

UPSIDE

**Northern Uganda Resilience Initiative
(NURI)**



Toolkit - CSA Groups in Refugee and Host communities

**Government of Uganda
Danida**

Version no.

1

05/2/ 2019

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List of Acronyms

Abb.	Full text
AEO	Agricultural Extension Officer
AES	Agricultural Extension Supervisor
CF	Coordination Function for DAR/RALNUC
CSA	Climate Smart Agriculture
Danida	Danish International Development Assistance
DAR3	Brand name from previous phases used in West-Nile
DFA	District Farmers Association
DKK	Danish Kroner
DLG	District Local Government
DRC	Danish Refugee Council
DTPC	District Technical Planning Committee
M&E	Monitoring and Evaluation
NURI	Northern Uganda Resilience Initiative
RALNUC3	Brand name from previous phase used in Acholi Sub-region
RAU	Resilience Agricultural Unit
RDE	Royal Danish Embassy
RDNUC	Recovery and Development in Northern Uganda Component
RWC	Refugee Welfare Committees
Ushs	Ugandan Shillings

1. INTRODUCTION

1.1 Purpose and Scope of the Toolkit

The purpose of this toolkit is to provide operational guidelines for formation of farmer groups under refugee setting. These farmer groups will participate in the NURI project on climate smart agriculture (CSA). The toolkit covers the selection of farmers; male, female, youth, nationals and refugees, who will participate in groups, as well as covering the group formalisation process and the kind of agricultural input support they shall receive.

Lessons learnt during piloting of NURI CSA formed the basis for changes and adjustments to this toolkit, which shall be revised again if need be.

NURI program will pursue enhanced resilience and equitable economic development in Northern Uganda, including for refugees and host communities, by supporting 1) Climate Smart Agriculture (CSA), 2) Rural Infrastructure (RI), and 3) Water Resources Management (WRM). Refugees and host communities will be among the beneficiaries as NURI is designed to support Uganda's progressive refugee policy and the nexus between development and humanitarian action.

Geographically, NURI 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. Besides targeting nationals in these districts, NURI will work with refugee settlements within some of the selected districts hosting South Sudan refugees. Selected settlements are Rhino Camp Refugee Settlement in Arua District, Palorinya Refugee Settlement in Moyo District, 3 refugee settlements in Adjumani District and Palabek Ogili Refugee Settlement in Lamwo District.

The refugee situation is dynamic, and the situation in Northern Uganda may change during the project period, therefore a certain flexibility is built into the implementation plan, allowing for adjustments if the environment changes significantly.

The strategy for agricultural activities is described in the 'NURI CSA implementation plan, and includes:

- Targeting South Sudanese refugees living in the selected settlement areas and host community (farmers) living near/within the refugee settlement.
- Using a group approach with mixed groups of nationals and refugees and women refugees to train smallholder farmers, particularly women and youth in climate smart agricultural practices
- Access to land will be critical in NURI program while supporting the refugee cause. By encouraging refugees and host communities interactions, it is hoped it shall result into refugees accessing land from the nationals.

These guidelines are aimed at staff of implementing partners (Arua DFA, RAU Kitgum/Lamwo, RAU Moyo and RAU Adjumani) and the participating District Local Governments and Refugee Welfare Committees. It is based on the **Management Manual**, which contains the general guidelines for implementation of NURI.

1.2 Content

Section 2 of the toolkit describes the strategy for formation of two types of farmer groups, while Section 3 describes the involved stakeholders and their roles.

Sections 4 and 5 contain detailed descriptions of the process of group formation, from community sensitisation to the first meetings of the newly formed groups. Section 6 deals with enterprise selection and input support provided under NURI. A number of formats and suggestions for procedures are included in the Annexes.

1.3 Distribution and Maintenance of the Toolkit

This toolkit is distributed to the relevant IPs and DLGs. A complete distribution list is maintained by the Coordination Function NURI (CF).

CF is responsible for updating the toolkit.

2. STRATEGY FOR GROUP START UP

The selection of group participants aims to identify suitable and interested participants, who are likely to improve their livelihoods through learning from, and sustainably adopting, the technologies introduced during the NURI implementation.

Selection should lead to the formation of groups fitting the types described below and in Annex 1 of this document

Group members should not belong to existing groups that receive support in agricultural livelihoods from NGOs or other organisations in refugee settlements and their surroundings. Where this happens, it should not be from more than one NGO / Organisation. It is important that group formation should be done in consultation with the refugee welfare committees, other partners and OPM/UNHCR to avoid duplication of intervention.

There will be no youth groups specifically formed but they shall be encouraged to join other types of groups. There will be no upper age limit, but participants must be physically able to work in agricultural activities.

National households must be in close proximity to the allocated block, so that they can fully participate in activities. Refugee members must reside and have household plots allocated within the block(s) allocated to NURI by OPM / UNHCR. For mixed groups, nationals should be ready to provide the land for the demonstrations.

Where there are existing groups meeting the NURI program criteria, these will be evaluated for inclusion in the program.

2.1 Types of Groups

Only two types of groups will be formed. These group types were chosen based on experience from NURI pilot CSA.

Mixed Groups

Mixed groups will have 30 members from national and refugee households in various proportions. The ratio of refugees and nationals is left open in each group. The formation of mixed groups will be maximised for refugees' access to land. Members may be men or women of any age and only one member shall represent a household. The principal member should be the person from the household who normally attends trainings and meetings. If that person is unavailable or another household member has a particular interest in a session or set of sessions another household member may attend in their place. Trainings will focus on field crops for food security and income. The youth will be encouraged to join these groups. Groups will be trained on CSA for 2 years. Groups will be considered for VSLA training if not already trained by other organisations. In collaboration with the WAY programme, groups will also be targeted for SRHR training.

Women refugee Groups

Women groups will have 30 members, all from refugee households. These groups will target female-headed households as well as females representing refugee households. The Women groups from NURI pilot CSA demonstrated to be stable. Members may be of any age and the female youth will be encouraged to join these groups. CSA training will be for 2 years and will focus on homestead food production and nutrition, including access to high yielding food crops

such as cassava and sweet-potato as well as vegetable seeds and fruit tree seedlings. Groups will be considered for VSLA training if not already trained and covered by SRHR under the WAY programme to the extent possible.

2.2 Access to Land

For Mixed Groups, access to agricultural land will be through the willingness of nationals among the group members to provide land for group activities, and as much as possible, provide land for individual refugees to grow crops and practice what they have learnt in group trainings.

For Refugee Women Groups, the land available will be the allocated household land, and training activities will be tailored for maximum utilisation of this restricted land area. All participating refugee households should have access to at least household plots, and access to additional land for agricultural production will be a bonus.

2.3 Selection of Group members

The participants to NURI program will be conducted through a guided self-selection process. Potential participants will be informed of the responsibilities and benefits of joining these groups. The process will be based on agreed criteria to avoid social and political problems. Much as there is no fixed number of refugees and nationals in mixed groups, fair representation of each category would be ideal. It is important that the participants have a realistic idea of the inputs and other benefits provided. Youth and elected community leaders are free to join the groups as any other members of the community.

Selection of group members will involve Community Mobilisation and Sensitization Meetings followed by self-selection. The Selection will be guided by the criteria laid down in this guideline. For national members and refugees, the LC1 and RWC1 / RWC2 Chairpersons respectively will act as a Selection Committee to avoid double/ multiple registration. Thereafter the list of group members shall be verified by staff and later presented in the group founding meeting. After this meeting each group will agree on the time and venue for future meetings and group formation, elections and agreement on a constitution followed by technical sessions.

The formation and formalisation of all groups will be done early in first season to allow groups prepare for first season activities as well as for second season.

2.4 Enterprise Selection

When the groups have been formed and have held initial meetings to elect leaders and developed a constitution the group will decide on the type of support and training they wish to receive.

Due to budgetary / resource constraints the choice of crops and activities will be restricted to what can reasonably be managed and closely monitored by the IP and CF staff within the allocated time period.

The selection will be recorded as an annual activity plan, for which a format is provided.

The choices will be guided by:

- Type of groups and their access to land

- Group preference
- Increased food security
- Technologies which will increase resilience
- Opportunities for income generation and marketing
- Cost of the enterprise and suitability to the given area

The farmer groups will be guided and assisted by the Agricultural Extension Officers (AEOs) to make selections within the criteria. Once agreement is reached the AEOs will compile the activity plan and present a final draft for approval by the farmer group.

Details of the activities to be offered for each category of group is included in Annex 1

Table 2.4: Estimated Timeline Group Formation for refugee setting, NURI CSA.

Month	Activity	Responsible Person
1 st month	Staff orientation Allocation of Zones, villages / Blocks by OPM / UNHCR Information Meetings	Village leaders/UNHRC IP staff
2 nd month	Community mobilisation Group Founding Meetings Farmer Group Development 1 st Meeting Farmer Group Development 2 nd Meeting	IP staff Potential Groups Individual Groups Village leaders
3 rd Month	Complete Farmer Group Development meetings Enterprise Selection Start Technical Trainings	Individual Groups IP staff

3. STAKEHOLDERS

The major stakeholders involved in formation of farmer groups are described below.

3.1 Refugees and nationals living in or near selected Settlements

The role of both the refugees and nationals is to express interest in participating in the programme and in case they are interested, to provide information for the selection exercise. If they are chosen to be members, they should be willing to share information on their household and their access to land, as well as on their participation in any other programmes.

They should be willing to participate actively in trainings and group activities, to interact with other members in a positive way, keeping peace and contributing to ideas and discussion. They should be willing to take up leadership positions in the groups if called to do so. They should also be willing to make changes to their current farming practices to try new technologies.

From among the nationals a number of them should be willing to contribute land for group activities and allow refugees to use their land.

3.2 Implementing Partners

The Implementing Partners (IPs) for Climate Smart Agriculture under refugee setting are:

- Arua DFA
- RAU Kitgum/Lamwo
- RAU Moyo
- RAU Adjumani

IPs will provide Agricultural Extension Officers (AEOs) and Agriculture Extension Supervisors (AESs) for the implementation of activities. The IPs will mobilise the community and the AEOs will identify potential participants together with the Refugee Welfare Committees. They will assess their enthusiasm, understanding of the project, and their suitability as group members willing to implement and make use of the learning opportunities offered by the project. The AEOs under supervision of AES' will go on to facilitate the group training and activity implementation. Also, the CBTs supervised by VSLA Officer shall conduct training on VSLA after assessing their potential.

Throughout the process IPs and their staff will note and record experiences and lessons for adjustment of the program where possible.

The relevant IP staff will familiarise themselves with the NURI CSA plans, workplans and budgets prior to starting the activities.

3.3 OPM/UNHCR

OPM and UNHCR allocate areas for various partners to work in to avoid duplication and ensure maximum coverage and relevance of partners' work. OPM and UNHCR will select the zones and blocks in which NURI CSA 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.

3.4 District Local Governments

As in RDNUC implementation, the District Council and the District Executive Committee have the overall responsibility for supervision in their districts and submission of reports compiled by Focal Point officers. The District Technical Planning Committee (DTPC) functions as the District Steering Committee for NURI program.

The Lower Local Government (LLG) at Sub-county and Parish level are involved in sensitisation and quarterly monitoring of the activities.

In relation to selection of participants for farmer groups, the staff at Sub-county and Parish level will assist the IPs in identifying potential farmers.

The DTPC will be provided with information about the groups once they are formed.

3.5 Refugee Welfare Committees

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

Table 3.5: The outline settlement administrative structure

Level		RWC level	RWC Members
Settlement	Entire settlement	RWC III	Zone leaders
Zone	A number of villages / Blocks	RWC II	9 elected members
Village / Block	A number of households	RWC I	9 elected members

In NURI program activities, RWC will assist in site selection and in mobilizing communities for participation in activities as well as participating in quarterly monitoring activities.

3.6 Coordination Function DAR/RALNUC

A Coordination Function for NURI (CF) has been established to ensure coordination and interaction between the implementing partners and other stakeholders and to support programme implementation.

CF will provide guidance for the selection process, oversee the process and provide technical backstopping as well as making any adjustments to the guidelines during the implementation where possible.

CF's first point of contact in NURI CSA as it was in DAR3 / RALNUC3 activities, are the Regional Coordinators.

4. FORMING FARMER GROUPS

The NURI CSA activities under refugee setting will form new groups unlike the national groups where existing one will be considered. This is necessary as groups will involve refugees and the host community. Where groups exist a simple selection procedure to identify the suitable groups meeting NURI criteria will be applied. During formation and/or selection of groups, the types as in section 2.1 must be borne in mind. One member per household must be upheld unless they are youth. In total 1,250 groups will be formed and split between mixed groups and women refugee groups (table 4.1). This takes care of 2018 groups trained under NURI pilot CSA.

Table 4.1 Combined number of mixed and women refugee groups started in per year

District	2018	2019	2020	2021	Total
Lamwo	45		65	60	170
Arua	50	70	120	120	360
Moyo		120	120	120	360
Adjumani		120	120	120	360
Total	95	310	425	420	1,250

4.1 Site Selection

Based on the Zones allocated By OPM / UNHCR within the Settlement, Villages / blocks will be identified and agreed for community mobilization and later project implementation. Villages / blocks will be allocated to AEOs and the feasibility of reaching the allocated number of groups considered in terms of distance and accessibility. These should also be easily accessible to ensure ease of follow up and monitoring.

4.2 Community Mobilisation

Once the site has been selected, local leaders and livelihood partners will be called for a meeting. Local leaders, including LCs for national communities, RWC's for refugee communities, and Community Development Officers, will play an important part in mobilising the community.

Community leaders and partners will be informed about NURI objectives, the planned activities, the criteria for selection of participants, the responsibilities and benefits for group members.

Date and venue for a community meeting will be agreed and leaders and IP staff will spread information in the community and mobilise those interested to attend the community meeting. The best way to mobilize leaders and community members is through face-to-face contact, through visits, at the market or anywhere where the AEO can meet and talk directly with the community. Phone calls can be used as follow ups.

4.3 Community Sensitization Meeting

Each AEO will work with community leaders to organize an open community baraza-type meeting which will be held at the agreed time and place. The aim of the meeting is to sensitize the community about the scope and objectives of the project, inform who the target beneficiaries are and what are the core activities and intended outputs/ outcomes.

AEOs and other IP and project staff should always use simple, respectful language when addressing the community, the community leaders and the groups. They should speak loud and

clear, and be presentable in their dress and appearance, respecting local norms. Long speeches and presentations should be avoided, and the aim should always be brief and to the point.

The agenda of the meeting should include the following:

1. Brief presentation of NURI CSA and objectives (see Annex 2), allowing individual farmers and refugees to decide on their interest in participating in the project
2. Brief orientation about the selection process (see Annex 2) and the number and type of groups planned. Any concerns or suggestions regarding selection criteria will be discussed and selection criteria endorsed by the community.
3. Youth will be encouraged to join any of the groups depending on their preference. No specific youth groups will be formed.
4. Agreement and introduction of LC1 and/or RWC1 / RWC2 as selection committee.
5. Information required for selection – lists of names, sex, age, location, national or refugee etc. of those interested.
6. Initial lists gathered. Format for listing household information is included as Annex 3.
7. Inform the community about what happens next in terms of vetting and finalizing group lists and agree time and venue for the next meeting

In the week following the meeting, the community leaders and AEO should work on gathering, checking and finalizing the lists produced by the interested members of the community. For refugee groups RWC1/RWC2 will act as selection committee, while for mixed groups RWC1/RWC2 will work with the LCI to mobilize groups of interested refugees and nationals. Where there is confusion on identification refugee registration (biodata) can be referred to.

If all members of LC1 and/or RWCs are not available for Selection Committee, the meeting may agree on a committee established for this purpose. The members of the committee should be minimum 3 and maximum 5, with at least 1 or 2 female representation respectively. Total number should be an odd number. At least one direct beneficiary should be a member of the committee.

4.4 Group Founding Meeting

Group formation should be through guided self-selection. Potential participants must understand clearly the responsibilities and benefits of joining the group. The process must be transparent and based on agreed criteria to avoid social and political problems at a later stage. Selection should be based on the objectives of the program and participants should have a realistic idea of the inputs and other benefits provided.

If there are more than the required number of participants a lottery or similar non-biased system to randomly select amongst the members who meet the criteria should be used. Factors such as stability of the person in the settlement, distance between members, previous support from other partners can be considered.

The preliminary lists of potential beneficiaries for the different types of groups that have been generated with the help of the selection committee, prior to the meeting is read aloud at the community meeting. Each name is subjected to community verification or vetting in order to minimize duplication, avoid non-community members and avoid any conflict of interest.

Once all lists have been agreed and endorsed by the community the newly founded groups gather and agree with the relevant AEO on the date, time and venue of their first meeting. Final list should include full name of principle participant from each household, their age and sex, the category of household (refugee/host community) and household size. At this point, those that do not attend the meetings without clear reasons are dropped.

After the meeting a final verification of lists is done by the project against beneficiary data base of other actors operating in the selected locations. The list should be signed by all involved in the selection process.

5. FARMER GROUP DEVELOPMENT

5.1 Group Formation

The first two meetings of the group will finalize the group formation process and will not involve technical training. The meetings will focus on bringing individuals together to form a group with a joint understanding. Until technical training sessions start, membership may change as individuals join or leave the group during a period when they come to better understand the responsibilities and benefits of being a group member in NURI CSA.

5.2 First Meeting

At the first meeting members need to agree on a number of important issues and it is the role of the AEO to guide the group to agree on how they will work together. In other words, the group will agree on their norms.

5.2.1 Issues to be discussed/decided during the first meeting

Members need to agree on a name for the group – AEO should encourage the group to choose a relevant and motivational/inspirational name for the group.

Members need to agree where they will meet and how often.

Agree on responsibilities of members;

- Attend meetings regularly
- Be willing to learn and share experience
- Follow all the groups’ rules and regulations
- Maintain harmony within the group
- Participate in all group activities

5.2.2 Agreeing roles and responsibilities

The AEO should clarify the objectives of the project and roles and responsibilities of the stakeholders. Contributions from members, and the project should be clarified:

Labour	Main contribution of all members
Land	National members
Expertise	Project / members
Materials (seeds, seedlings, local materials)	Members / project
Equipment	Members / project
Meeting facilities	Demo plot, household visits
Refreshments	Members

5.2.3 Agreeing on meeting procedures

The AEO should facilitate a discussion on frequency, timing and locations of meetings. To improve discipline and certainty it is often an advantage that meetings take place regularly on a fixed day, at a fixed place and time. Some groups rotate meetings to members’ homesteads if there is no demonstration field or plot around for learning purpose. This may be relevant for the

refugee groups. Visiting members' homesteads can act as a motivation for adoption of the improved practices learnt as well as strengthening group cohesion.

5.2.4 Discussion on Leadership

Election of leaders should be discussed, but left until the second meeting so that group members have time to prepare. Anyone in the group with the right skills can become a leader. Beyond the Chairperson, vice-chairperson, secretary and treasurer which are always needed, the group can decide what other leadership positions they wish to have. Some groups have Women's representatives, vice-secretary, publicity secretary, mobilizers and other positions. Literacy and numeracy need to be considered: a treasurer needs to have good numeracy skills and a secretary literacy and organisational skills. It is possible (though more difficult) to become a chairperson without being able to read.

The Facilitator should introduce the characteristics of a good leader. See Annex 4

5.3 Second Meeting

The second meeting will include the election of leaders and development of a simple constitution for the group.

5.3.1 Electing leaders

The facilitator should remind members of the qualities of a good leader as discussed at the previous meeting.

The positions that will be elected and the procedure for election should be discussed and agreed. Representation of all participants – male and female, nationals and refugees should be ensured. Some groups may allow self-nomination while others may not. In some cases there may be nominated persons who are not present. In this case, the group will need to decide if they will allow election in *absentia*, delay the election or only allow election of those members present. Group composition should be in odd numbers for decision making that requires voting.

Suggested minimum leadership positions are:

Chairperson
Vice Chairperson
Secretary
Treasurer

Prior to election the facilitator should outline the roles and responsibilities of different positions. See Annex 5

5.3.2 Election procedures

Group members nominate candidates for the position. The person nominated must indicate that he or she is willing to stand for the position. Two or more people may be nominated for and stand for the same position.

All group members have a single vote for each position. The person with the most votes is elected.

The facilitator should make sure that those elected understand their duties. Suggested procedure for elections is included as Annex 6

5.3.3 Developing a Constitution

The AEO should explain why a constitution is necessary. Explaining that a constitution gives clear guidelines to define each member’s rights and obligations to the group. The constitution is meant only for the benefit and use of the members. It is made by the members and can only be changed by the members in the general assembly.

If at some stage the group wishes to become registered or to open a bank account they will need to have a constitution.

The constitution describes the group’s goals, says what powers the leaders have, and sets out the rules for managing the group and its assets.

Suggested procedures for developing a constitution and a Constitution guideline are included as Annexes 7 and 8.

5.4 Existing Groups

Where existing groups are found to exist that meet the criteria for NURI groups, or can come to do so through minor adjustments the following guide may be used by the AEO to rank and select groups. Support from the local community and RWCs is applied. AEO will visit each group and score accordingly. If the existing group lacks a constitution or needs to elect some leadership positions, the procedures outlined above for new groups may be followed.

S/N	Guidelines for Scoring	Max points	Means of verification
1	Does the group have a constitution and/or bye laws	5	Constitution / bye laws file
2	Does the group have a list of members including information on sex, national refugees as applicable 25 – 30 members	2	Group activity records, attendance sheets
3	Does the group have leaders? Look if the group has all the leaders as per its constitution.	2	Minutes of group and other records in the group.
4	Has the group received support last year in form of inputs? Yes = 0, No =4	4	Group records
5	Has the group received any training on livelihood last year? Yes = 0, No =4	4	Visitors’ book, activity records etc.
6	Does the group have significant number of youth (18 to28)	3	
7	Willingness to integrate national or refugees as applicable	5	Show of hands
	Total	25	

Included as Annex 9.

The group now has membership, a name, elected leaders and a constitution, and is ready to start planning for training and joint group activities.

6. ENTERPRISE SELECTION, PLANNING AND INPUT SUPPORT

When groups have been formed and have held their first meetings to elect leaders and develop a constitution, they will be guided to decide on the type of input support and training they wish to receive. That is, they will select the enterprises to work with in Season A and season B in first year. In the second year, they shall choose strategic enterprises for only Season A. (For the specific case of continuing pilot groups, all groups from 2018 shall undertake enterprise selection with some level of flexibility e.g. youth may decide to select a field crop instead of vegetables for 1-acre demonstration.)

The selection will be recorded as an Annual Activity Plan. Once agreement is reached the AEOs will compile the activity plan and present a final draft for approval by the farmer group. Once the Activity Plan has been approved by the farmers it will guide the AEOs activities with the group during the year.

The selection process and planning will be done in a single meeting.

6.1 Part 1: Selection of Cropping System

This first session of the meeting should cover the following subjects:

1. Reminder of overall NURI strategy
2. Presentation of enterprise options
3. Selection of enterprises

1. Orientation about NURI CSA

The AEO should remind the farmers about the NURI objectives as well as the implementation plans. NURI support each group for only 2 years.

The farmers should be given a chance to ask a few questions.

2. Presentation and selection of the options

The AEO should explain the options available and give guidance to why these options have been selected and what factors the group should consider when making their enterprise selection.

- Access to suitable land
- Good agro-ecological conditions
- Low pests and disease pressure
- Input availability
- Potential for improving nutrition and increasing productivity
- Willingness of members to engage in its production

Details of the options for the two group types are included in Annex 1.

Analysis of pros and cons in terms of food security, potential income, labour demands, space utilization should be discussed by the group with guidance from the AEO.

Each group type has a different package of input support (see Annex 1). Each group in the first year will receive seeds in both season A and season B. In the second year the group will decide which enterprise they wish to undertake. The AEO should discuss the options with the group members. S/he should mention all members of the mixed groups will receive agricultural inputs including for a demonstration plot in the first year while in second year only for a demonstration plot. Also all participating households of women refugee groups will receive agricultural inputs but less due to land shortage in both seasons in year 1 and only season A in second year.

The AEO should guide discussion, giving plenty of time for group to discuss. The outcome aimed for is a unanimous decision by all group members on the choice of crops. If there is not a unanimous decision, selection can be done by voting. The option for which most group members vote is selected.

6.2 Part 2: Preparation of Plan

This session of the meeting should lead to agreement on a simple, one-year activity plan.

The planning process should include the following steps:

1. Plan for access to land
2. Agree on activities and dates
3. Set simple goals for the production and other outcomes such as food security, nutrition, diversity, income.
4. Write up a simple plan of the activities for the year
5. Encourage group members to think about their individual challenges, opportunities and plans for the year and how they will contribute to the overall goals for the group

6.3 Finalising Plan

Before the next session the AEO should prepare the agreed work-plan for confirmation by the group. The format in Annex 10 may be used. The final draft should be reviewed by the AES before it is presented to the farmer group.

The AEO should present the draft plan to the group and have it approved immediately unless there are any major issues/changes. It is important that all details in the plan are explained and agreed upon by the members in the group. After this it becomes the guiding document for AEO and the group to implement its activities.

The plan is to be followed flexibly, depending on weather and other external and internal factors that may affect implementation. The situation of refugees can change suddenly and therefore a higher level of flexibility than usual is needed.

6.4 Year-end Participatory evaluation

After the end of the season and after the produce has been consumed in the household or sold within the settlement or to external buyers, the actual achievements should be discussed and recorded. An assessment of the year's activities should be made, including any unexpected impact or challenges should also be noted.

A simple guideline is contained in Annex 11 which may be adapted to the individual groups.

ANNEXES

Annex 1. Group types and enterprise options

Group Type	Objective	Access to land	Enterprise options	Inputs provided
Mixed Refugees and Nationals	CSA training Access to land for refugees Peaceful coexistence Income, food production	Demo plot 1 acre, Each member given seeds to plant at HH level	1.Casava with cowpea / beans 2.Maize with cowpeas / beans 3. Sorghum with Pigeon-peas 4.Sesame 5.G'nut with pigeon-pea 6.G'nut with maize 7.Sweet potato with Pigeon-pea (long-var)	Seeds, Hoes and fruit trees
Women Refugees	Food production & diversification CSA training	Homestead plots within settlement.	Food crop: cassava, sweet potato, Vegetables: Okra, sukumawiki, cowpea, Amaranthus, Fruit: mango (2) Papaya (5), citrus (2) passion fruit (2) – select 3 type per HH	Hoes, Seeds, vines cuttings, Fruit tree seedlings,

Note: Quantity per HH given depends over-all budget and funds availability

Annex 2. NURI and CSA Objectives

The IP and AEOs should be aware of the NURI objectives. When explaining to the Farmer Groups the objectives should be explained in such a way that group members can understand and relate to them.

NURI Objectives

The objective of NURI at outcome level is enhanced resilience and equitable economic development in supported areas of Northern Uganda, including for refugees and refugee-hosting communities. Concretely, NURI will pursue this objective by supporting climate smart agriculture, rural infrastructure, and water resources management. 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.

Ideas for how to explain the objectives to farmer groups:

- Provide training and extension advise in selected enterprises and practices such as intercropping
- Assist refugees in mixed groups to access land
- Build relations between refugees and nationals
- Increase food production to avoid food shortages
- Increase income from sale of crops and horticulture products
- Improve nutrition
- Mitigate the bad effect of climate change through good CSA practices and tree planting

Annex 3. Format for registering households

Settlement		Village/Block	
Type of Group		Date	

No.	Principle Member	National/ Refugee	Access to land	Willing to provide land	M/F	Age	Number of household members

Verified by:	
LC1	
RWC1 / RWC2	
AEO	

Selection criteria for members

- Both refugees and nationals can be members so long as they are within the catchment area
- All adults are eligible for the case of mixed groups but one person per household
- Youth will be given special consideration in either type of group
- Access to land is a must for participation in NURI CSA program
- Nationals should be willing give land to the group as well as refugees
- Local leaders may join the program
- Ideally should not be benefiting from more than one livelihood partner

Annex 4. Qualities of a good leader

There are many types of leaders and they can have a range of qualities and personality traits that make them good leaders. Here are some of them:

- Good Character. A leader must be honest and impartial and must earn the trust and respect of others.
- Vision. Vision gives direction and a shared vision builds cohesion among the group members. People trust a leader who knows where they should go and how to get there.
- Enthusiasm. Leaders must inspire and motivate the group members, and must convince outsiders about what they do.
- Team player. At the same time, leaders must be part of a team working towards the group's goal. Good leaders work well with other people, and lead by example.
- Confident and purposeful. People look to a leader for leadership. That means ability to make decisions, ability to inspire confidence in others, and the talent to draw out the best efforts of the team and to get things done well.
- Resolving conflict. A good leader knows that only a united group can be strong and successful. He or she helps resolve disputes among members and guides their energy into positive channels.
- Good communicator. Leaders must be able to communicate well with the group members. They listen to what everyone says (not just to a few people), and explain themselves clearly. They encourage the building of relationships within the group and with outsiders.
- Calm, focused and analytical. Good leaders manage crises by staying calm, and keeping the main goal in mind. They break down a task into manageable steps to make its progress easier.
- Knowledgeable. Good leaders do not need to be experts. Rather, they must have a good understanding of the problems that group members face, and should have ideas on what the solutions might be. They coach members and draw on other people for the specific skills needed to solve the problem.
- Participatory. To lead a group of farmers, a leader must make it possible for all the members to voice their ideas and contribute to the group's goals.

Annex 5. Roles and Responsibilities of Office Bearers

CHAIRPERSON

The chairperson leads, coordinates and represents the group. He or she:

- Coordinates the group's and the officers' activities
- Organizes meetings and review sessions
- Chairs meetings and summarizes them at the end
- Encourages participation by all members in discussion, decision making and work
- Ensures the group constitution is followed
- Ensures that the secretary and treasurer do their jobs
- Ensures members pay their contributions as agreed
- Delegates work and assignments
- Ensures that the work plan is followed
- Maintains harmony in the group
- Represents the group at meetings with others.

SECRETARY

The secretary manages the group's correspondence and records. He or she:

- Writes the agenda and minutes, and keeps a record of attendance at meetings
- Maintains the list of members, the constitution, bylaws, business plan, and other important documents
- Reads aloud the minutes of meetings
- Deals with communications to and from the group
- Assists the chairperson.

TREASURER

The treasurer manages the group's money. He or she:

- Safeguards and manages the group's money
- Keeps the financial records of the group
- Reports to the members about expenditures and receipts, and the balance available in cash or at the bank
- Receives money on behalf of the group, and gives receipts for the money received
- Keeps the cash book and the receipts of purchases, sales and received money
- Counts the money kept by the group, in the presence of the members
- Reports to the members on the group's financial situation.
- Prepare financial records as required by outside organizations, such as donors, banks or the government.

Annex 6. Guideline Procedure for Group Elections

The AEO should guide the election of group leaders. The following is a suggested guide for facilitating the election.

1. Nominating candidates.

Remind the participants about the leadership positions they have agreed on. Explain that they will nominate and elect candidates for each position.

- Any member can nominate another member (but may not nominate themselves). Each nomination must be seconded by another member.
- If someone is nominated, he or she is free to accept or refuse the nomination.
- At least two people must be nominated for each position so members have a real choice.
- In groups with both men and women, at least two of the chairperson, secretary and treasurer must be women (unless no woman can perform the position's duties). Where there are both nationals and refugees, there should be a fair representation of both groups.

2. Agree who will be the election monitor (either you or an invited community member).

3. Secret balloting. Explain how secret balloting works. You will hold elections for each position, starting with the chairperson. Each candidate is represented by one coloured box. To vote for a candidate, participants put a stone in the box of their choice.

4. Nominating the chairperson. Invite the group to nominate at least two candidates for the position of chairperson. Indicate which box is assigned to which candidate. Put the boxes behind a tree or table, where no one can see who is voting for whom.

5. Hold the election for the chairperson. Give each person a stone. Each in turn goes to the boxes and puts a stone in one, in secret. When all have voted, the monitor checks the number of stones equals the number of members, and declares one person the winner.

6. Hold elections for the other positions. Repeat the nomination and election process for the other leadership positions.

7. Congratulate the leaders who have been elected. Note down the names and ask the election monitor and any present local leader to sign the list.

Annex 7. Procedure for developing a group constitution

The following is a brief guide to how the development of a simple constitution can be facilitated. Each group may come up with slightly different rules and norms they wish to include and this should be encouraged. It is however important to include basic governance rules as these may not be important at the start, but can be important for group cohesion and avoiding conflict later.

Guiding development of Group Constitution

Explain the purpose of a constitution.

Ask the group what types of rules the constitution should have and list these suggestions on a flip chart.

Divide the group into smaller groups, and ask each of the sub-groups to discuss some aspects of the constitution (see the Constitution worksheet in Annex 8). Each group can discuss the items in one or more rows in the worksheet.

The groups will fill in the blank spaces in the worksheet, and change or add to the wording as needed.

Once the various sections of the worksheet have been completed ask the subgroups to report back to the plenary.

Facilitate discussion to reach consensus on each area of the constitution. Note the decisions made in plenary on a fresh copy of the worksheet.

Read out the completed constitution to the whole group and ask for any final comments.

Invite the group's officers to sign and date the constitution, and if appropriate, ask a local leader who is not a member of the group to sign it as a witness.

Annex 8. Constitution worksheet

The constitution worksheet can be adjusted according to the needs of the farmers group. The exercise of discussing and filling the worksheet is useful in itself in that it gives the group members a chance to know each other and agree on a range of issues. While some areas may not seem relevant, they might be useful later if the group starts to do savings or other joint activities beyond the activities of the NURI pilot.

BASIC INFORMATION	
Group Name	
Location / Address	
Postal Address	
Formation	Date of Formation Date of registration (if registered)
Contact information	Physical Address: Telephone 1: Telephone 2:..... E mail address:.....
Objectives of the Group - Vision and Mission	
Major Activities	
MEMBERS	
Membership criteria – Occupation/ Place of residence/ Age bracket/ Gender balance	
Members responsibilities, including	

participation in group activities	
Members Contributions	(fees / labour / time)
Group management of assets bought or received	
GOVERNANCE	
General assembly	The general assembly is the highest decision-making body of the organization. It has the power to elect and dismiss officers, decide on the general purpose and direction of the organization, and amend this constitution.
Frequency of meetings	
Number of members required for decisions making / Quorum	A minimum of (Number or percent) of members must be present for the general assembly to make decisions.
Extraordinary Meetings	The chair may call an extraordinary general meeting
Notice required for extraordinary meetings	
Management committee	The organization's executive committee will consist of the following positions: <ul style="list-style-type: none"> • Chairperson • Vice-chair • Secretary • Treasurer • Any other positions agreed by the group • ... regular members
	Gender considerations dictate that positions should be filled by women.
	Inclusion / Role of local leaders
Election procedures	The leaders will be chosen by a secret ballot of members at a general assembly.
	Elections will be held every years
	A member may serve a maximum of consecutive terms in any one leadership position
	The minimum number of members who must be present to hold an election is
	A member must be proposed and seconded by another member before being put forward for election.
	At least two members must stand for each position unless there is a unanimous decision in favour of a single candidate.
	Votes shall be counted in the presence of the voters
Decision-making	Decisions will be made by consensus if possible, or by simple majority vote if necessary.
Meetings	Executive committee meetings will be held every (weeks or months).

	Executive members are obliged to attend.
	The general assembly may impose a fine for lateness or absence.
	The chair may call additional meetings at days' notice
Records	The secretary will keep a record of the meetings and the decisions made. Treasurer will keep financial records and records of assets
Disciplinary actions	The general assembly may impose penalties on leaders or normal members if they do not fulfil their responsibilities. These penalties are to be listed in the bylaws of the group.
Review constitution	This constitution may be revised by a two-thirds majority of members present at a general assembly meeting.
Dissolution	If the organization is dissolved, the following rules will apply.....
	On dissolution, the funds of the organization will be disposed of in this way following an audit by a disinterested party

Annex 9. Farmer Group Assessment Form

(Only to be used in those cases where there are existing groups which meet the NURI criteria)

NURI CSA FARMER GROUP ASSESSMENT FORM

Group name		Year established				
District		No. of members	F		M	T
Name of chairperson		Tel. chairperson				
Village		Extension Officer				

S/N	Area of Assessment	Max. Points	Points Scored	Means of Verification
1	Group has a constitution / bye-laws	5		
2	List of members / composition	2		
3	Does the group have leaders?	2		
4	Has the group received support last year?	4		
5	Has the group received training on livelihood last year?	4		
6	Significant number s of youth (age 18 to 28 years)	3		
6	Willingness to integrate nationals or refugees	5		
	Total	25		

Annex 10. Annual Plan for NURI groups

Group Name		
Month	Activity	Comments
March		
April		
May		
June		
July		
August		
September		
October		
November		
December		

Annex 11. Year-end Participatory Assessment

Group Name		
Outcomes:		
Production outcomes:		
Food Security – changes in access to and availability of food/periods of food insecurity		
Nutrition outcomes – changes in range of food consumed/ Number of meals per day		
Marketing – changes in quantity and range of produce sold		
Learning outcomes		
Changes in knowledge on production techniques		
Changes in knowledge on adapting to climate change		
Knowledge of new crops/ enterprises		
Level of uptake of new crops/enterprises/techniques		
Social and peace-building outcomes:		
Changes in inter-household relations (Including youth / gender issues)		
Comments on group functioning, leadership, solidarity, etc		
Changes in community relations and intra-household cooperation		
Changes in relationship between refugee and host community		
Other outcomes		
Unexpected outcomes – positive and negative		
Suggestions for changes / additions etc		