

UPSIDE

**Northern Uganda Resilience Initiative
(NURI)**



Toolkit – Selection of National Farmer Groups

**Government of Uganda
Danida**

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List of Acronyms

Abb.	Full text
AEO	Agricultural Extension Officer
AES	Agricultural Extension Supervisor
AFARD	Agency For Accelerated Regional Development
APM	Agricultural Production and Marketing
CF	Coordination Function for NURI
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
UPSIDE	Uganda Programme on Sustainable and Inclusive Development of the Economy
Ushs	Ugandan Shillings

1. INTRODUCTION

1.1 Purpose and Scope of the Toolkit

The purpose of this toolkit is to provide operational guidelines for selection of the national farmer groups who should be supported under the output of Climate Smart Agriculture of the Northern Uganda Resilience Initiative (NURI) program.

These guidelines are aimed at staff of implementing partners and the participating District Local Governments. It is based on the **Management Manual**, which contains the general guidelines for implementation of NURI.

Other manuals used in NURI are:

- M&E Manual
- CSA Training Manual (yet to be developed)
- Collective Marketing Manual
- VSLA manual
- Rural Infrastructure Manual
- Accounts Manuals (for the various implementing partners)

1.2 Content

Section 2 of the toolkit describes the strategy for selection of farmer groups while Section 3 describes the involved stakeholders.

Sections 4 and 5 contain detailed descriptions of how the farmer groups are assessed and selected. The formats used are included in Annex 1 and 2.

Annex 3 - 4 provide some general background information about NURI and the implementation plan for the Output Climate Smart Agriculture (CSA).

1.3 Distribution and Maintenance of the Toolkit

This toolkit is distributed to the 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 SELECTION OF FARMER GROUPS

The main target for Climate Smart Agriculture intervention is to make farming communities more resilient in the face of climate change and to increase the average value of agricultural production for participating farmers.

This is quite an ambitious target in light of unpredictable weather (climate changes) and in order to achieve it groups that have potential and interest in improving their agricultural production should be selected. Priority will be given to groups with the following characteristics:

1. Groups that show potential and commitment by having organised group activities and some results of their activities;
2. Groups that have an established and well-functioning leadership preferably with 50% women representation;
3. Groups that have many youth will be given due consideration;
4. Groups that have documented rules and good level of record keeping;
5. Groups that have received none or limited training and support in the last 4 years;
6. Members with close proximity in term of Geographical location;
7. Members with similar economic back ground e.g. household income; and

A Farmer Group Assessment Form (score card) that includes the above-mentioned assessment areas has been developed.

The number of farmer groups to be selected in each district in 2019 and 2020 is shown in the table below. For the case of Agago district all groups will be selected in 2019 while for Moyo and Adjumani districts all groups will be selected in 2020. All these groups shall be selected in the first half of each year so that they participate in agricultural training in the next season.

Table 1: Selection of Farmer Groups

District	2019	2020	Total
Agago	240		240
Kitgum	105	105	210
Lamwo	105	105	210
Nebbi	75	75	150
Pakwach	60	45	105
Zombo	75	75	150
Arua	165	165	330
Moyo		300	300
Adjumani		300	300
Total	825	1,170	1,995

The first batch of farmer groups is expected to be selected in the period 18/2 - 31/3/2019. The second batch of groups will be selected in 2020 also around same period.

In each district all sub-counties except town councils will participate in the programme. The number of groups per Sub-County will vary which is informed by population and land sizes, old groups to be supported and livelihood partners present in the district carrying out similar activities. In some cases, the program will form groups in a sub-county in one year only. The numbers and spread of groups will depend on what is logistically logical in each district in terms of numbers and distances. The selection of groups should take care of divided sub counties as much as possible within the existing budget.

Potential groups for assessment should be selected from the registered groups in the sub-county.

The programme is targeting small scale farmers (less than 5 acres cultivated) and on average 50% of the farmer group members should be women. In addition, on average at least 40% of participants should be youth (18-28 years).

3. STAKEHOLDERS

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

3.1 Farmer Groups

The roles of the farmer groups are to express interest in participating in the programme and in case they are interested, to provide information for the assessment exercise. They should avail documents and records about their groups and activities and give access to their fields, stores etc.

3.2 Implementing Partners

The Implementing Partners (IPs) for Agricultural Production and Marketing are:

- Arua DFA (Arua)
- AFARD (Nebbi, Pakwach, Zombo)
- RAU (Kitgum and Lamwo)
- RAU (Agago)
- RAU (Adjumani)
- RAU (Moyo)

The Agricultural Extension Officers (AEOs) will identify potential farmer groups together with the sub-county staff and make assessments of these groups.

Their work will be planned and quality assured by the Agricultural Extension Supervisors (AESs).

The IPs will select farmer groups for support under the program based on the outcome of the assessments.

3.3 District Local Governments

The District Council and the District Executive Committee have the overall responsibility for supervising NURI program implementation. The District Technical Planning Committee (DTPC) functions as the District Steering Committee for NURI just as it was for DAR3 / RALNUC3.

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

In relation to selection of farmer groups, the staff at Sub-county and Parish level will assist the IPs in identifying potential farmer groups. The sub county chief shall endorse groups selected prior to approval by the district.

The DTPC will approve the selected farmer groups for all sub-counties in the district.

3.4 Coordination Function NURI

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

CF provides the guidelines for selection of farmer groups, oversees the process and provides technical backstopping.

CF's first point of contact in NURI program implementation are the Regional Coordinators.

4. ASSESSMENT OF FARMER GROUPS

4.1 Identification of Potential Farmer Groups

This programme does not intend to form new groups but will support the already existing groups formed by different government programs and development partners in the various sub-counties over the years. Farmer groups engaged in Agricultural activities that have received little or no support from other programmes and projects shall be eligible.

Groups benefiting from the project are selected in two phases; 825 will be selected in 2019 and the remaining 1,170 will be selected in 2020 for the entire NURI program. For proper spread and coverage of groups, the AEOs in each sub-country, in consultation with local leaders and development partners operating in a given sub-county agree on the geographical location of the programme. Some possible considerations are below:

- Where presence of development partners is weak, it is possible to spread the groups to more than one parish. It is important that at least five groups are selected per Parish to reduce overspreading which increases costs and travel time. Where more groups will be formed in 2020, this needs to be taken into consideration to avoid overlap of staff by concentrating in given parishes in the different years.
- The AEOs need to know the location of RALNUC3 / DAR3 groups to avoid registering them into NURI besides some of these old groups shall supported for commercialization.
- Where there is strong intervention by other development partners or government program such as PRELNOR on livelihood that have similar interventions, the sub-county may decide to designate underserved areas for NURI.

Group inventory available with CDO and / or NAADS / Agriculture department at the sub-county shall be used for identification of potential groups ranging from 60 - 100. Where the information is not adequate / readily available, additional existing groups may be mobilised for the project through various means; radio announcements, notices and use of local leaders. The AEO shall compile a list of potential groups in the designated area for 2019 assessment. The same process shall be followed in 2020. The information to be recorded for groups includes; Sub county, Parish, Village, contact person, and membership. The inventory shall be shared with the sub county officials; LC3 Chairperson, Sub-county Chief, CDO, Agric. Officer and Parish Chief(s), AES and CF Regional Coordinator.

4.2 Visit to Farmer Group

Using the list of identified groups, the AEO shall visit each group separately and on an agreed date. The visit should include the following:

1. Brief presentation of NURI after which the farmer group can express their interest in participating in the programme. Find out if the group or any member participated in any of the DAR or RALNUC programmes. Where they say so, proceed with the discussion but later do not consider such groups in NURI.
2. Brief orientation about the assessment
3. Information gathering for the assessment
4. Information on selection process i.e. what happens next

The group has to be informed that the assessment does not automatically mean the group has been selected. It is a process of selecting the groups to be supported under the NURI project. Farmers need to be informed that only few groups will be selected per sub-county in 2019 and/or 2020. The results shall be published at Parish, Sub-County and District level. However, not to bias the responses of the group this should be explained to the group at the end of the assessment.

4.3 Assessment of Farmer Group

The groups will be assessed by AEO based on the Farmer Group Assessment Form (score card) that has been adapted from DAR3 / RALNUC3 program (refer to annex 1). Each group will be assessed from its present location. AESs need to supervise the process and ensure it is properly done.

The AEO should start the information gathering with some more general questions about the group, like what keeps you together, rather than using the form as a checklist. He/she should also familiarise himself / herself with group activities, records, assets and leadership before he/she fills in the form.

The score card is divided into 3 parts; part 1 gives information about the group and AEO, part 2 covers assessment of group and part 3 covers comments. All these parts need to be filled.

Part 1

This section captures location details of the group such as group name, district, sub-county, parish and village. Other information filled is the registration status of the group and composition of members. No scoring is done in this section.

Part 2

This part is divided into six sub-sections and is the main section for the assessment of groups. The sixth and last sub-section looks at support the group has received in the last 4 years and a maximum of 20 points is scored. Probe how the group came into existence, trainings received and inputs/items provided, who supported the group and which year(s) these were done. Here groups are getting points for NO support. A total of 75 points shall be awarded to the group.

S/N	Guidelines for Scoring	Max points	Means of verification	Comments
1	Constitution	5		
1.1	Does the group have a constitution and/or bye laws duly signed by the members? Look at the quality of the documents in terms of content. Do the members understand them?	5	Constitution / bye laws file	
2	Records	10		
2.1	Does the group have a list of members including information on sex, age and contacts?	2	Group register, activity records, attendance sheets	
2.2	Are there minutes of meetings held? Look at the past 2- 4 years and meeting agenda.	2	Minutes kept and in what form.	
2.3	Does the group keep financial records? Look if the group has account with a financial institution, record of membership fees, subscription fee and any information on revenue and expenditure.	2	Payment lists, books of accounts, sales records, purchase records, receipts, bank	

2.4	Does the group have information on production / yield for the enterprises it has been engaged on for the past 2 – 4 years? The information can be for crops and/or animal enterprises	2	Production records, minutes of meetings etc.	
2.5	Does the group have information on sale of its products?	2	Receipts, sales books, minutes of meetings etc	
3	Leadership of group	10		
3.1	Does the group have elected leaders? When was the last election as per constitution? Look if the group has all the leaders as per its constitution.	2	Minutes of group and other records in the group.	
3.2	What is the ability of the group leaders to read and write? Probe to find who of the leaders is able to write e.g. who takes minutes of the group, writes financial records, writes letters or other information for the group.	2	Group records	
3.3	How many women are in key leadership positions for the group? Consider key positions such as Chairperson, Treasurer, Vice Chairperson and Secretary. Each woman leader attracts 1 point (max 2 points)	2	Records of the group and minutes.	
3.4	How frequent does the group hold election of leaders? Is it as per the constitution / bye-laws?	2	Minutes of meetings	
3.5	How frequent does the group hold meetings for the group? Is this regularly conducted? Quarterly meetings per year is sufficient.	2	Minutes of meetings	
4	Membership	15		
4.1	How many members are currently in the group? Probe for active members of the group. Groups with 25 – 30 members score of 5. Groups with 31 – 35 members or 20 – 24 members score 3 points, those with 15 – 19, score 1	5	Group register, VSLA records	
4.2	How many youth are in the group (those aged 18 – 28 years)? Where 40% are youth, they earn max 5 points, 20%, it earns 3 points and less than that earns 1 point	5	Group register	
4.3	Are all members of the group from the same village	2	LC 1 records	
4.4	How many members of the group are engaged in occupations apart from farming (e.g. formal employment)? Less than 2, 3 points, 2 to 5 members, 1 point, over 6, zero points.	3	Group records / probing / introductions	
5	Group activities	20		
5.1	For the past 1 – 4 years, has the group been involved in any bulking and collective	4	Treasurer's reports, store	

	marketing of members produce? How long has it been done? If at least 10 or more members have been involved, give maximum 4 points		and sales records	
5.2	In 2018 or previously, did the group have a garden and what was the acreage? Probe in case of large acreage and where more than one crop was cultivated add up the area. Have a visit to block if still in existence. Maximum score of 4 points for more than 5 acres in 2018 / 2017 or has been consistently having a block garden.	4	Group garden, stored produce, group activity records, group minutes, production records etc	
5.3	Is the group carrying out VSLA? If so, which year did it start and has it been a continuous activity in the group? Maximum score 4 points for groups on 4 th year and above) and group is trained in VSLA. Find if all members in farming fully overlap with those in VSLA. Indicate in the comment where there is a difference	4	VSLA books, minutes of meetings	
5.4	Does the group use collective ox traction? How many pairs of oxen are used and for how long they have used them? Has the group on its own bought some oxen? Maximum of 4 points used for groups of 3 years and above.	4	# oxen of the group, rooster for use of oxen to plough	
5.5	What other activities is the group engaged in relation to livelihood? This may include collective procurement of inputs, agro processing etc.	4	Group records, assets register, minutes, etc	
6	Support received in the last 4 years	10		
6.1	Has the group received any training on farmer institutional development? These cover group dynamics, constitution, leadership and roles, conflict management in the group, etc. <u>A maximum of 2 points is provided where group has received none.</u>	2	Visitors' book, activity records etc.	
6.2	Has the group received training in good agronomic practices? Probe the organizations / programs that provided the training <u>A maximum of 2 points is scored where the group has received none.</u>	2	Visitors' book, activity records etc.	
6.3	Has the group received training on marketing? Probe how they have been marketing as a group. <u>A maximum of 2 points scored for groups with none.</u>	2	Visitors' book, activity records etc.	
6.4	Has the group been trained on VSLA? Probe how the group began VSLA and what kit they have. Etc. <u>A maximum of 2 points for groups that received none.</u>	2	Visitors' book, activity records, VSLA kit	
6.5	Has the group received any equipment and implements (PHH items, hoes, axes, oxen	2	Assets register, minutes of	

	etc) in the past? Probe who gave out such and how they used them. Are the items still being used by the group? <u>A maximum of 3 points for group without.</u>		meetings, production records	
	Total	70		
	Adjustment for means of verification Where almost all information can be verified 5 points are given. Where about half is verified 3 points are given. Where there is no means of verification 0 points are given.	5		
	Grand Total	75		

Part 3

This part is for comments and does not have any scores attached. Comments provided in this section shall help in making final decisions during the selection. Any notes from the probing during assessment and other information the tool does not capture is put here.

4.4 Fairness in Assessment

For fairness of the exercise in the selection of groups the following shall be put in place:

- The exercise will be done where the groups reside to allow verification of certain information that groups will provide.
- Each farmer group will be mobilised for assessment on specific date.
- Group inventory provided by the sub-county where it exists will be used for the assessment
- The AESs should ensure that information is collected by AEOs as per the guidelines and that the total scores is calculated correctly.

4.5 Formats Used

The following formats are used:

1. List of potential farmer groups (see section 4.1)
2. Farmer Group Assessment Form – score card (see Annex 1)

5. SELECTION OF FARMER GROUPS

After assessment of the groups in the targeted locations in a sub-county the next stage is to select 15 groups to be supported by NURI. The steps below are followed.

5.1 Ranking of Farmer Groups

The AEO shall be responsible for compiling a list of all assessed groups in an excel sheet. Please see the format in Annex 2. The farmer groups are arranged according to their scores from the highest to the lowest.

5.2 Selection of Farmer Groups

Fifteen groups that get the highest scores are the ones to be considered for support. Other information of the groups is reviewed to ensure that they are the right groups that need support. The AEOs shall share such information with AES and sub-county officials for review.

In case any changes are made to the selection it shall be documented what the justification is.

Any challenge of the assessment, the AES shall analyse the complaint and take action depending on the gravity of the problem.

5.3 Approval by DTPC

The IP shall compile a list of all farmer groups selected in a district and present it to the CF Regional Coordinator.

After that the IP shall take the list to the sub county chief for endorsement. Then through the District Production Officer it shall present the list for approval by the DTPC.

Once a resolution is passed then those are the groups to participate in NURI.

5.4 Feedback to Farmer Groups

The outcome of the exercise shall be made public. Both successful and unsuccessful groups shall be displayed at the district, sub-county and parish levels. The aim is to disseminate the results of group selection for NURI support.

5.5 Formats Used

The following formats are used:

1. Ranking of Farmer Groups (see Annex 2)

ANNEXES

Annex 1. Farmer Group Assessment Form

NURI FARMER GROUP ASSESSMENT FORM

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

S/N	Area of Assessment	Max. Points	Points Scored	Means of Verification
1	Documented rules	Max 5		
2	Records	Max 10		
2.1	List of members	2		
2.2	Minutes of meetings	2		
2.3	Financial records / bank account	2		
2.4	Yield/ production records	2		
2.5	Sales records	2		
3	Leadership	Max 10		
3.1	Leaders elected by group members	2		
3.2	Ability of leaders to write	2		
3.3	Women in leadership	2		
3.4	Frequency of election of leaders	2		
3.5	Frequency of meetings	2		
4	Membership	Max 15		
4.1	20 -35 members	5		
4.2	Youth representation	5		
4.3	Members proximity	2		
4.5	Other occupations	3		
5	Group activities	Max 20		
5.1	Collective marketing (bulking)	4		
5.2	Group block field (>5 acres)	4		
5.3	VSLA activities	4		
5.4	Collective use of ox traction	4		
5.5	Others	4		
6	Support received in last 4 years	Max 10		
6.1	Group has <u>not</u> received training in farmer institutional development (FID)	2		
6.2	Group has <u>not</u> received training in GAP	2		
6.3	Group has <u>not</u> received training in marketing	2		
6.4	Group has <u>not</u> received training in VSLA	2		

6.5	Group has <u>not</u> received tools (PHH, hoes, oxen, axes etc.)	2		
	TOTAL SCORE	70		
	Adjustment for means of verification	Max 5		
	GRAND TOTAL SCORE	Max 75		

COMMENTS

Rules:
Records:
Leadership:
Membership:
Activities:
Support received:
General impression / other issues:

Staff involved	Date	Name	Signature
Prepared by, AEO			
Checked by, AES			

Annex 3. Brief Overview of NURI

Annex 3. Brief 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 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. Selected settlements are Rhino Camp Refugee Settlement in Arua District, Palorinya Refugee Settlement in Moyo District, 3 selected refugee settlements in Adjumani District and Palabek Refugee Settlement in Lamwo District.

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.

NURI will be implemented from 1/1/2019 to 31/12/2022 in the target districts mentioned above.

NURI consists of three outputs for interventions:

- Climate Smart Agriculture - Training of small-scale farmers in climate smart agriculture and marketing;

- Rural Infrastructure – Renovation and construction of agriculturally-related rural infrastructure;
- Water Resources Management – Improved climate change resilience in Northern Uganda through WRM, including for refugees and host communities.

The immediate objective of NURI is:

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

Each output has specific objectives summarised as indicated below:

Outputs	Objective
Climate Smart Agriculture (CSA)	<i>to increase agricultural output of small-scale farmers</i>
Rural infrastructure (RI)	<i>to renovate and/or construct agriculturally related rural infrastructure using labour intensive approaches</i>
Water Resources Management (WRM).	<i>to improve climate change resilience in Northern Uganda through WRM, including for refugees and host communities</i>

The outputs have the following activities and implementing partners:

Outputs	Main Activities	Implementing Partner
Climate Smart Agriculture (CSA)	1.1 Identify and train target farmer groups	Arua DFA, AFARD, RAUs
	1.2 Train target farmer groups in financial literacy, especially through formation and support of VSLAs	
	1.3 Provide capacity building and operational support to the implementing partner	Arua DFA, RAUs
	1.4 Provide capacity building and operational support to the production departments in the participating district	NURI CF, DLGs

	local governments	
	1.5 Sensitize farmer groups to SRHR & GBV issues (UNFPAs WAY program)	CARE, Arua DFA, AFARD, RAUs
Rural infrastructure (RI)	2.1 Prepare infrastructure investment plans for approval	Contractor
	2.2 Implement approved infrastructure projects	Contractor
	2.3 Provide capacity building and operational support to the engineering departments in the participating district local governments	NURI CF & DLG
Water Resources Management (WRM).	3.1 Develop WRM micro catchment plans	MWE, UNWMZ
	3.2 Construct approved WRM infrastructure projects	Contractor