supervision of the component activities will be paid official allowances. Local Government staff invited as resource persons for training etc. will be paid facilitation allowances. Payment of these allowances will be in line with the approved and prevailing Local Government rates as long as these are not above *Local Development Partners' Group's Rates of Allowances for Government Officials and Civil society Beneficiaries*.

The allowances will be paid by the implementing units in line with their approved work plan, as shared with the Local Governments.

### Monitoring by district Leaders

This is done on a quarterly basis by the DEC plus a few key staff and organized by the District Focal Point Officer (FPO). The max no. of participants is 10 and the field monitoring is for 1 day per quarter. In exceptional cases, where there are activities from all three outputs to monitor, and specific issues that require extra attention, a second or third day may be added, through approval of the NURI CF Regional Coordinator. Each participant will be paid SDA, which is consistent with the *Local Development Partners' Group's Rates of Allowances for Government Officials and Civil Society Beneficiaries*, and there will be 20 litres of fuel per vehicle per day for 2 vehicles, or a maximum of 3 vehicles in special cases, approved by NURI CF Regional Coordinators.

### Monitoring by sub-county leaders and staff

This is done on a quarterly basis by max. 4 people and is organised by the sub-county chief. Each participant will be paid one SDA, which is consistent with the *Local Development Partners' Group's Rates of Allowances for Government Officials and Civil society Beneficiaries*, and there will be 5 litres of fuel per motorcycle for max 2 motorcycles.

### Support to FPO

The FPO play a key role in mobilising district leaders and staff and is NURI's key contact person. He/she will be facilitated with airtime of Ushs. 50,000 per month and 10 liters of fuel per month.

### Supervision and technical backstopping by DLG staff

This will be on a need basis and SDA and actual fuel cost should be paid. For CSA it is expected that two people will go to the field one day per quarter. For rural infrastructure the need is higher.

### Training of project management committees

When district staff train project management committees they will be paid a facilitation allowance of Ushs. 80,000 per day.

### Reports

Monitoring reports should be submitted from DEC and sub-county monitoring and the reports are a condition for payment of SDAs. A standard format for sub-county reports has been prepared.

Monthly reports from supervision and technical backstopping should be submitted and the reports are a condition for payment of facilitation for the following month.

### Payment

The costs for DEC and sub-county monitoring and FPO facilitation will be shared between the implementing units.

## **11. CORRUPTION PREVENTION**

Corruption can be defined as “The misuse of entrusted power for private gain”. Corruption has a very negative effect on development efforts and it is therefore the policy of both GoU and Danida to fight corruption.

### **11.1 Danida Anti-Corruption Code of Conduct**

Danida has formulated an Anti-Corruption Code of Conduct that should be followed by all Danida staff, including local staff and implementing units:

1. We will avoid any conflict – real or potential – between our personal interests and the interests of the Ministry of Foreign Affairs.
2. We will not give or accept bribery in any form.
3. We will not for private purposes seek to influence any person or body by using our official position or by using force or threats.
4. We will not use deception, trickery or breach of confidence to gain an unfair or dishonest advantage.
5. We will not misappropriate or otherwise divert property or funds entrusted to us.
6. We will not give, solicit or receive directly or indirectly any gift or other favour that may influence the exercise of our function, performance of duty or judgement. This does not include conventional hospitality or minor gifts.
7. We will not favour friends, family or other close personal relations in recruitment, procurement, aid delivery, consular services or other situations.
8. We will report any evidence or suspicion of breach of this Code of Conduct.

Danida’s anti-corruption policy is included in Annex 4.

## **ANNEXES**

### **Annex 1. Danida's Aid Management Guidelines**

Danida's Aid Management Guidelines can be found on this web-site: <http://amg.um.dk/en>

The following guidelines are of particular interest for NURI

1. Guidelines for Programmes and Projects, 2019
2. Financial Management Guidelines for Development Cooperation, 2019
3. Guidelines for Financial Management of Decentralised Units, 2015
4. Danida Anti-Corruption Policy

## **Annex 2. Formats for IUs Annual Work Plans and Budgets**

New or revised formats will be included when the planned review of the planning and budgeting procedures has been completed mid-2021.

**Annex 3. Table of Content for NURI Consolidated Work Plans**

1. Introduction
2. Background
3. Activities Covered by the 2021 Work Plan
4. Implementation Arrangement
5. Budget
6. Planning Figures and Costing Assumptions for CSA
7. Planning Figures and Costing Assumptions for Rural Infrastructure
8. Water Resources Management
9. Planning Figures and Costing Assumptions for Programme Coordination
10. Budget 2021 at Implementing Unit Level

Annex 1. NURI Procurement Plan 2021

Annex 2. Overview of Farmer Groups under Output 1

Annex 3. NURI 4-years Budget on Output and Main Activity Levels

Annex 4. NURI 4-years Budget Graphic Overview

## Annex 4. Danida's Anti-Corruption Policy

MINISTRY OF FOREIGN AFFAIRS OF DENMARK

# ANTI-CORRUPTION POLICY





## Zero tolerance towards corruption

The Ministry of Foreign Affairs of Denmark is a globally operating organisation. We work for Denmark's interests and values in relation to the surrounding world. Staff are in contact with numerous other public organisations, NGOs, ordinary citizens, commercial companies and other counterparts all over the world. The Ministry of Foreign Affairs, and thus Denmark, actively supports the international fight against corruption and advises partners on how to avoid corruption.

In the Ministry of Foreign Affairs, we are determined to maintain the highest standards of integrity and work ethics among our staff and across all areas of activity. We therefore maintain a policy of **zero tolerance** towards corruption in all its forms.

This Anti-Corruption Policy and its Code of Conduct are applicable to all staff working in the Ministry of Foreign Affairs in Copenhagen and at Danish Missions. Its purpose is to ensure and support behaviour and work ethics characterised by the highest standards of personal and organisational integrity, both internally and externally with our many different partners.

This Anti-Corruption Policy provides guidance to staff on their required conduct when confronted with corruption, corrupt practices or corrupt propositions, and when working to prevent corruption.

## What is corruption?

Corruption is defined as the misuse of entrusted power for private gain. It affects everyone whose life, livelihood or happiness depends on the integrity of people in a position of authority, it threatens the stability and security of societies, and it undermines democratic institutions and values.

This definition corresponds to the concept of corruption in the Danish Penal Code and in international anti-corruption conventions, and it covers situations involving the taking and giving of bribes as well as other types of active or passive corruption.

Corruption is best known in the form of bribery, fraud, embezzlement or extortion. However, corruption does not exclusively involve money changing hands; it may also include providing services to gain advantages, such as favourable treatment, special protection, extra services or quicker case processing.

## Anti-Corruption Code of Conduct

All staff of the Ministry of Foreign Affairs in Copenhagen and Danish Missions will respect and promote the principles of the Code of Conduct presented below.

### 1. Conflict of interest

*We will avoid any conflict – real or potential – between our personal interests and the interests of the Ministry of Foreign Affairs.*

Conflicts of interest arise from situations in which a member of staff has a private interest that could potentially influence, or appear to influence, the impartial and objective performance of his or her official duties. Private interests include any advantage to oneself or one's family, close relatives, friends and persons or organisations with which one has or has had business or political relations. When faced with a potential or actual conflict of interest, staff are required to promptly inform their superiors.

### 2. Bribery

*We will not give or accept bribery in any form.*

Bribery is the act of offering, giving (active bribery), receiving, soliciting or accepting (passive bribery) something of value with the purpose of influencing the action of an official in the performance of his or her public or legal duties. Bribery is a criminal offence in Denmark.

### 3. Extortion

*We will not for private purposes seek to influence any person or body by using our official position or by using force or threats.*

Extortion occurs when a public official unlawfully demands or receives money or property through intimidation. Extortion may include threats of harm to a person or his/her property, threats to accuse him/her of a crime/illegal act, or threats to reveal embarrassing information. Some forms of threat are occasionally singled out for separate statutory treatment under the designation "blackmail." Extortion is a criminal offence in Denmark.

### 4. Fraud

*We will not use deception, trickery or breach of confidence to gain an unfair or dishonest advantage.*

Fraud is the use of deception with the intention of obtaining an advantage (financial or otherwise), avoiding an obligation or causing loss to others. This involves being deliberately dishonest, misleading, engaging in deceitful behaviour, practising trickery or acting under false pretences. Fraud is a criminal offence in Denmark.

## 5. Embezzlement

*We will not misappropriate or otherwise divert property or funds entrusted to us.*

Embezzlement is the misappropriation or other diversion of property or funds legally entrusted to someone by virtue of his or her position. Embezzlement is a criminal offence in Denmark.

## 6. Gifts

*We will not give, solicit or receive directly or indirectly any gift or other favour that may be seen to influence the exercise of our function, performance of duty or judgement. This does not include conventional hospitality or minor gifts.*

In the context of corruption, a gift is a financial or other benefit, offered, given, solicited or received in the expectation of receiving a benefit in return. Gifts and hospitality may be in themselves a manifestation of corrupt behaviour. They may be used to facilitate corruption, or may give the appearance of corruption. Gifts may include cash or assets given as presents, and political or charitable donations. Hospitality may include meals, hotels, flights, entertainment or sporting events.

As a general rule, staff should not receive gifts or other advantages. However, in observing and respecting local hospitality conventions, small gifts may be accepted.

## 7. Nepotism and favouritism

*We will not favour friends, family or other close personal relations in recruitment, procurement, aid delivery, consular services or other situations.*

Nepotism is favouritism shown to relatives or friends without regard to merit. Relatives or friends are treated favourably based on the close personal relationship alone rather than on a professional and objective assessment of their skills and qualifications.

## 8. Reporting corruption cases

*We will report any evidence or suspicion of breach of this Code of Conduct.*

All staff are obliged to familiarise themselves with the Code of Conduct and respect its principles. They are obliged to report any evidence or suspicion of breach of the Code to their superiors.

## Openness and transparency is the rule

Maximum openness and transparency is essential when fighting corruption, and information concerning the public sector is generally accessible to the general public in accordance with the Danish Public Administration Act and the Danish Act on Access to Public Administration Files.

The Ministry ensures openness and transparency towards the general public and its partners through the Ministry's own website i.a. with focus on and links to:

- The Ministry's "[Economy & Results](#)"
- [Anti-corruption counselling services of Denmark's Trade Council](#)
- Danida's "[Fraud and Corruption](#)" site (in Danish only)
- The Danida [Aid Management Guidelines](#)
- Access to [websites](#) of Danish Missions
- [The Business Anti-Corruption Portal](#)

Internally, the Ministry ensures that all staff are familiar with the Anti-Corruption Policy through:

- An intranet webpage on anti-corruption
- Internal instructions - e.g. regarding the Ministry's gift policy
- Relevant training and instruction

## Where and how to report corruption

Zero tolerance on corruption entails that all staff upon suspicion or awareness of specific cases of corruption involving other staff members, business partners, partners in programmes and projects, and others with whom staff members cooperate, are obliged to immediately notify their superiors or controller directly. In the former case, the Ministry's controller shall be notified subsequently.

Upon suspicion or knowledge of specific cases of corruption, such as bribery, the decision to notify Danish or foreign authorities, including possibly reporting to the police, is taken by the Ministry of Foreign Affairs in Copenhagen on the basis of the available information. This applies to cases in Denmark as well as abroad, regardless of how the information came into the Ministry's possession.

## Implementation of the Code of Conduct

The staff of the Ministry of Foreign Affairs will regularly take part in relevant anti-corruption training.

The Code of Conduct is supplemented by existing and, as and when relevant, new guidelines and instructions targeted at specific policy areas. Hence Danida and the Trade Council have for several years had guidelines within development cooperation or export promotion, respectively, and worked actively to fight corruption.

**Anti-corruption's Code of Conduct**

1. We will avoid any conflict – real or potential – between our personal interests and the interests of the Ministry of Foreign Affairs.
2. We will not give or accept bribery in any form.
3. We will not for private purposes seek to influence any person or body by using our official position or by using force or threats.
4. We will not use deception, trickery or breach of confidence to gain an unfair or dishonest advantage.
5. We will not misappropriate or otherwise divert property or funds entrusted to us.
6. We will not give, solicit or receive directly or indirectly any gift or other favour that may influence the exercise of our function, performance of duty or judgement. This does not include conventional hospitality or minor gifts.
7. We will not favour friends, family or other close personal relations in recruitment, procurement, aid delivery, consular services or other situations.
8. We will report any evidence or suspicion of breach of this Code of Conduct.