

UPSIDE

**Northern Uganda Resilience Initiative
2019 - 2022**



NURI M&E Manual

**Government of Uganda
Danida**

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List of Acronyms

Abb.	Full text
AFARD	Agency for Accelerated Regional Development
ARUDIFA	Arua District Farmers Association
CAO	Chief Administrative Officer
CBTs	Community Based Trainers
CDOs	Community Development Officers
CF	NURI Coordination Function
CSA	Climate Smart Agriculture (strategic intervention 1 for NURI)
CRRF	Comprehensive Refugee Response Framework
Danida	Danish International Development Assistance
DCB	Strategic Intervention for DLG Capacity Building
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
FPO	Focal Point Officer
GoU	Government of Uganda
IMC	Implementation Monitoring Committee
IP	Implementing Partner
LLG	Lower Local Government
MAAIF	Ministry of Agriculture, Agriculture Industries and Fisheries
M&E	Monitoring and Evaluation
MOLG	Ministry of Local Government
MOFPED	Ministry of Finance, Planning and Economic Development
MoWT	Ministry of Works and Transport
NURI	Northern Uganda Resilience Initiative
PICOT	Partners in Community Transformation
OPM	Office of the Prime minister
PMCs	Project Management Committees
PMP	Production and Marketing plans
PUCs	Project User Committees
RAUs	Resilience Agricultural Units
RDE	Royal Danish Embassy
RDNUC	Recovery and Development in Northern Uganda Component
RI	Rural Infrastructure (strategic intervention 2 for NURI)
SAS	Senior Assistant Secretary
SRHR	Sexual Reproductive Health and Rights
ToC	Theory of Change
ToR	Terms of Reference
UGX	Ugandan Shillings
UNWMZ	Upper Nile Water Management Zone
VAT	Value Added Tax
WRM	Water Resource Management (strategic intervention 3 for NURI)

INTRODUCTION

Purpose and Scope of the Manual

The purpose of this manual is to describe the M&E System for the Northern Uganda Resilience Initiative (NURI) of the UPSIDE Programme and to provide guidelines for those involved in M&E.

The manual is aimed at the participants in the NURI Implementation Monitoring Committee (IMC), the District Local Governments (DLGs), the Implementing Partners (IPs), Resilience Agricultural Units (RAUs) and staff at the NURI Coordination Function.

The NURI M&E Manual is based on the following key documents:

1. NURI Project Document
2. Development Engagement Document for the Northern Uganda Resilience Initiative 2019-2022
3. Danida's guidelines for programme management
4. NURI Programme Management Manual

1.2 Distribution and Updating of the Manual

This manual is distributed to the stakeholders mentioned above. A complete distribution list is maintained by 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 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 13 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, Madi-Okollo, Terego, Pakwach, Nebbi, Zombo, Moyo, Adjumani, Obongi and Koboko 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, Imveppi in Terego district, Palorinya Refugee Settlement in Obongi District, 5 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.

In-depth background analysis, lessons learnt from earlier interventions, rationale for the support, guiding principles and risk analysis and response, amongst other things are included in the NURI programme document and DED, with further details in the DEDs developed for implementing partners.

NURI will be implemented in districts in West-Nile and in Acholi Sub-region from 1/1/2019 to 31/12/2022.

2.1 Interventions in NURI

NURI consists of three outputs:

- Output 1: Climate Smart Agriculture which is training of small-scale farmers in climate smart agriculture and marketing;
- Output 2: Rural Infrastructure which is renovation and construction of agriculturally-related rural infrastructure;
- Output 3: Water Resources Management which is improved climate change resilience in Northern Uganda through WRM, including for refugees and host communities.

There will be training in Sexual Reproductive Health and Rights (SRHR) through the Danida funded – WAY programme. Those WAY activities relating to NURI will be handled by CARE in close collaboration with NURI CF and implementing partners in the field.

2.2 Implementing Partners

Climate Smart Agriculture

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

Partner	Coverage	Comment
A. Arua DFA	National and refugee farmer groups in Arua District	Selected based on DED criteria 1.
B. AFARD	National farmer groups in Nebbi, Pakwach and Zombo Districts	Selected based on DED criteria 2.
C. RAU Moyo	National and refugee farmers in Moyo and Obongi District.	To be established by CF
D. RAU Adjumani	National and refugee farmer groups in Adjumani District	To be established by CF
E. RAU Kitgum/Lamwo	National and farmer groups in Kitgum and Lamwo District	A continuation of RAU Kitgum/Lamwo of RDNUC

F. RAU Agago	National farmer groups in Agago District.	A continuation of RAU Agago of RDNUC
F. PICOT-Koboko	National farmer groups in Koboko	Selected based on organisation capacity assessment criteria & CCE envelop from MFA-Denmark

Rural Infrastructure and Water Resource Management

The implementing partner for rural infrastructure is Danish Refugee Council, it will cover all the districts of implementation.

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

It has been decided that approved infrastructure projects under RI and WRM will be implemented by DRC. Note that DRC has been selected through an international tender and has experience in implementing similar interventions. The reason for having the same partner for the two sets of activities is that there are considerable savings in terms of management, office space and transport.

DRC will take lead in activity monitoring in close collaboration with NURI CF.

Sexual Reproductive Health & Rights

The implementing partner for SRHR training is CARE International under the WAY programme which is managed by UNFPA. The participating households for NURI will be part of the target group for training activities and awareness raising. CARE will take the lead in monitoring of the activities; however, they will report on a quarterly basis to NURI CF.

2.3 Overview of Benefitting Households

The number of households that will benefit from the NURI are estimated to be 150,000. During the onset of the programme, the target was to reach 4,000 farmer groups however with the additional funding from the CCE envelop (Ministry of Foreign Affairs-Denmark), the target increased to 4,375 farmer groups consisting of 131,250 households with agricultural extension and training under Output 1. About 75% of these households will also benefit from VSLA. 28%

of households are expected to be from refugee households. 1,504 groups are expected to benefit under Output 2, giving about 42,030 participants (households), of which about 30% are expected to be refugees. Under Output 3, eight communities at micro-catchment level will participate in the programme. Some of these will be in refugee hosting areas. The estimated number of beneficiaries will be determined after a baseline survey to be conducted when the programme commences. A summary is given in the table 2.1 below:

Table 2.1 Households benefitting from NURI

Intervention	Groups	Households	Hereof refugees	
			Number	%
Climate Smart Agriculture	4,375	131,250	36,750	28%
Rural Infrastructure	1,504	42,030	12,609	30%
Water Resource Management	1,200	36,000	N/A	N/A
Total	7,079	209,280	49,359	

For CSA there will be 1,225 groups in the refugee settlements, which is 28% of the 4,375 groups, but since some of the groups are mixed refugees and nationals, the refugee households constitute an estimated 28% of the total number of households.

3. OVERVIEW OF M&E SYSTEM

The M&E system is based on NURI log-frame and theory of change which is explained and shown in Annex 1 and 5. They are in line with UPSIDE results framework as stipulated in the programme document and DED.

The objectives of the system are:

- I. Measure progress towards achievement of component objectives and outcomes
- II. Enhance learning, information sharing and feedback
- III. Provide a basis for improving delivery and decision making by facilitating the identification of potential implementation challenges and propose possible solutions.

3.1 M&E Concepts

Some key concepts that will be commonly used in executing the M&E activities are defined below:

Monitoring:

NURI adopts the definition from OECD (2002a) which says monitoring is a continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Monitoring gives information on *where* a policy, program, or project is at any given time (and over time) relative to respective targets and outcomes.

Evaluation:

Is the systematic and objective assessment of the design, implementation and results of an ongoing or completed project, program or policy. The aim is to determine relevance of objectives, the effectiveness of the design and implementation, the efficiency of resource use, the impact on beneficiaries and the sustainability of results (OECD 2002). Evaluation gives evidence of *why* targets and outcomes are or are not being achieved. It seeks to address issues of causality.

Outputs:

These are the products, capital goods and services which result from development interventions.

Outcomes:

This refers to the likely or achieved short-term and medium-term effects of an interventions output.

Impacts:

These are the positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

Indicator:

This is the quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention or to help assess the performance of an actor.

Target:

This is a value that an indicator is expected to reach by a particular date. Targets provide benchmarks against which performance can be judged.

Theory of Change (TOC):

Theory of change refers to pathway mapping of how a development intervention will bring changes (especially positive) about a condition it is meant to address. It is based on assumptions about what is required to make these changes happen. This is done by articulating and visually illustrating the assumptions, actions and strategies for change.

3.2 Levels of M&E

NURI will carry out M&E activities at four different levels; these are defined as:

I. Activity Monitoring:

The day-to-day monitoring of activities, implementation processes and transformation of inputs into program outputs will be done by implementing partners in line with approved work plans and implementation processes and procedures.

II. Output and Outcome Monitoring

The outcome and output level monitoring will be done by the Coordination Function with support from implementing partners and consultants. The output and outcome results will be measured by routine collection of data through surveys (monitoring and mini/special surveys).

III. Impact Monitoring

The indicators for the development objective define the impact of the component. It is vital to note that NURI is not solely responsible for attainment of the immediate objective but rather

contributes to it. Impacts are long term effects of a development program and usually seen after several years. This program has not planned for any summative evaluation however contribution towards the achievement of the goal is measured at outcome level (lower-level impact).

IV. Program Reviews and Evaluation

The Danish-Country Programme 2018/2022 will undergo a mid-term review in 2020/2021. NURI will be part of this review. NURI CF will prepare background documents for the review, including inception reports, annual reports, baseline reports, surveys and/or study reports that will be conducted in 2020. The RDE will prepare the ToR for the review with inputs from NURI CF. The exercise will be carried out by the Danish Ministry of Foreign Affairs.

As earlier mentioned, under NURI, impact evaluation is not planned. It may, however, be considered to undertake one as it could provide useful information and lessons for future programmes of a similar nature. An evaluation would be done by an independent team after the programme has ended. It would therefore be RDE to take the initiative.

3.3 Theory of Change/Results Framework

As earlier mentioned, the system is based on the Log-frame and theory of change/results framework as indicated in the programme document and DED. As a tool, theory of change (TOC) helps link activities to the results that NURI is expected to contribute in the intervention areas. There is however a need to understand CSA in the context of NURI in order to be able to trace for results.

Climate Smart Agriculture in NURI. In the NURI context Climate Smart Agriculture (CSA) is understood in the broadest sense. It refers not only to climate-smart agronomic practices in the field such as the choice of crops and varieties, planting dates, cultivation methods and soil and water conservation but also to the livelihood practices of households more generally as well as community level activities. Financial literacy and building up savings, as well as being better able to demand your health and sexual rights so that more labour days can be spent on productive activities are climate smart activities at the household level. Improving access to family planning services and changing community attitudes to gender-based violence, engaging in community activities, be they farmers groups, marketing groups, VSLA groups or public works and rural and water infrastructure maintenance activities, help to build social networks, community infrastructure and access to information, mentoring and support and are all seen as climate-smart activities at the community level. Engaging youth at all levels ensures climate smart concepts are ingrained in young people and help ensure the sustainability of the efforts under NURI. At the

national level NURI will engage with knowledge partners to share information and if possible, to support efforts to improve weather information. Thus, at all levels there are activities that contribute to the resilience that underlies climate-smartness in the face of unpredictable weather as well as enhancing the capacity of households and communities to sustain the benefits of the programme.

Explaining Theory of Change

Theory of change in Climate Smart Agriculture

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

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

Theory of change in Rural Infrastructure

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

Theory of change in Water Resource Management

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

Asylum space and Resilience in NURI

Including both host communities and refugees as beneficiaries will help counter the negative impact of refugee influx on the long-term development prospects of Northern Uganda, which will contribute to minimizing the risk of intercommunal conflict and provide marketing and learning opportunities for both communities leading to increased household income and food security.

For these changes to happen the beneficiary farmers should be willing to participate in the programme and adopt climate smart agricultural methods (knowledge, skills and practices/technologies) that improve the productivity and resilience of their farming systems. Refugees should be able to access land for agricultural activities and be able to produce beyond their subsistence requirements. The project assumes that participating households will be receptive to SRHR messages and practice family planning; that they will participate literacy lessons and apply financial management skills acquired. Developments concerning these assumptions will be closely monitored.

Annex 2 presents the theory of change diagrammatically, showing the flow of outcomes and results, as well as some of the linkages. A multi-pronged programme such as NURI is difficult to capture in such a simple form, but the attempt is made to show the logic behind the theory of change.

3.4 M&E System Components

The main components in the M&E System are:

1. Stakeholders (section 4)
2. Organisation of M&E (section 4)
3. Log-frame (Annex 1)
4. Theory of Change (Annex 5)
5. Indicators and targets (section 5)
6. Baseline studies (section 6.1)
7. Monitoring surveys (section 6.2)
8. Mini surveys (section 6.3)
9. Data collection methods and tools (section 6.4)
10. Databases (section 6.5)
11. Data analysis (section 6.6)
12. Reporting (section 7)
13. M&E Events (section 8)
14. M&E activity Plan (section 9)
15. M&E System Maintenance (section 10)

4. STAKEHOLDERS, ROLES AND RESPONSIBILITIES

A mapping of stakeholders was done before implementation was started. The stakeholders are identified as:

1. RDE
2. Line Ministries (including OPM, CRRF and UNWMZ)
3. NURI Coordination Function
4. District local governments and Lower local governments
5. Implementing partners (including AFARD, ARUA DFA, CARE-WAY, DRC) and RAUs
6. Farmer groups, community members and refugees

4.1 NURI IMC

A NURI Implementation Monitoring Committee (IMC) will be established. The IMC will be chaired by a representative from the RDE and will meet once a year. CF on behalf of the RDE will ensure that the committee is set up and launched in the second quarter of 2019. The committee will comprise of the following members:

- Ministry of Finance, Planning and Economic Development
- Ministry of Agriculture, Animal Industries and Fisheries
- Ministry of Works and Transport
- Ministry of Local Government
- Ministry of Water and Environment
- Office of the Prime Minister
- Comprehensive Refugee Response Framework Secretariat (CRRF)
- Representatives of involved District Local Governments
- Representatives from different implementing partners
- Royal Danish Embassy

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 IPs & RAUs
4. Participate in joint field monitoring exercises

4.2 Royal Danish Embassy (RDE)

The RDE is the donor for NURI programme in Northern Uganda. It is responsible for reporting on the results framework to the Ministry in Denmark. It also monitors, through NURI CF, the whole implementation process.

4.3 Line Ministries

This includes MoFPED, MAAIF, MWT, MLG, MWE, OPM and CRRF Secretariat. They form part of the IMC during which they provide guidance on policy issues and answer to concerns that come during implementation that needs the attention of the ministries. OPM and CRRF handle refugee issues and therefore the IPs that are working in refugee settlements will do so in close collaboration/consultation with the two entities.

4.4 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. The M&E functions for NURI will be managed by CF under the leadership of the Monitoring and Evaluation Coordinator. CF will perform the following M&E responsibilities:

1. Establish, manage, coordinate, maintain and sustain NURI M&E system
2. Establish and manage the NURI Farmer Group and community members database
3. Build the capacity of implementing partners in M&E
4. Review and aggregate work plans of the implementing partners
5. Prepare NURI progress and annual reports
6. Prepare program reviews in cooperation with RDE
7. Prepare program evaluation/impact studies
8. Plan, supervise and implement M&E data collection activities (baseline studies, monitoring surveys and mini surveys)
9. Assist the implementing partners in conducting mini surveys to provide quick feedback on implementation process
10. Plan and conduct M&E events (Learning and Reflection workshops, NURI IMC meetings)

4.5 District Local Governments (DLGs)

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 review progress reports.

In each district, the CAO shall appoint a Focal Point Officer (FPO) for NURI. The appointed person shall be a Senior Officer preferable in the production, planning and engineering department (e.g. District Production Officer, District Agricultural Officer, District Engineer). 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, NURI CF, RAUs and relevant IPs

The District Production Unit (DPU) will:

1. Monitor agricultural training and demo plot set-up
2. Monitor and provide feedback on production related challenges & cross cutting issues in production
3. Assist in the preparation of DLG progress/monitoring reports for NURI
4. Participate in monitoring and mini surveys, impact studies, program reviews
5. Participate in M&E events organised by the CF

The District Engineering Departments will:

1. Monitor infrastructure projects and verify whether they have been implemented according to agreed standards
2. Provide resource persons for training on infrastructure projects
3. Assist in preparation of DLG progress/monitoring reports
4. Participate in monitoring, mini surveys, impact studies and program reviews
5. Participate in M&E events organised by the CF
6. Monitor the use of equipment provided for DCB in the engineering unit
7. Report on the training and study programmes undertaken under DCB

The Focal Point Officers will:

1. Mobilise political and technical DLG team for DEC monitoring of NURI activities
2. Compile DEC monitoring reports for NURI activities
3. Participate in IP monthly coordination meetings
4. Account for fuel and allowances for DEC monitoring

5. Promote NURI programme activities within the DLG and LLG

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

The LLGs (political and technical leaders) will:

1. Support in the selection of NURI beneficiaries and RI/WRM project selection/screening
2. Participate in monitoring NURI activities ie demo fields, infrastructure projects
3. Provide feedback on implementation process
4. Participate in M&E events
5. Make recommendations for improvement
6. Participate in IMC joint field visits if it is within their sub-county

4.6 Implementing Partners

Implementation of NURI has been delegated to implementing partners and RAUs. Their roles in M&E are:

1. Monitor implementation of planned activities and outputs
2. Prepare quarterly and annual progress reports
3. Collect farmer group and community members bio-data
4. Provide demo field data and completed projects status updates
5. Participate in surveys/assessments to provide status of achievement of performance targets
6. Document best practices and lessons learnt during monitoring visits
7. Participate in M&E events

4.7 Farmer Groups, Local Communities and Refugees

The farmer groups, local communities and refugees are the primary stakeholders of the NURI program and have the following roles in M&E:

1. Provide data on activities, implementation process and the outputs of the program
2. Keep group production and marketing records (PMPs)
3. Provide suggestion on how program implementation can be improved to ensure their increased benefit

4. Mobilise community members for NURI activities including surveys, reviews and evaluations
5. Participate in M&E events (sharing success stories)

5. INDICATORS

The indicators were defined in the programme document and DED and will be reviewed and refined during the inception phase. Some changes were made based on the re-appraisal of NURI in 2018. Key indicators have been aligned with and included in the UPSIDE Results Framework. Defining indicators and setting targets has been through an informed process based on experiences of the DAR3/RALNUC3 and knowledge of the development context of Northern Uganda and West-Nile. It will also be dependent on the start date for roll-out of NURI activities in the selected districts of operation.

For South West Nile and Acholi sub-region where RDNUC was implemented, their baseline line will be 2018 whilst for North West-Nile will be 2019. This is because activities in North West Nile would start later in 2019 compared to the rest of the districts and only targeting refugee groups.

5.1 Indicators and Targets

Essentially, a target is a number that is set (specified level of performance) for a given indicator by a certain period of time. There is an overall target and annual targets to break down the goal into manageable tasks and make tracking the indicators easy;

1. An overall target: this measures the expected performance for the life of the program. It defines what you want to accomplish by the end of the program by a given indicator.
2. Annual target: this measure expected performance for each year of the program. Setting annual targets help to break down the overall target which is linked to the achievement of the goal of the program.

The performance targets for NURI are set based on the number of participants the programme is expected to serve, weather pattern and level of achievement of DAR/RALNUC programme especially at goal and outcome level. The targets are going to be measure against baseline where in NURI, the baseline year is in two categories:

1. 2018 for South West Nile and Acholi sub region. This is because activities with all categories of farmer groups were rolled out in 2019.
2. 2019 for North West Nile because in 2019, the activities were implemented with only refugee groups. The new national farmers will be brought on board in 2020, therefore their baseline year will be 2019.

The annual targets were set in consideration of the increase the programme will try to achieve and the number of years of implementation. At output level, the implementing partners may consider breaking down the annual targets into bi-annual or quarterly depending on the activities.

Steps in setting annual targets:

- Determine the increase your program needs to gain to reach your overall target
- Divide that number by the number of years in which you would like to achieve the target
- Add the number to your baseline indicator for each year
- Ensure you have an agreed-upon and realistic definition of target population
- Set a realistic target to achieve in the long term and short term
- Consider annual variations in weather

5.1.1 Indicators at Impact/Outcome level

The implementation of NURI activities for both CSA and Rural infrastructure is phased; this means that the first lot of farmer groups (nationals & refugees) will be selected in 2019 and a second lot in 2020 in South West Nile and Acholi sub region. In North West Nile, in 2019 only refugee groups will be selected and new nationals will start in 2020. For the refugee groups, a final lot will be selected in 2021. Under rural infrastructure, community projects will be identified in a phased manner. Performance targets are set for each implementation year 2019,2020,2021,2022 however in the assessment of performance of the beneficiaries, their year of start with the programme should be considered.

In the framework, where N/A is used under the baseline column, it means the indicator does not require baseline data whereas under targets, it means that measurement of that indicator is not required that year.

Indicators	Baseline (2018) (2019)		Targets				
			Year 1 (2019)	Year 2 (2020)	Year 3 (2021)	Year 4 (2022)	
Immediate Objective: To enhance resilience and equitable economic development in supported areas of Northern Uganda, including for refugees and host communities.							
	Target group						
Increase in average annual agricultural cash income of participating HHs (segregated by age, gender of HH head and refugee status)	South West Nile & Acholi <i>(Arua, Madi-Okollo, Nebbi, Pakwach, Zombo, Kitgum, Lamwo, Agago)</i>	New nationals	Ugx 1,685,419	N/A	5%	15%	20%
		Refugees in mixed groups	Ugx 872,410				
		Women refugees	Ugx 294,241				
	North West Nile <i>(Adjumani, Moyo, Obongi, Koboko)</i>	New nationals	Ugx 1,185,428	N/A	N/A	5%	15%
		Refugees in mixed groups	Ugx 359,264				
		Women refugees	Ugx 288,204				
Reduction in number of participating HHs reporting periods of food insecurity (segregated by age, gender of HH head and refugee status)	South West Nile & Acholi <i>(Arua, Madi-Okollo, Nebbi, Pakwach, Zombo, Kitgum, Lamwo, Agago)</i>	New nationals	45%	N/A	40%	40%	50%
		Refugees in mixed groups	43%				
		Women refugees	55%				
	North West Nile <i>(Adjumani, Moyo, Obongi, Koboko)</i>	New nationals	55%	N/A	N/A	40%	40%
		Refugees in mixed groups	82%				
		Women refugees	83%				
Total number of people benefiting from supported WRM interventions	N/A		N/A	5,000	22,280	36,000	
Objective for output 1: To increase the agricultural output of small-scale farmers							
Cumulative % of participating HHs adopting additional CSA practices	N/A		40%	50%	60%	65%	

Cumulative % increase in average yields per acre for strategic crops for participating HHs	South West Nile & Acholi <i>(Arua, Madi-Okollo, Nebbi, Pakwach, Zombo, Kitgum, Lamwo, Agago)</i>	<i>Strategic crop</i>	<i>Yield in kgs per acre</i>	N/A	5%	10%	15%
		Sesame	156				
		Soybeans	231				
		Sunflower	249				
		Beans	264				
		Rice	504				
		Onions	1,052				
		Cassava	2,901				
	North West Nile <i>(Adjumani, Moyo, Obongi, Koboko)</i>	Sesame	201	N/A	N/A	5%	10%
		Groundnuts	471				
		Maize	485				
		Cassava	2848				
		Soybeans	361				
		Beans	315				
Cumulative % of the quantity of strategic crops harvest that is sold	South West Nile & Acholi <i>(Arua, Madi-Okollo, Nebbi, Pakwach, Zombo, Kitgum, Lamwo, Agago)</i>	63%	55%	60%	65%	70%	
	North West Nile <i>(Adjumani, Moyo, Obongi, Koboko)</i>	59%	N/A	55%	60%	65%	
Objective for output 2: Agriculturally-related rural infrastructure renovated and or constructed using labour intensive approach							
Average cumulative percentage of projects in district investment plans completed (segregated by refugee settlement area or not)	N/A		20%	50%	80%	100%	
Cumulative number of beneficiaries that report a reduction in time and/or cost in transporting goods to a market place (segregated by refugee settlement area or not)	N/A		5,000	10,000	15,000	20,000	
% of HHs reporting satisfaction with completed infrastructure projects	N/A		N/A	70%	80%	90%	
% of community members living close to the completed infrastructure who are using it	N/A		N/A	90%	90%	90%	

Objective for output 3: <i>Agriculturally-related physical and natural water infrastructure constructed or made more resilient to climate change</i>					
Cumulative number of micro- catchment plans implemented	N/A	2	4	6	8
Number of agriculturally-related physical & natural water infrastructure constructed or rehabilitated (adjusted CCE supporting indicated)	N/A	10	20	30	40
Community/user management agreements developed and implemented	N/A	10	20	30	40
% of households aware of and understanding by-laws related to completed projects	N/A	N/A	70%	80%	90%

5.1.2 Indicators and Targets at Activity Level

Indicators		Baseline (2018) (2019)	Targets			
			Year 1 (2019)	Year 2 (2020)	Year 3 (2021)	Year 4 (2022)
Output 1: <i>Agricultural output of small-scale farmers including for refugees increased</i>						
1.1: <i>Farmers groups identified and trained in CSA (old national FGs, new national FGs, mixed FGs & refugee women groups)</i>						
No. of FGs trained in collective marketing/year		N/A	1,580	1,170	1,365	0
No. of farmer groups trained in CSA practices		N/A	1,985	1,842	420	0
% of new FG members and refugees reporting having learnt at least 3 new CSA practices	South West Nile & Acholi <i>(Arua, Madi-Okollo, Nebbi, Pakwach, Zombo, Kitgum, Lamwo, Agago)</i>	N/A	40%	50%	60%	N/A

	<i>3 practices-new nationals, 3 refugees in mixed groups, 5 women refugees</i>					
	North West Nile (<i>Adjumani, Moyo, Obongi, Koboko</i>) <i>3 practices-new nationals, 3 refugees in mixed groups, 5 women refugees</i>	N/A	N/A	40%	50%	60%
% of refugee HHs participating in mixed groups reporting having access to production land	South West Nile & Acholi (<i>Arua, Madi-Okollo, Nebbi, Pakwach, Zombo, Kitgum, Lamwo, Agago</i>)	1.8 acres	20%	25%	30%	30%
	North West Nile (<i>Adjumani, Moyo, Obongi, Koboko</i>)	0.67 acres	N/A	20%	25%	30%
% of refugee women HHs reporting having grown at least 3 types of food and vegetables on their residential plots		N/A	60%	70%	80%	80%
% of strategic crops produced by participating farmers collectively marketed		N/A	N/A	25%	30%	30%
1.2: National FGs, mixed & refugee groups trained in VSLA						
No. of farmer/refugee groups trained in VSLA		N/A	440	830	1,230	500
% of VSLA loans used for agricultural purpose by FGs & refugee HHs	National FGs	63%	40%	50%	60%	60%
	Refugee FGs	55%	20%	25%	30%	30%
% of FGs and refugees that report increased savings by at least 20% compared to the previous year		N/A	N/A	40%	50%	50%
1.3: Capacity of IP/RAU staff built						
No. of male & female staff trained in job related skills		N/A	187	327	327	N/A

% of staff reporting increased ability to meet their performance targets	N/A	N/A	90%	90%	90%
1.4: Capacity of DLG built (Production Department)					
No. of districts with approved capacity building plans	N/A	12	N/A	N/A	N/A
No. of DLG capacity building plans implemented	N/A	0	0	6	6
1.5: Sensitize farmer groups to SRHR & GBV issues (UNFPAs WAY programme)					
To be decided with WAY programme	N/A	420	790	1,190	475
Output 2: Agriculturally related rural infrastructure rehabilitated using labour based intensive approach					
2.1: Prioritized infrastructure investment plans approved					
No. of parishes with updated development plans (<i>based on IP roll-out plan</i>)	N/A	311	560	N/A	N/A
No. of districts with approved infrastructure investment plans	N/A	6	13	13	8
2.2: Approved infrastructure projects implemented					
No. of work days paid for in implementation of infrastructure projects (<i>based on district plan</i>)	N/A	319,050	446,250	942,150	1,048,000
% of infrastructure projects in approved investment plans that have been completed	N/A	100%	100%	100%	100%
% of completed infrastructure projects constructed in accordance with agreed standards	N/A	N/A	95%	95%	95%
% of participants for infrastructure works who are youth (18-28 years)	N/A	N/A	50%	50%	50%
Output 3: Capacity of DLG built (engineering department)					

No. of districts with developed and approved capacity building plans	N/A	12	N/A	N/A	N/A
No. of DLG capacity building plans implemented	N/A	N/A	0	6	6
Output 3: <i>Climate change resilience in target areas improved through water resource management</i>					
3.1: <i>WRM micro catchment plans developed</i>					
No. of catchment plans developed & agreed among stakeholders	N/A	2	4	6	8
No. of bylaws for micro-catchment natural resources management agreed and implemented	N/A	2	4	6	8
3.2: <i>Approved WRM infrastructure projects constructed</i>					
No. of micro-catchment management plans implemented	N/A	2	4	6	8
No. of agriculturally related physical and natural water infrastructure constructed or made resilient to climate change	N/A	10	20	30	40

5.2 Indicator Definitions and Data Requirement

In this section the indicators have been defined in terms of data required and in special cases how they are calculated. Other information provided is the source of information, when the data will be collected and who is responsible.

Definition of Indicators at impact/outcome level and information sources

Indicator	Data required/calculation	Data Source	Frequency	Responsible unit
GOAL: To Enhance resilience and equitable economic development in supported areas of Northern Uganda, including for refugees and host communities				
Increase in average annual agricultural cash income of participating HHS (segregated by age, gender of HH head and refugee status)	HH cash income per year (consider all income sources per household)	Monitoring survey	Every second year	CF
Reduction in number of participating HHS reporting periods of food insecurity (segregated by age, gender of HH head and refugee status)	Food availability and accessibility	Monitoring survey	Every second year	CF
Total number of people benefitting from supported WRM interventions	WRM participants including communities living around completed projects	IP reports	Annually	IP
CSA OUTCOME OBJECTIVE: To increase agricultural production, productivity and marketing of small-scale farmers				
Cumulative percentage of participating HHS adopting additional CSA practices	Farmers applying different CSA practices (based on pre-determined CSA practices)	Special survey (farmer field observation)	Every second year	CF
Cumulative percentage increase in average yields per acre for strategic crops	Total HH acreage under production, total production in Kgs per crop compared to baseline	Monitoring survey	Every second year	CF, IPs

Cumulative percentage of the quantity of strategic crops harvest that is sold	Farm gate price reported by participants, local price in the area	Monitoring survey	Every second year	CF
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RURAL INFRASTRUCTURE OUTCOME OBJECTIVE: *To improve agriculturally related rural infrastructure using labour intensive approach*

Indicator	Data required/calculation	Data Source	Frequency	Responsible Unit
Average cumulative percentage of projects in district investment plans completed (segregated by refugee settlement area or not)	No. of projects completed from plans No. of districts with completed investment plans	Progress & annual reports	Annually	IP
Cumulative number of beneficiaries that report a reduction in time and/or cost in transporting goods to a market place (segregated by refugee settlement area or not)	No. of beneficiaries reporting, No. of projects in use	Monitoring survey	Every second year	CF
% of participants reporting satisfaction with quality of completed projects	No. of participants reporting satisfaction	Monitoring survey	Every second year	CF
% of community members living close to the completed projects who are using it regularly	No. of participants using the projects, uses of the different projects	Monitoring survey	Every second year	CF

WATER RESOURCE MANAGEMENT OUTCOME OBJECTIVE: *To improve climate change resilience in target areas through WRM*

Indicator	Data required/calculation	Data Source	Frequency	Responsible Unit
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Cumulative number of micro-catchment plans implemented	<i>No. of plans approved and implemented</i>	<i>Progress reports</i>	<i>IP</i>	CF, IPs
Number of agriculturally-related physical & natural water infrastructure constructed or rehabilitated (adjusted CCE supporting indicator)	<i>No. of projects constructed/rehabilitated against plans</i>	<i>Progress reports</i>	<i>IP</i>	CF, IPs
Community/user management agreements developed and implemented	<i>No. of agreements developed No. of agreements implemented</i>	<i>Progress reports</i>	<i>IP</i>	CF, IPs
% of HHs aware of and understanding by-laws related to completed projects	<i>HHs reporting awareness of by-laws & able to observe them</i>	HH survey of community members	Every second year	CF, IPs

NURI OUTPUTS

Output 1: Agricultural outputs of small-scale farmers including for refugees increased

1.1: Farmer groups identified and trained in CSA practices (national FGs, new national FGs, mixed FGs & refugee women FGs)

Indicator	Data required/Calculation	Data source	Frequency	Responsible unit
No. of FGs trained in collective marketing	Farmer groups trained	Progress report	Annually	IPs
No. of FGs & refugees trained in CSA practices for one year	FGs trained, No. of demos established	Progress report	Annually	IPs
% of FGs and refugees reporting having learnt at least 3,3,5 new CSA practices	Farmer group members reporting learning new CSA	Special survey (farmer field observation)	Every second year	CF

% of refugee HHs participating in mixed groups reporting having access to production land	No. of refugees HHs reporting access to land for production other than residential plots	Monitoring survey	Every second year	CF
% of refugee women HHs reporting having grown at least 3 types of food & vegetables	No. of refugee women growing 6 food and vegetable types	Monitoring survey	Every second year	CF
% of strategic crops produced by participating farmers collectively marketed	Quantity of strategic crops produced, quantity of strategic crops that are marketed collectively	Monitoring surveys	Every second year	CF
1.2 FGs trained in VLSA (mixed & refugees)				
No. of FGs & refugees trained in VSLA	FGs supported	Progress report	Annually	IPs
% of VSLA loans used for agricultural purpose by FGs and refugee HHs	No. of loans taken, loans used for agricultural purpose	SAVIX	Annually	IPs
% of farmer groups that report increased savings by at least 20% compared to the previous year	Total amount saved per group, share value	SAVIX	Every second year	IPs
1.3: Capacity of IP/RAU staff built				
No. of male & female staff trained in job related skills	No. of staff (male & female) including management	Progress reports	Quarterly & annually	CF
% of staff reporting increased ability to meet their performance targets	No. of staff (male & female) including management	Special surveys & appraisals	Annually	CF
1.4: Capacity of DLG built (Production department)				

No. of districts with approved capacity building plans	No. of districts	Progress reports	Annually	CF
No. of DLG capacity building plans implemented	No. of districts with plans	Progress reports	Annually	CF
1.5: FGs & refugees sensitized to SRHR & GBV issues				
To be decided with WAY	To be decided with WAY	Progress reports	Annually	CARE/CF
Output 2: Agriculturally related rural infrastructure rehabilitated using labour based intensive approach				
2.1: Infrastructure investment plans developed and approved				
Indicator	Data required/calculation	Data source	Frequency	Responsible unit
No. of parishes with updated development plans	Total no. of parishes with updated plans	Progress reports	Annually	IPs
No. of districts with approved infrastructure investment plans	Total no. of districts with approved plans	Progress reports	Annually	IPs
2.2: Approved infrastructure projects implemented				
No. of work days paid for in construction of infrastructure projects	Total no. of work days paid for to participating community members	Progress reports	Annually	IPs
% of infrastructure projects in approved investment plans that have been completed	Total number of projects in the investment plans, no. of projects completed	Monitoring surveys % list of completed projects	Annually	IPs, DLGs

% of completed infrastructure projects constructed in accordance to agreed standards	No. of projects completed, No. of projects completed according to agreed standard	QA reports (monitoring survey)	Every second year	CF, IPs
% of infrastructure participants who are youth	Total no. of infrastructure participants (by age, gender, refugees) total no. of participants who are from 18 to 28 years (youth)	Progress reports Monitoring survey	Every second year	IPs, DLGs

2.3: Capacity of DLG built (engineering department)

No. of districts with developed and approved investment plans	District plans developed and approved, Assessment forms	Progress reports	Annually	CF
No. of DLG capacity building plans implemented	DLG plans implemented, Types of inputs provided DLG, DLG engineering staff supported	Progress reports	Annually	CF

Output 3: Climate change resilience in target areas improved through water resource management

3.1: WRM micro catchment plans developed

Indicator	Data required/calculation	Data source	Frequency	Responsible unit
No. of catchment plans developed & agreed among stakeholders	No. of plans agreed by stakeholders	Progress reports	Annually	IPs
No. of bylaws for micro-catchment natural resources management agreed and implemented	No. of bylaws enacted	Progress reports	Annually	IPs

3.2: Approved WRM infrastructure projects constructed

No. of micro-catchment management plans implemented	No. of plans implemented	Progress reports	Annually	IPs
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No. of agriculturally-related physical & natural water infrastructure constructed or made resilient to climate change (to be further discussed)	No. of infrastructure projects constructed No. of infrastructure projects made more climate resilient	Progress reports	Annually	IPs
No. of community/user management agreements development & implemented	No. of user agreements developed No. of user agreements implemented	Progress reports	Annually	IPs

6. DATA COLLECTION AND ANALYSIS

Data and information form a crucial part of NURI M&E system. The collection methodology has to be well designed in order to build a strong system. NURI CF will provide a clear roadmap for data collection to all the stakeholders in order to achieve the objectives of the M&E system. The performance indicators for NURI requires a triangulation of methods and approaches to produce reliable and valid results.

NURI will collect both primary and secondary data. The primary data will be gathered from the actual site of implementation of activities while the secondary data will be obtained from existing sources. Both quantitative and qualitative techniques will be used. In some instances, mixed methods will be adopted.

Data will be collected using the following methodology:

1. Baseline studies
2. Seasonal Farmer Group tribute production & marketing tracking by extension officers
3. Monitoring surveys
4. Mini and special surveys

6.1 Baseline Studies

These are studies that are carried out to establish the starting point of a program, making it possible to see if changes occur as a result of the program intervention. It is a known state by which achievement of a programme is measured or compared.

In NURI, the baseline study will inform the key indicators defined. It will further provide a basis for assessing progress and making comparisons. In short, the study will provide a basis for setting performance targets and their measurement plans. Looking at the indicators defined in the M&E system, some require baseline data while others do not. For the intervention about RI and WRM baseline data is not needed.

Baseline data is required for the refugees and new national groups. In the case of the refugees, a comprehensive study of household characteristics is necessary to set the starting point for the production activities. The pilot activities were only for a short time and because of the magnitude

of the work, it was not possible for the extension officers to study demographic characteristics of the refugee households.

The studies in both cases should be conducted by CF with support from a consultant in 2019 and 2020. The details will be elaborated in the terms of reference for the study.

The data will be collected using the methods highlighted below:

1. Household interviews
2. Key informant interviews

Baseline Survey Plan:

Target group

NURI will support farmer households divided up in different categories: Old national farmer groups, new national farmer groups, mixed farmer groups and refugee women groups. Individual farmer households will be sampled from each of the different categories for the survey.

Old National farmer groups

This refers to the farmer groups that were supported under RDNUC but will continue to receive support under NURI. Under RDNUC, the last monitoring survey was conducted in 2018 which results provided some production outcomes. Since it's a short between the time of last survey and the start of NURI, it has been decided that the results for the survey will be used to set targets for the old national farmer groups.

New National farmer groups

This refers to farmers who have not received any support from Danida in the previous RDNUC programme. In Acholi sub-region, baseline study will be done in Kitgum, Lamwo and Agago. In South West Nile, baseline will be conducted in Nebbi, Pakwach, Zombo and Arua. All these districts have different production characteristics and ecological zones. It is not possible to use data for a district to represent another because of the mentioned differences.

Refugee groups (mixed and women refugee groups)

This refers to pure refugee women groups and groups that have a mix of both refugees and national farmers. All the districts that are hosting refugees will be included in the baseline. So North West-Nile is captured under this category.

Sampling procedure for HHs to be interviewed

In all the districts, specific sampling procedures will be employed to select sub-counties, parishes, villages and farmer groups for assessments from the sampling frame. This process should involve the implementing partner staff working with the communities in the target areas.

At least 5 sub-counties from each district will be included in the sample and 2 parishes from each sub-county should be selected for the studies. In each parish two farmer groups that participate in APM will be randomly selected. The list of participating farmer groups in a parish can be obtained from the implementing partner.

In each farmer group 5 members will be selected randomly from the list of members, which can be obtained from the farmer group chairperson or the implementing partner. When selecting the farmer group members to be interviewed, gender and youth factor should be considered.

RI Baseline:

No baseline study will be done for outputs 2 and 3 as the indicators are based on absolute change and do not require a baseline for comparison.

A detailed description of number of HHs, groups, location, methodology will be provided in the terms of reference for baseline study.

6.2 Monitoring Surveys

Monitoring surveys are in-depth assessments of the output and outcome indicators for NURI. Monitoring surveys will be conducted in 2021 and 2022 when some results at output and outcome level are visible. The surveys will assess the achievement of performance indicators for all the interventions. The performance and capacities of the implementing institutions will also be assessed. The information collected will provide early pointers to ultimate impacts and the contribution of NURI to increasing resilience and equitable economic development in supported areas of Northern Uganda, including for refugees and host communities.

The following data collection methods will be used:

1. Household interviews (organised by CF)
2. Focus groups discussions (organised by CF)
3. Key informant interviews (organised by CF)

The Monitoring Survey Plan

The first monitoring survey will be conducted in 2022 with the refugee groups and new national farmer groups.

Sampling procedure for target groups and location of interviews

This will be the same as described in the baseline section.

RI survey:

The monitoring survey for RI participants and WRM will be done in 2021. It is planned that 6 out of the 11 districts will be selected for the survey. Note that out of the 6 districts, 3 will be the refugee hosting districts.

A detailed description of target groups, location, methodology will be provided in the terms of reference for monitoring survey before it commences in 2021.

6.3 Special surveys

These will be short and quick assessments on special issues from the framework. They will be organised for a few farmer groups on their individual farms complimented with the demo performance reports.

The studies will be organised by CF in close collaboration with the extension team in the respective locations. Examples of possible areas/topics for survey are:

1. Adoption of CSA practices
2. Projects implemented under co-funding model with old groups
3. Radio sensitisation programme
4. Use of community stores from cost-sharing model
5. Survival rates of tree seedlings

A mini survey will focus on a single issue, have a small sample size e.g. 50 farmer groups, and be conducted in 1-2 weeks.

For RI and WRM, no mini or special surveys will be conducted because all the data required for the performance indicators can be got through the planned monitoring surveys.

6.4 Data Collection Methods and Tools

In NURI, data refers to unprocessed or raw facts collected from performance target groups. This is then processed to provide useful information that informs NURI stakeholders about changes created by the programme. Gathering data is a very vital activity in M&E and should be carefully planned. This should encompass the design and approach to overall monitoring of programme activities. The participation of stakeholders at this level is critical and the application of different tools/methods depending on the performance indicators being tracked.

In NURI, data will be collected using both quantitative and qualitative methods and, in some cases, triangulation. The qualitative methods will rely on a variety of semi-structured or open-ended interviews to produce in-depth, descriptive information. The quantitative methods will depend on structured or standardized approaches to collect and analyze numerical data. The application of both methods will have implications in terms of cost, data reliability, skills required, the ability to quantify results and richness of information generated.

Qualitative data collection methods

The qualitative method in NURI will provide an understanding of underlying reasons, opinions and motivations. It will further provide insights in to problems and develop ideas/hypothesis for quantitative methods. The methods will be Focus Group Discussions, Key Informant Interviews and Observations.

Focus group discussions (FGD):

This is one of the principle means of collecting qualitative data; it is a form of interviewing, in which a small group, usually 8-20 participants, is led by a moderator in a loosely structured discussion of various topics of interest. The course of the discussion is usually planned in advance and the moderator relies on a guide to ensure all the areas of interest are covered. Focus group discussions present the opportunity to collect data on a large range of behaviors, encourage a variety of interaction with participants and enable more open discussions compared to a more structured interview however the moderator plays a crucial role of leading the discussions on pertinent issues and keeping the discussions on track.

Focus Group Discussions will be used to:

- Verify and make notes on quantitative data

- Understand community views or perceptions about programme implementation process

Key informant interviews (KII):

This is a qualitative in-depth interview with people who know what is going on in the community. Such people could be community leaders, professionals, farmer group focal persons or residents who can provide first-hand information about what is going on in the communities. These people are considered community experts with particular knowledge and understanding who can provide insights on the nature of problems and give recommendations for solutions.

The target group for NURI will be the DLG political and technical staff attached to the programme (LC5 Chairpersons, DPOs, DE and FPOs), LLG leaders (SAS, LC3 chairpersons, CDOs), PUCs, PMCs, FG leaders and CBTs.

Observation:

This is a data collection method that enables learning about the activities of the people under study in the natural setting through observing and participating in their day-to-day routine activities. It provides the context for development of sampling guidelines and interview guides.

In NURI, this will be helpful in studying group dynamics issues and time spent on some key production activities. This method is suitable for understanding how the refugees relate with the national farmers in the mixed groups and their adaptation to the local conditions where they are settled in. It should be participatory however with some questions and answers that are recorded to guide reporting.

Quantitative data collection methods

The quantitative method will use both descriptive and correlational approaches. This is so that the magnitude of achievement of targets and relationships that exist between variables of study are explained. In short, it will provide numerical data that can be transformed into useable statistics to explain achievement of performance targets. Only one key method will be used which is:

Household interviews:

This is the most common method in quantitative research, it is based on the assumption that the participants knowledge is meaningful, knowable and can be made explicit. The perspective of the respondent is also assumed to affect success of the program. The program will use both structures

in which a questionnaire is administered and in-depth interviews in which the interviewer is not very rigid.

Figure 6.1 A household interview process



Data collection tools

These are instruments designed to aid data collection. The types of tools depend on the type of data required to be collected. The program will use both qualitative and quantitative tools.

The key quantitative tools include:

- Interview Questionnaires for baseline studies, monitoring survey and special assessments
- Farmer group registers and attendance forms
- Farmer group production and marketing plans (PMPs)
- Produce sales record forms
- Infrastructure projects attendance and payment templates
- WRM project attendance and payment templates

The qualitative tools include:

- FGD guides

- Voice and video recorders
- KII questionnaire

6.5 Databases

The NURI M&E plan includes establishment of two databases; one for CSA and the other for RI & WRM. The databases should be able to generate reports on major indicators.

CSA Database

The farmer group database is needed to provide a system for tracking agricultural production and provide an easily accessible data repository. The system also provides a central location for data sets from baseline study, surveys and special studies plus the tools used for data collection. It should be a simple, flexible retrieval system with a choice of standard outputs and reports. The production and marketing plan (PMP) will provide the majority of data for CSA database.

Production and marketing plan

Each farmer group selected for CSA support is to prepare a production and marketing plan (PMP) which is revised after completion of every production year. In PMPs, farmer groups set annual production targets and identify activities that will lead to the achievement of the targets. The PMP form captures:

- ✓ baseline production (2018,2019,2020)
- ✓ annual production target per farmer group (acreage & produce)
- ✓ actual production per agricultural year (acreage & produce)
- ✓ estimated and actual price for their produce (marketing)
- ✓ Estimated income

See Annex 4 for the PMP form.

The data collected using the PMP forms will be entered into the CSA database by Data Officers attached to the IPs and RAUs. Each IP/RAU is to identify a staff from management that will be given access to the system in order to check the reports and give feedback to the data officers. NURI CF will have access and closely monitor the system established.

The content of the database will include but not restricted to the following:

1. Basic farmer group data (group membership, sex, location, group type)
2. Total land under production (in acres)

3. Total production of the different strategic crops (kgs)
4. Total quantity of strategic crops marketed (kgs)
5. Price for marketing
6. Total acreage of land accessed by refugee HHs
7. CSA training sessions fully attended

The database should be able to produce the following outputs:

- ✓ Reports about production indicators which can be compared with the baseline and survey results
- ✓ Comparative report about production performances across districts, sub-counties and parishes
- ✓ Youth participation in production disaggregated by age
- ✓ Women or gender participation in production disaggregated by sex

RI & WRM Database

For both RI and WRM, a simple database should be established which should be able generate reports that are in line with the performance indicators.

The content should include but not restricted to the following:

1. Basic data for community groups and project types
2. Refugee participants
3. Youth participation
4. Payment of project participants
5. PUCs and PMCs trained per project type
6. Completed projects
7. Projects maintained
8. Projects that are quality assured

Data collection equipment

NURI should procure some equipment to support data collection and verification of outputs in the field.

The following equipment will be required:

1. Weighing scales and harvest bags for field assessment

2. Calculators and assorted tools for research
3. Laptops for data entry when surveys and special assessments are done

6.6 Data Analysis

The data in the databases and the data collected in the monitoring surveys and mini surveys should be analysed. The first purpose of data analysis is to calculate the results for the indicators to see whether we are achieving our objectives and planned outcomes and to provide input to management decisions making.

In order to explain the results further data analysis can be relevant as illustrated in the table below:

NURI will use computer softwares such as SPSS, EXCEL and EpiDATA for analysis. Data presentation will be done using tables, graphs, charts, diagrams, pictorials and narrative.

Focus of Analysis	Analysis Technique	Questions to be answered
Description of program performance	<ul style="list-style-type: none"> • Compare actual performance against targets • Compare current performance to prior year • Analyze trends in performance 	<ul style="list-style-type: none"> • Is the program on track? • Did we meet our targets? Why or not? • How does this period's performance compare to last period? Are new targets needed?
Diversity of target groups/sites	<ul style="list-style-type: none"> • Comparison between sites or groups 	<ul style="list-style-type: none"> • Are we adequately reaching all the required target groups/sites?
Conformity of program to its design	<ul style="list-style-type: none"> • Component Analysis: training & capacity building, services rendered, collaboration & networking 	<ul style="list-style-type: none"> • Is the program performing functions as it was expected to or not?

Summary of Steps in data analysis

- ✓ Describe the sample population
- ✓ Order, reduce and/or code the data
- ✓ Summarize the data in such a way that interpretation becomes easy
- ✓ Draw conclusions
- ✓ Develop strategies for confirming findings to prove validity
- ✓ Make the necessary recommendations

6.7 Units of Measurement for strategic and other common crops

The total production of strategic and other crops needs to be capture in the database. This means that standard units need to be set and agreed upon. This should be done before data entry starts.

In the previous programme, cassava, bananas, Irish potatoes, sweet potatoes and vegetables have been difficult to quantify. Cassava is a main crop grown by farmer groups in all the districts of implementation and forms a big portion of income earned by these farmer households. NURI CF will work with key staff from the IPs/RAUs to develop a standardised unit that will be used during data collection.

NURI should be able to follow up with the zonal agricultural research and development institutes (NARO- ABI-ZARDI, NGETTA-ZARDI) to share experiences and harmonise units for measurement of crop production. ***See conversion table in Annex 9.***

7. REPORTING

Reporting is key in any M&E function and in NURI all the stakeholders have a responsibility of reporting. Under CSA, all the RAUs and IPs are expected to make individual reports under the guidance of the CF Regional Coordinators. For RI and WRM (construction projects), DRC has to prepare a joint report with district specifics included and attached as annexes in the report. For other WRM activities, UNWMZ will prepare reports as indicated in the DED. The following points shall be addressed in the reporting:

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

NURI CF shall provide IPs and RAUs with the formats for reporting. The different types of reports and deadlines for submission is given in the table below:

Stakeholder	Report Type	Frequency	Deadline
DLG	DEC quarterly monitoring reports	Quarterly	Before the start of the next quarter
	Supervision report	Monthly	End of first week of the new month
	Project completion reports	End of project	End of project
IPs	Progress Reports	Quarterly	15 th of the first month of the new quarter
	Annual Reports	Annually	15 th of February of the new year
	Monthly highlights	Monthly	End of first week of the new month
	Project completion reports	End of project	End of project
	Inception report – <i>only DRC</i>	End of inception period	15 days after completion of inception phase
RAUs	Progress Reports	Quarterly	15 th of the first month of the new quarter
	Annual Reports	Annually	15 th of February of the new year
	Monthly highlights	Monthly	First week of the new month
	Project completion reports	End of project	3 months after close of project
DWRM/UNWMZ	Quarterly progress reports	Quarterly	15 th of the first month of the new quarter
	Annual Reports	Annually	15 th of February of the new year
	Project completion reports	End of project	End of project
NURI CF	Semi-annual reports	Semi-annually	15 th of August
	Annual reports	Annually	15 th of March of the new year
	Project completion reports	End of project	End of project

Other special M&E reports that NURI CF will prepare and share with the stakeholders are:

1. Baseline studies
2. Monitoring surveys
3. Mini surveys and special assessments

Reporting formats are shared in Annex 9. The completion reporting format will be shared later. CF reporting formats follow a similar format.

8. M&E EVENTS

The monitoring and evaluation events are key activities that strengthen and consolidate the whole M&E system. The rationale for conducting these events is to influence decision making for management of programme implementation. The following events will be conducted for NURI:

1. **NURI Implementation Monitoring Committee (IMC) Meetings:** This is a committee that will be formed to participate in program M&E at a higher level. For further details see section 4.1. The IMC will meet annually and carry out joint field monitoring visits in the regional areas.
2. **LLG survey feedback workshops:** These will be conducted when monitoring surveys have been done. The objective is to give feedback to the LLG on level of achievement of targets. This could be combined with the DEC monitoring visits and the implementing partners can be supported to hold these workshops.
3. **Implementing partners' take-off workshop:** The purpose of the take-off workshop is to orient the stakeholders in the program monitoring and evaluation system, the performance indicators & targets and the partner roles and responsibilities. The workshop will be held in the second quarter of the implementation process when all the indicators and targets have been clearly defined.
4. **Implementing partners M&E training:** The training is meant to build the capacity of the partners in monitoring and evaluation. One of the key roles of the partners is reporting and data collection, it is therefore prudent that the partners are trained on report writing, data collection methods and tools to enhance quality of data entered in the M&E system. During the first year of implementation, it will be called M&E training however in the later years, they will become M&E refresher trainings.
5. **Program Reviews (mid-term):** The Danish-Country Programme 2018/2022 will undergo a mid-term review in 2020/2021. NURI will be part of this review. NURI CF will prepare background documents for the review, including inception reports, annual reports and the monitoring survey report that will be conducted in 2020. The RDE will prepare the ToR for the review with inputs from NURI CF. The exercise will be carried out by the Danish Ministry of Foreign Affairs.

9. TENTATIVE M&E ACTIVITY PLAN

Key M&E activities	Timeframe				Responsible person	Remarks
	2019	2020	2021	2022		
Baseline studies (refugee hosting districts & partly old continuing districts)	+	+			CF M&E plus consultant	
M&E tools harmonisation/development (PMPs, reporting formats and other tools for surveys)	+				CF M&E	
CSA production measurement and unit harmonisation	+				CF M&E and IPs	
M&E training (IPs for CSA and later RI & WRM if necessary)	+	+	+		CF M&E plus consultant	
Database establishment (CSA and RI & WRM)	+				CF plus consultant	
Reporting (progress, semi-annual and annual)	+	+	+	+	CF M&E	
Data entry (CSA and RI & WRM)	+	+	+	+	CF M&E and Data officers	
Database maintenance (CSA and RI & WRM)		+	+	+		
Monitoring surveys (CSA and RI & WRM)		+		+	CF M&E plus consultant	
Special surveys (CSA)		+		+	CF M&E plus consultant	
Launch the IMC	+					
IMC workshops		+	+	+	CF	

10. MAINTAINING AND SUSTAINING THE M&E SYSTEM

Maintenance and Support

The responsibility of maintenance and management of the M&E system rests on the Coordination Function. The CF will contract consultants to support in building the data base and to support the monitoring surveys.

Sustaining the system

The program M&E system is regarded as a long-term effort to measure achievement of the planned objectives throughout the program duration. The most important issue in sustaining the system is enhancing complete utilization. The dimensions of sustainability that the CF will follow up include;

1. Defining clear M&E roles & responsibilities: The responsibilities of all stakeholders must be clear and understandable to all.
2. Putting trustworthy and credible information: The information put in the M&E system should be reliable, clear, accurate and up to date.
3. Ensuring accountability: The system should demonstrate results, enhance transparency and accountability to all stakeholders.
4. Building capacities: Sound technical skills in data collection and analysis are essential for sustaining the system. Data collection systems and retrieval must be up and running at all times, therefore financial resources must be committed to support the process.
5. Validating and continuous improvement of the M&E system: the system should respond and adapt to changes in program priorities. Continuous improvement is necessary and this means attempt should always be made to evaluate completed processes and necessary recommendations adopted.

In short, the responsibility for sustaining the system rests in the hands of the Coordination Function with support from the implementing partners.

11. M&E STAFFING AND CAPACITY BUILDING PLAN FOR NURI

M&E Staff

There will be a Monitoring and Evaluation Coordinator based at NURI CF who will oversee all the M&E functions of NURI. NURI CF will support the IPs and RAUs to recruit Data Officers who will handle M&E data requirements with the respective partners/units.

In West-Nile, there will be two Data Officers, one based in AFARD who will handle data requirements from AFARD & Arua DFA. Another officer will be based in PICOT to cover Moyo, Adjumani and Koboko.

In the Acholi sub-region, one officer will be recruited and will be based in RAU Kitgum/Lamwo but will cover RAU Agago also.

External consultants will be hired during trainings, baseline and surveys to support with tool development and analysis of data. The specifications of this will be stipulated in the terms of reference during the hire process.

The roles and responsibilities of the staff will be specified in their terms of employment (contract).

M&E Capacity building

To establish a system that is robust and functioning well, there is need for capacity building of the staff at the Coordination Function and implementing partners in various aspects. The Data Officers will need training on:

1. Data analysis using recommended software packages (SPSS, Epi-data, MS Access and Advanced Excel)
2. Data collection and management
3. Report writing

The IP & RAU staff will require training on:

1. NURI M&E system (indicators & targets)
2. Their roles and responsibilities in M&E
3. Data collection and management
4. Report writing

5. Simple data analysis using MS Access and Excel

Consultancy services for M&E in NURI

NURI will require consultancy services in the following areas:

1. Baseline study, monitoring and special surveys (data collection tools design and analysis)
2. Establishment of the CSA and RI & WRM database
3. Training of IPs in M&E (data collection and management)
4. Training of IPs on the CSA and RI & WRM database
5. Data analysis and application of the different software
6. Maintenance of CSA and RI & WRM databases

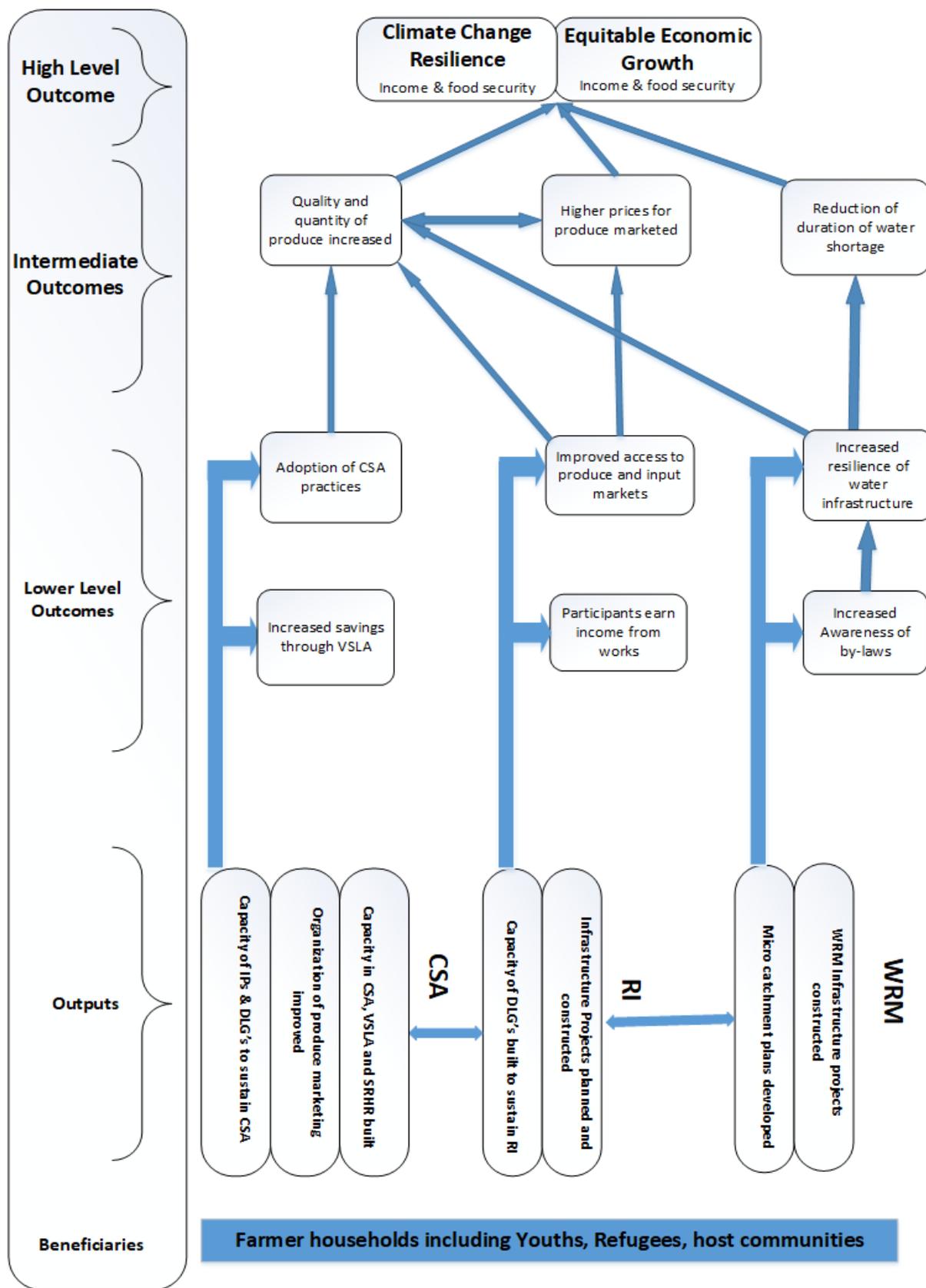
ANNEXES

Annex 1. NURI Results Framework

Engagement		Northern Uganda Resilience Initiative (NURI)	
Outcome		Enhanced resilience and equitable economic development in supported areas of Northern Uganda, including for refugees and host communities	
Outcome indicator		1. Increase in average annual agricultural cash income of participating households (segregated by age, gender of household head and, refugee status) 2. Reduction in number of participating households reporting periods of food insecurity (segregated by age, gender of household head and, refugee status) ¹ 3. Total number of people benefitting from supported WRM interventions (segregated by age, gender of household head and, refugee status)	
Baseline	Year	2018	1. 1,685,419 new nationals, 872,410 mixed groups, 294,241 refugee women (baseline survey in targeted areas) 2. 45% (baseline survey in targeted areas) 3. NA
Target	Year	2022	1. 20% 2. TBD 3. TBD
Output 1		Increased agricultural output of small-scale farmers	
Output indicator		1.1 Cumulative percentage of participating households adopting additional CSA practices 1.2 Cumulative percentage increase in average yields per acre for strategic crops 1.3 Cumulative percentage of the quantity of strategic crops harvest that is sold	
Baseline	Year	2018	1.1 NA 1.1 TBD (based on baseline) 1.2 TBD (based on baseline)
Annual target	Year 1	2019	1.1 40% (based on RDNUC achievements) 1.2 TBD (based on baseline) 1.3 55% (based on RDNUC achievements)
Annual target	Year 2	2020	1.1 50% 1.2 5% 1.3 60%
Annual target	Year 3	2021	1.1 60% 1.2 10% 1.3 65%
Annual target	Year 4	2022	1.1 60% 1.2 15% 1.3 70%

Output 2		Agriculturally-related rural infrastructure renovated and or constructed using labour intensive approach				
Output indicator		2.1 Average cumulative percentage of projects in district investment plans completed (segregated by refugee settlement area or not). 2.2 Cumulative number of beneficiaries that report a reduction in time and/or cost in transporting goods to a market place (segregated by refugee settlement area or not).				
Baseline	Year	2018	2.1	0%	2.2	0
Annual target	Year 1	2019	2.1	20%	2.2	5,000
Annual target	Year 2	2020	2.1	50%	2.2	10,000
Annual target	Year 3	2021	2.1	80%	2.2	15,000
Target	Year	2022	2.1	100%	2.2	20,000
Output 3		Agriculturally-related physical and natural water infrastructure constructed or made more resilient to climate change				
Output indicator		3.1 Cumulative number of micro-catchment management plans implemented 3.2 Number of agriculturally-related physical & natural water infrastructure constructed or rehabilitated (adjusted CCE supporting indicator) 3.3 Community/user management agreements developed and implemented				
Baseline	Year	2018	3.1	0	3.2	0
			3.3	0		
Annual target	Year 1	2019	3.4	2	3.5	10
			3.6	4		
Annual target	Year 2	2020	1.1	4	1.2	20
			1.3	8		
Annual target	Year 3	2021	3.1	6	3.2	30
			3.3	12		
Annual target	Year 4	2022	3.1	8	3.2	40
			3.3	16		

Annex 2. Theory of Change



Annex 3. Description of NURI Log-frame

In NURI the logical framework is used as the program planning matrix and presents the logical sequence of the program activities. It identifies the various elements of the component; specifies how they relate to the achievement of purpose and make explicit assumptions and external conditions crucial for success. The logframe will enhance transparency and communication in terms of achievement of objectives. It is a four by four matrix which describes both the vertical and horizontal logic of the program. The key elements are highlighted as:

- Defines inputs, activities, outputs, purposes and higher goals in measurable or objectively verifiable terms;
- Hypothesizes the causative (means-ends) linkage between inputs and outputs;
- Articulates the assumptions (external influences) which affect the causative linkages;
- Establishes the indicators which will permit subsequent measurement or verification of achievement of the defined outputs, purpose and goal.

The Vertical Logic of the Logframe

- Activities/inputs - with appropriate external circumstances, lead to outputs;
- Outputs/Results - with appropriate external circumstances lead to achieving the purpose;
- Purpose - with appropriate external circumstances leads to achieving the goal;
- Higher Goal of Sectoral Objectives

Inputs: Physical and non-physical assets that are used as a basis for adding value to a given project. They could include land, labour (skilled and unskilled), and finance (equity, loan, grant, government budget).

Activities: These are tasks carried out by the project in order to achieve the desired outputs or results. Activities could include design, tender, recruit, procure, clear, delivering training programs.

Outputs: The outputs or results describe the assets, goods and services which are created by the inputs and activities of a project.

Purpose or Immediate Objective: The project activities and outputs must lead to achieving this immediate objective; for instance, increased food production, increased household income. There must be cause-effect relationship and the external factors must be clearly defined. Likely changes in factors and the magnitude of impact must also be identified (risk analysis).

Goal: The goal may be a broader sectoral or societal goal; however, a project alone cannot achieve a broader goal but may contribute towards achieving the broad goal – provided other external factors also work.

The Horizontal Logic:

- At each stage, objectively verifiable indicators (OVIs) of achievement are identified and clearly stated;
- At each stage the means of verifying the OVIs is clearly stated;
- At each stage the important assumptions for achieving the next stage are stated.

Objectively verifiable indicators: Means of measurement which permits judgement about a situation. It is a criteria for assessing project progress at the different levels shown in the narrative summary and specified in precise and concrete terms. The indicators must be measurable or verifiable (SMART: S = Specific, M = Measurable, A = Achievable, R = Realistic, T = Time bound). The selection of indicators took the following issues into consideration:

- Who is going to use them
- How they are going to use them (calculations and measurements)
- Who is going to collect the information & how (sharing of responsibilities in M&E)
- Any potential problems with the indicator.

Means of Verification: Instruments by which the OVIs can be measured; Project monitoring, periodic reports, surveys, evaluation studies; Completing this section helps to ensure that OVIs

are realistic since they specify how they are to be measured; Important role in facilitating evaluation.

External Assumptions

- ▣ Assumptions or External factors are identified at three levels:
 - ▣ Inputs to outputs
 - ▣ Outputs to purpose
 - ▣ Purpose to Goal

These need to be worded as positive conditions. The detailed logframe matrix for is shown below.

NURI LOGICAL FRAMEWORK MATRIX

COMPONENT LOGIC	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoVs)	ASSUMPTIONS/EXTERNAL FACTORS
<i>DEVELOPMENT OBJECTIVE (GOAL)</i>			
Resilience and equitable economic development in supported areas of Northern Uganda, including for refugees and host communities enhanced	Increase in average annual agricultural cash income of participating HHs (segregated by age, gender of HH head and refugee status)	Baseline survey Monitoring survey	
	Reduction in number of participating HHs reporting periods of food insecurity (segregated by age, gender of HH head and refugee status)		
	Total no. of people benefiting from supported WRM interventions		
<i>IMMEDIATE OBJECTIVE (OUTCOME)</i>			
1. Agricultural production output and resilience of small-scale farmers increased	Cumulative % of participating HHs adopting additional CSA practices	Special survey	Climatic conditions remain conducive for production & market conditions are favorable, farmers willing to participate and cost share, refugees have sufficient access to land
	Cumulative % increase in average yields per acre for strategic crops	Monitoring surveys	
	Cumulative % of the quantity of strategic crops harvest that is sold	Monitoring survey	
	Average cumulative e of projects in district investment plans completed	Monitoring surveys	DLG & LLG enforce maintenance of

2. Rural agriculture-related infrastructure rehabilitated using a labour intensive approach	Average cumulative % of projects in district investment plans completed (segregated by refugee settlement area or not)	Monitoring surveys	projects, communities willingly participate and enhance sustainability
	Cumulative number % of beneficiaries that report a reduction in time and /or cost in transporting goods to a market place (segregated by refugee settlement area or not)		
	% of participants reporting satisfaction with quality of completed projects	Monitoring surveys	
	% of community members living close to the completed projects who are using it regularly	Monitoring surveys	
3. Climate change resilience in target areas improved through WRM	Cumulative number of micro-catchment plans implemented	Progress reports	Community participation encourages adherence to by-laws
	Number of agriculturally-related physical & natural water infrastructure constructed or rehabilitated	Progress reports	
	Community/user management agreements developed and implemented	Progress reports	
	% of households aware of and understanding by-laws related to completed projects	Monitoring surveys	

OUTPUTS

Output 1: Agricultural output of small-scale farmers including for refugees increased

Main Activities	Verifiable indicators	Verification means	Assumptions
1.1: Identify and train target farmer groups (targeting Old national FGs, New national FGs, Mixed FGs and Refugee women groups)	No. of FGs trained in collective marketing	Progress reports	Weather remains favorable and farmers are able to produce more for marketing
	No. of FGs & refugees trained in CSA practices for one year	Progress reports	
	% of FGs and refugees reporting having learnt at least 3/5 new CSA practices	Monitoring surveys	
	% of refugee HHs participating in mixed groups reporting having access to production land	Monitoring surveys	
	% of refugee women HHs reporting having grown at least 3 types of food and vegetables on their residential plots	Monitoring surveys	
	% of strategic crops produced by participating farmers collectively marketed	Monitoring surveys	
1.2: VSLA training of mixed and refugee groups	No. of FGs and refugees trained in VSLA	Progress reports	Farmer groups and refugees willing to save money through VSLA
	% of VSLA loans used for agricultural purpose by FGs and refugee HHs	SAVIX	
	% of FGS and refugees that report increased savings by at least 20% compared to the previous year	SAVIX	
1.3: Capacity building of IP/RAU	No. of male & female staff trained in job related skills	Progress reports	Staff will be willing to stay on job
	% of staff reporting increased ability to meet their performance targets	Special surveys and appraisals	

1.4: DLG Capacity building (Production Department)	No. of districts with approved capacity building plans	Progress reports	DLG leadership remains committed and supportive of NURI activities
	No. of DLG capacity building plans implemented	Progress reports	
1.5: Sensitize farmer groups to SRHR & GBV issues (UNFPAs WAY program)	<i>As defined in the CARE/WAY document</i>	WAY progress reports	
<i>Output 2: Agriculturally related rural infrastructure rehabilitated using labour based intensive approach</i>			
Main Activities	Verifiable indicators	Verification means	Assumptions
2.1: Prepare infrastructure investment plans for approval	No. of parishes with updated development plans	Progress reports	LLG structures have development plans
	No. of districts with approved infrastructure investment plans	Progress reports	
2.2: Implement approved infrastructure projects	No. of work days paid for in implementation of infrastructure projects	Progress reports	Weather conditions will favor construction works, proper selection of contractors, community members willing to participate
	% of infrastructure projects in approved investment plans that have been completed	Monitoring surveys & List of completed projects	
	% of completed infrastructure projects constructed in accordance to agreed standards	QA reports (Monitoring survey)	
	% of infrastructure participants who are youth (18-28 years)	Progress reports (Monitoring survey)	
2.3: DLG Capacity (engineering department)	No. of districts with developed and approved capacity building plans	Progress reports	DLG leadership remains committed and supportive of NURI activities
	No. of DLG capacity building plans implemented	Progress reports	
<i>Output 3: Climate change resilience in target areas improved through water resource management</i>			
Main Activities	Verifiable Indicators	Verification means	Assumptions
3.1: Develop WRM micro catchment plans	No. of catchment plans developed & agreed among stakeholders	Progress reports	

	No. of bylaws for micro-catchment natural resources management agreed and implemented	Progress reports	Communities will participate willingly and adhere to the bylaws
3.2: Construct approved WRM infrastructure projects	No. of micro-catchment management plans implemented	Progress reports	
	No. of agriculturally-related physical & natural water infrastructure constructed or made resilient to climate change	Progress reports	

Annex 4: NURI’s Annual Planning, Reporting and Financial Management Cycle

Month	Implementing Partners	NURI CF	DWRM/UNWMZ	DLGs	RDE
January	<p>IPs provide monthly report highlights to NURI CF</p> <p>IPs submit previous quarter’s physical progress report to NURI CF</p> <p>IPs submit previous quarter’s financial report to NURI CF</p>	<p>NURI CF submits quarterly financial report to RDE</p> <p>NURI CF submits 4th quarter progress report to DWRM/UNWMZ</p> <p>NURI CF receives the tentative annual inflation percentage to be used for salary adjustment (national staff)</p> <p>NURI CF conducts and documents performance appraisal of local staff.</p> <p>NURI CF receives overview of expenses paid during the previous quarter directly by RDE on behalf of NURI CF</p> <p>NURI CF transfers bi-annual funds to IPs</p>	<p>DWRM/UNWMZ submits quarterly progress report to NURI CF</p> <p>DWRM/UNWMZ submits quarterly financial report to NURI CF</p> <p>DWRM/UNWMZ shares the previous FY’s audit report with the WRM Steering Committee</p>	<p>DLGs submit monthly supervision report to IPs and NURI CF</p> <p>NURI CF submits previous quarter’s progress report to DLGs</p> <p>DLGs submit quarterly monitoring report to NURI CF and IPs</p>	<p>RDE transfers bi-annual funds to NURI CF</p>
February	<p>IPs provide monthly report highlights to NURI CF</p>	<p>NURI CF commences annual audit of NURI CF and IPs (kick start meeting with auditors).</p>	<p>MWE/RDE/NURI CF make follow up on audit findings</p>	<p>DLGs submit monthly supervision report to IPs</p>	

Month	Implementing Partners	NURI CF	DWRM/UNWMZ	DLGs	RDE
March	<p>IPs provide monthly report highlights to NURI CF</p> <p>IPs participate in annual audit of IPs</p>	<p>RDE monitors ongoing annual audit of NURI CF and IPs.</p> <p>NURI CF submits previous year’s annual monitoring survey report to RDE</p> <p>NURI CF submits annual progress report to RDE</p>	<p>MWE/DWRM prepares the annual work plan and budget for WRM intervention</p> <p>MWE/RDE/NURI CF make follow up on audit findings</p>	<p>DLGs submit monthly supervision report to IPs</p>	
April	<p>IPs provide monthly report highlights to NURI CF</p> <p>IPs submit previous quarter’s financial and physical progress report to NURI CF</p> <p>IPs provide management comments to the audit reports</p>	<p>NURI CF prepares annual planning guidelines including budget for the WRM intervention following GoU FY</p> <p>NURI CF receives quarterly financial report from IPs</p> <p>NURI CF submits quarterly financial report to RDE</p> <p>NURI CF receives and reviews individual IP audit reports.</p> <p>Auditor briefs RDE on audit findings.</p>	<p>MWE/DWRM finalizes her work plan for the WRM intervention</p> <p>DWRM/UNWMZ receives from NURI CF the previous quarter progress report</p> <p>DWRM/UNWMZ submits quarterly progress report to NURI CF</p> <p>DWRM/UNWMZ submits quarterly financial report to NURI CF</p> <p>MWE/DWRM/UNWMZ requests the Auditor General to provide annual audit plan</p>	<p>DLGs submit monthly supervision report to IPs and NURI CF</p> <p>NURI CF submits previous quarter’s progress report to DLGs</p> <p>DLGs submit quarterly monitoring report to NURI CF and IPs</p>	<p>RDE conducts biannual financial monitoring of NURI CF</p>

Month	Implementing Partners	NURI CF	DWRM/UNWMZ	DLGs	RDE
		<p>NURI CF receives overview of expenses paid directly by RDE on behalf of NURI CF during the previous quarter.</p> <p>RDE conducts and documents performance dialogue with NURI Advisers</p>	<p>for UNWMZ WRM intervention</p>		
May	<p>IPs provide monthly report highlights to NURI CF</p> <p>IPs participate in annual meeting of the IMC</p>	<p>NURI CF organizes and reports on the annual meeting of the IMC</p> <p>NURI CF reviews the UNWMZ’s annual plan for the next FY</p> <p>NURI CF participates in the WRM steering committee meeting that approves the MWE/DWRM annual work plan</p>	<p>DWRM/UNWMZ participate in annual meeting of the IMC</p> <p>DWRM/UNWMZ finalizes the annual work plan for the next FY</p> <p>MWE convenes a meeting of the WRM Steering Committee to approve the DWRM/UNWMZ’s annual work plan for next FY</p>	<p>DLGs submit monthly supervision report to IPs</p> <p>DLGs participate in annual meeting of the IMC</p>	<p>RDE participates in the WRM steering committee meeting that approves the MWE/DWRM annual work plan</p>
June	<p>IPs provide monthly report highlights to NURI CF</p> <p>IPs submit bi-annual (Jul-Dec) disbursement</p>	<p>NURI CF reviews the MWE/DWRM annual work plan in coordination with RDE</p> <p>NURI submits bi-annual (Jul-Dec) disbursement requests to RDE</p>	<p>WRM Steering Committee signs off the previous FY’s audit report</p> <p>Accountant General MoFPED submits to RDE biannual disbursement request for WRM funds</p>	<p>DLGs submit monthly supervision report to IPs</p>	<p>In coordination with NURI CF, the RDE reviews the annual work plan for MWE/DWRM and gives feedback to MWE/DWRM</p>

Month	Implementing Partners	NURI CF	DWRM/UNWMZ	DLGs	RDE
	requests to NURI CF		<p>Accountant General MoFPED transfers WRM funds to a separate MWE/UNWMZ account in Lira</p> <p>WRM Steering Committee approves the DWRM/UNWMZ's annual work plan for next FY</p>		<p>RDE receives before 30th June the consolidated NURI audit report for the previous year</p> <p>RDE takes stock of and reports on expenditures and expected disbursements</p> <p>RDE advises PS MWE of its readiness to disburse funds for WRM intervention</p>
July	<p>IPs provide monthly report highlights to NURI CF</p> <p>IPs submit previous quarter's financial and physical progress reports to NURI CF</p>	<p>NURI CF prepares semi-annual progress report for the first half year.</p> <p>NURI CF receives overview of expenses paid directly by RDE on behalf of NURI CF during the previous quarter.</p> <p>NURI CF conducts financial monitoring of DWRM/UNWMZ</p>	<p>NURI CF submits previous quarter progress report to DWRM/UNWMZ</p> <p>DWRM/UNWMZ submits previous quarter financial report to NURI CF</p> <p>DWRM/UNWMZ submits annual progress report of previous FY to NURI CF</p> <p>MWE initiates annual audit of UNWMZ (by the Auditor General).</p>	<p>DLGs submit monthly supervision report to IPs and NURI CF</p> <p>NURI CF submits previous quarter's progress report to DLGs</p> <p>DLGs submit quarterly monitoring report to NURI CF and IPs</p>	<p>RDE reviews, follows up, finalizes and approves NURI consolidated audit report</p> <p>RDE conducts financial monitoring of DWRM/UNWMZ</p> <p>RDE makes bi-annual (Jul-Dec) disbursement to NURI CF and annual (Jul-</p>

Month	Implementing Partners	NURI CF	DWRM/UNWMZ	DLGs	RDE
			MWE/UNWMZ receives WRM funds disbursed by RDE through MoFPED		Jun) disbursement to MWE/UNWMZ
August	IPs provide monthly report highlights to NURI CF	NURI CF reviews the DWRM/UNWMZ's annual progress report for the previous FY	Steering Committee (SC) for WRM approves DWRM/UNWMZ's annual progress report for the previous FY	DLGs submit monthly supervision report to IPs	
September	IPs provide monthly report highlights to NURI CF NURI IPs receive financial and programmatic monitoring visits from RDE	NURI CF receives financial and programmatic monitoring visits from RDE. (NURI CF and RDE document and share report on financial and programmatic monitoring visits to implementing partners and UNWMZ)	MWE/DWRM/UNWMZ receive financial and programmatic monitoring visits from RDE	DLGs submit monthly supervision report to IPs	RDE conducts financial and programmatic monitoring of NURI
October	IPs provide monthly report highlights to NURI CF IPs submit previous quarter's financial and physical	NURI CF prepares annual planning guidelines including budget frames for the IPs RDE and NURI CF receive from the auditor and approves the detailed audit plan.	DWRM/UNWMZ receives from NURI CF the previous quarter's progress report DWRM/UNWMZ submits quarterly progress report to NURI CF	DLGs submit monthly supervision report to IPs and NURI CF NURI CF submits previous quarter's report to DLGs	RDE provides to NURI CF the budget frame for the planning year

Month	Implementing Partners	NURI CF	DWRM/UNWMZ	DLGs	RDE
	<p>progress reports to NURI CF</p> <p>IPs prepare their annual work plan and budgets</p>	<p>NURI CF receives overview of expenses paid directly by RDE on behalf of NURI CF during the previous quarter.</p>	<p>DWRM/UNWMZ submits quarterly financial report to NURI CF</p>	<p>DLGs submit quarterly monitoring report to NURI CF and IPs</p>	
November	<p>IPs provide monthly report highlights to NURI CF</p>	<p>NURI CF reviews the IPs annual work plans and budgets for the next year and gives feedback to them</p> <p>NURI CF prepares consolidated work plan and budget per district and at programme level</p>	<p>MWE/WRM receives and responds to audit findings.</p>	<p>DLGs submit monthly supervision report to IPs and NURI CF</p>	<p>RDE takes stock of expenditures and expected disbursements to NURI CF.</p>
December	<p>IPs provide monthly report highlights to NURI CF</p>	<p>NURI CF submits to RDE for approval her annual work plan for next year</p>	<p>MWE/DWRM submits to RDE before 30th December, the final audit report of the previous FY</p>	<p>DLGs submit monthly supervision report to IPs and NURI CF</p>	<p>RDE approves NURI CF consolidate work plan and budget for the next year</p>

INDIVIDUAL FARMER PRODUCTION AND MARKETING FOR 2019

Sn	Farmer's name	Age	2018 (Baseline)				2019 (Target)				2019 (Actual)				Comment
			Acres	Prd n Kg	Sold Kg	Price	Acres	Prd n Kg	Sold Kg	Price	Acres	Prd n Kg	Sold Kg	Price	
1															
2															
3															
4															
5															
6															
7															
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28															
29															
30															

31															
32															
33															
34															
35															
	Block field														
	Total														

For Farmer Group:

.....
 Group Chairperson: Date, name and signature

For Implementing partner:

.....
 Coordinator: Date, name, signature and Stamp

.....

.....
 Group Treasurer: Date, name and signature

Witnessed by Lower Local Government:

.....
 Sub-county Chief: Date, name, signature and stamp

.....

AGRICULTURAL CALENDAR

Group name:		Chairperson:			Tel:		
District:	Sub-county:		Parish:		Village:		

Strategic crop:

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Land Opening												
Planting												
Weeding 1												
Weeding 2												
Pest Control 1												
Pest Control 2												
Pest Control 3												
Harvesting												
Drying												
Storage												

Market Linkage												
Pricing												
Sales												
Planning												

Annex 6. Agricultural Assets

The following assets are important for agricultural production and will be considered when it is measured if the households have increased the value of their assets:

Asset type	Unit
• Hoes	Pieces
• Pangas	Pieces
• Ox ploughs	Pieces
• Spray pumps	Pieces
• Bicycle	Pieces
• Radio	Pieces
• Telephone	Pieces
• Poultry	Birds
• Goats/sheep	Head
• Pigs	Pigs
• Cattle	Head
• Oxen for ploughing ploughs	Head

Annex 7. Climate Smart Agricultural Practices

The following agricultural practices are important for improving the production and quality and are the ones that should will be considered when it is measured if the farmers have learned about or are adopting good agricultural practices:

- Proper land/seed bed preparation
- Use of improved seeds/variety
- Timely planting
- Proper plant spacing
- Soil & water conservation
- Intercropping (2 crops)
- Agro-forestry
- Mulching
- Timely and proper weed control
- Timely pests and disease control
- Timely harvesting
- Not burning crop residues

Annex 8. Agricultural Use of VSLA Loans

The following agricultural uses practices are important for improving the production and quality and are the ones that should be considered when it is measured if the farmers have used their VSLA loans for agricultural production:

- Procurement of seeds
- Procurement of tools
- Procurement of pesticides, herbicides, fertilizers
- Procurement of veterinary services for animals
- Procurement of tarpaulins
- Procurement advisory services
- Hiring labour for field work
- Hiring animal traction or tractor services
- Buying animals
- Purchase and hire for land for production

Annex 9. Measurement and conversion rates for crops

Units commonly used and standardization (Approximation)

<p>SESAME</p> <p>1 bag full = 120 kg ½ bag = 60 Kg 1 basin full = 20 Kg 1 cup (mug) = 0.5 Kg 1 cup (min mug) = 0.33 Kg</p>	<p>MAIZE</p> <p>1 bag full = 120 kg ½ bag = 60 kg 1 basin full = 20 Kg 1 cup = 0.5 Kg 1 cup (min mug) = 0.33 Kg 1 acre maize = 400 Kg</p>	<p>SUNFLOWER</p> <p>1 bag full = 70 kg ½ bag = 35 Kg 1 basin full = 12 Kg 5 cups = 1 Kg</p>
<p>RICE (unmilled)</p> <p>1 bag full = 100 kg ½ bag = 50 Kg 1 basin full = 17 Kg 1 cup (mug) = 0.5 Kg 1 cup (min mug) = 0.33 Kg</p> <p>RICE (milled)</p> <p>1 bag full = 120 kg ½ bag = 60 Kg 1 basin full = 20 Kg 1 cup = 0.5 Kg 1 cup (min mug) = 0.33 Kg</p>	<p>BEANS</p> <p>1 bag full = 120 kg ½ bag = 60 Kg 1 basin full = 20 Kg 1 cup (mug) = 0.5 Kg 1 cup (min mug) = 0.33 Kg</p> <p style="background-color: yellow;">Include all units of measure used in your location ie ?? Gorofa = 1 kg ?? Abiriga = 1 kg ?? Kibao = 1kg ?? Afoti = 1kg ?? Odingili = 1 kg ?? Gama = 1 kg</p>	<p>SOYA BEANS</p> <p>1 bag full = 120 kg ½ bag = 60 Kg 1 basin full = 20 Kg 1 cup (mug) = 0.5 Kg 1 cup (min mug) = 0.33 Kg</p>
<p>Cassava</p> <p>1 bag full (fresh) = 170 kg 1 basin full (fresh) = 30 kg 1 acre cassava = 6,770 kg 1 acre stems = 4 bags plant 1 bag cuttings = 45 Kg</p>	<p>Groundnuts (Unshelled)</p> <p>1 bag full = 45 kg 1 basin full = 7.5 kg 1 cup = 0.2 kg 1 cup (mini mug) = 0.15 kg</p>	<p>Sorghum (threshed)</p> <p>1 bag full = 130 kg 1 basin full = 22 kg 1 cup = 0.5 kg 1 cup (mini mug) = 0.35 kg</p>

<p>Cassava (Flour) 1 bag full (chips) = 92 kg 1 bag (flour) = 100 kg 1 basin full (chips) = 17 kg 1 cup = 0.4 kg 1 cup (mini mug) = 0.3 kg 1 katasa = 5kg 100 kg fresh = 37 kg dry Include all units of measure</p>	<p>Groundnut (Shelled) 1 bag full = 120 kg 1 basin = 17 kg 1 cup = 0.4 kg 1 cup (mini mug) = 0.3 kg Include all units of measure per your location</p>	<p>Bananas Small bunch = 5 Kg Medium bunch = 10 Kg Big bunch = 20 Kg Very big bunch = 30 Kg</p>
<p>Millet (Threshed) 1 bag full = 130 kg 1 basin full = 22 kg 1 cup = 0.5 kg 1 cup (mini mug) = 0.4 kg</p>	<p>Pigeon pea (Threshed) 1 bag full = 130 kg 1 basin full = 20 kg 1 cup = 0.5 kg 1 cup (mini mug) = 0.4 kg</p>	<p>Sweet potato (Fresh) 1 bag full = 120 kg 1 basin full = 22 kg 1 acre s/pota vines = 5 bags 1 bundle vines = 18 Kg 1 acre yield = 2000 kg 1 basin of sliced s/p = 6.5Kg 1 bag of sliced s/p = 40 Kg Irish potato 1 bag full = 120 kg 1 basin full = 15 kg</p>
<p>Tomatoes & cabbage 1 basin tomatoes = 20 Kg 1 acre of tomatoes = 1500 Kg 1 bag cabbage = 70 kg 1 big head cabbage = 2.5 kg 1 medium head = 1.5kg 1 small head = 0.5 kg</p>	<p>Sugar cane 1 bundle = 20 stems (sticks) 1 lorry carries 500 bundles (estimate)</p>	<p>Onions 1 basin = 15 Kg 1 bag = 120 kg or 6 basins 1 acre = 1320 kg or 11 bags</p>
<p>Okra 1 acre = 1000 Kg green pods 1 basin = 10 kg 1 bag = 50 Kg</p>	<p>Pumpkin 1 Small = 2 Kg 1 Medium = 5 Kg 1 Big = 10 Kg 1 Very big = 20 Kg 1 acre = 120 fruits (6 - 10 plants)</p>	

1 jug small (all grains except sunflower)	= 1 Kg
1 jug medium (all grains except sunflower)	= 2 Kg
1 jug big (all grains except sunflower)	= 3 Kg
1 Katasa (dish)	= 5 Kg
4 Nice cups (Plastic, short and thick)	= 1 Kg
Calabash (medium size for sowing seeds)	= 2 Kg

Conversion Rates

Ground nuts

Shelled groundnuts weigh 60% of the unshelled.

Rice

Hulled rice weighs 75% of un-hulled rice

Cassava

Dry/Milled cassava weighs 37% of fresh cassava (Assumption based on dry matter of cassava)

Standardizing Area measurements

1 Hectare	= 10,000M ²
1 Hectare	= 2.5 acres
1 acre	= 4000 M ²
0.5 acres	= 2000 M ²
1 acre	= 20 Katalas
1 Katala	= 20 X 10 M ²
1 Large garden	= 1.5 acres (Acholi)
1 medium garden	= 1 acre (Acholi)

1 small garden or 1/2 garden = 0.5 acres (Acholi)

1 Kenya = 1/3 acre

Lasanduku = 1 Katala

Annex 10. Reporting formats

Annual reporting format for IPs and RAUs except DRC



**UPSIDE
Northern Uganda Resilience Initiative 2019 - 2022**



ANNUAL REPORT Jan- Dec 2019

**PREPARED BY:
XXXX IP**

1. Introduction

This section should be a maximum of one page.

It should include information about the following:

1. Brief background of NURI (what the IP role in the implementation of the programme is etc)
2. When NURI was started in the districts and areas/sub-counties covered
3. The activities that are implemented by this particular partner in the reporting period

2. Executive summary

This section should present a summary of the entire report highlighting:

- The development context
- Activities conducted under CSA (summary of results)
- Financial data Lessons learnt

This should be a maximum of one and half page.

3. Implementation Context

This section should be maximumly one page long

It should include information on developments in the districts that may affect the implementation of NURI activities, e.g.

- Influx of or repatriation of refugees in refugee hosting districts
- Land access and other security issues
- Climatic conditions (can have a big impact on agricultural demonstrations and infrastructure works)
- Trade and economic activities in the district
- Other agricultural development activities (NGOs handing out free seed, other development partners supporting similar activities, ...)

3. Implementation Progress

This section should include a narrative of the implementation of main activities as per the workplan during the year e.g.;

- Farmer group selection (how the selection process was conducted, some peculiar observations)
- Farmer group training (attendance, participation, gender, training process)

Depending on the activity plan, the pages could be many however it should not be over detailed but rather highlights with some brief explanation notes about activities implemented while the details of figures/numbers per activity should be documented in a table as Annex 1.

4. Challenges and recommendations

List main challenges and actions taken to mitigate them or recommendations for how to handle them. These should really be main or major challenges that affected the implementation process

5. Lessons learnt

This section should be a maximum of one page and will depend on different experiences had by the implementing partners. They could be on:

- Group mobilization and selection
- Climate change mitigation measures
- LLG leadership structures and influence over the farmer groups
- Traditional verses modern farming practices
- Working and coordination with other development partners

6. Financial Overview

The financial overview should be presented per output, so that the DLG can see how much money has been spent in their district.

Output	Budget	Actual exp.	Comments

The comments should be clear and precise

Annexes

This should relate with the activity work plans but can include:

1. Farmer groups selection of strategic crops
2. Farmer group VSLA savings data
3. Gross margin for demo plots
4. Collective marketing & bulking of produce
5. Success stories (at least two notable stories with pictures if possible)

Annex 1. NURI XXX District Implementation Progress per Activity

Activity		Indicator name	Target	Achieved	Comments
No.	Name				
Output x. Name of output					
Output y. Name of output					

Quarterly progress reports for IPs and RAUs, excluding DRC



**UPSIDE
Northern Uganda Resilience Initiative 2019 - 2022**

QUARTER 1 PROGRESS REPORT Jan- March 2019

**PREPARED BY:
XXXX IP**

1. Background

This section should not be more than half (1/2) page long

It should include information about the following:

4. When NURI was started in the district
5. The sub-counties covered during the reporting period;
6. The activities that are implemented by this particular partner in the reporting period

2. Implementation Context

This section should be maximumly ½ page long

It should include information on developments in the districts that may affect the implementation of NURI activities, e.g.

- Influx of or repatriation of refugees in refugee hosting districts
- Land access and other security issues
- Climatic conditions (can have a big impact on agricultural demonstrations and infrastructure works)
- Trade and economic activities in the district
- Other agricultural development activities (NGOs handing out free seed, other development partners supporting similar activities, ...)

3. Implementation Progress

This section should include a narrative of the implementation of activities as per the workplan during the quarter e.g.;

- Farmer group selection (how the selection process was conducted, some peculiar observations)
- Farmer group training (attendance, participation, gender, training process)
- VSLA & SRHR if any

It should however not be over detailed, could be highlights with some brief explanation notes about activities implemented while the details of figures/numbers per activity should be documented in the table in Annex 1.

4. Challenges and recommendations

List main challenges and actions taken to mitigate them or recommendations for how to handle them.

5. Financial Overview

The financial overview should be presented per output, so that the DLG can see how much money has been spent in their district.

Output	Budget	Actual exp.	Comments

Annexes

This can include summaries of;

- 6. Farmer groups selection of strategic crops
- 7. Farmer group VSLA savings data
- 8. Gross margin for demo plots

Annex 1. NURI XXX District Implementation Progress per Activity

Activity		Indicator name	Target	Achieved	Comments
No.	Name				
Output x. Name of output					
Output y. Name of output					



UPSIDE
Northern Uganda Resilience Initiative 2019 - 2022



QUARTER 1 PROGRESS REPORT

May- July 2019

PREPARED BY:
XXXX IP

1. Background

This section should not be more than one page long

It should include information about the following:

7. When NURI was started in the regions
8. Scope or coverage in the regions (districts, sub counties);
9. The highlight of activities that were implemented by DRC in the reporting period

2. Implementation Context

This section should be one page long

It should include information on developments in the regions that may affect the implementation of NURI RI activities, e.g.

- Influx of or repatriation of refugees in refugee hosting districts
- Land access and other security issues
- Climatic conditions (can have a big impact on agricultural demonstrations and infrastructure works)
- Trade and economic activities in the district
- Other agricultural or infrastructure development activities (NGOs handing out free seed, other development partners supporting similar activities, ...)

If there is any region-specific context please mention it (could consider breaking up the sections in to two if the issues are completely different per region).

3. Implementation Progress

This section should include a narrative of the implementation of activities as per the workplan during the quarter e.g.;

- Community groups selected (how the selection process was conducted, some peculiar observations)
- PMCs identified and trained (attendance, participation, gender, training process)
- Projects screened and selected
- Consider creating simple tables that can summarize numbers from the districts for instance no of groups selected, no of PMCs, no of projects etc.

It should however not be over detailed, could be highlights with some brief explanation notes about activities implemented while the details of figures/numbers per activity should be documented in the table in Annex 1. Individual district disaggregated figures can be put as annexes.

4. Challenges and recommendations

List main challenges and actions taken to mitigate them or recommendations for how to handle them.

5. Financial Overview

The financial overview should be presented per output, so that the DLG can see how much money has been spent in their district.

Output	Budget	Actual exp.	Comments

Annexes

This can include summaries of;

- Community groups selected for participation in infrastructure works
- List of projects selected and their sites
- PMCS and PUCs

Annex 1. NURI XXX District Implementation Progress per Activity

Activity		Indicator name	Target	Achieved	Comments
No.	Name				
Output x. Name of output					
Output y. Name of output					

DRC Annual reporting format



**UPSIDE
Northern Uganda Resilience Initiative 2019 - 2022**



**ANNUAL REPORT
January- December 2019**

**PREPARED BY:
Danish Refugee Council**

1. Background

This section should not be more than one page long

It should include information about the following:

1. When NURI was started in the regions
2. Scope or coverage in the regions (districts, sub counties);
3. The highlight of activities that were implemented by DRC in the reporting period

(Note that this section is an introduction to the report).

2. Executive summary

This section should present a summary of the entire report highlighting:

- The development context
- Activities conducted under RI & WRM (summary of results)
- Financial data
- Lessons learnt

This should be a maximum of one and half page.

3. Implementation Context

This section should be one page long

It should include information on developments in the regions that may have affected the implementation of NURI RI activities, e.g.

- Influx of or repatriation of refugees in refugee hosting districts
- Land access and other security issues
- Climatic conditions (can have a big impact on infrastructure works)
- Trade and economic activities in the district
- Other infrastructure development activities (NGOs handing out free seed, other development partners supporting similar activities, ...)

If there is any region-specific context please mention it (could consider breaking up the sections in to two if the issues are completely different per region).

4. Implementation Progress

This section should include a narrative of the implementation of activities as per the workplan during the quarter e.g.;

- Community groups selected (how the selection process was conducted, some peculiar observations)
- PMCs identified and trained (attendance, participation, gender, training process)
- Projects screened and selected
- Consider creating simple tables that can summarize numbers from the districts for instance no of groups selected, no of PMCs, no of projects etc.

It should however not be over detailed, could be highlights with some brief explanation notes about activities implemented while the details of figures/numbers per activity should be documented in a table in Annex 1. Individual district disaggregated figures can be put as annexes.

5. Challenges and recommendations

List main challenges and actions taken to mitigate them or recommendations for how to handle them.

6. Best Practices and lessons learnt

This should stretch within the reporting period

7. Financial Overview

The financial overview should be presented per output, so that the DLG can see how much money has been spent in their district.

Output	Budget	Actual exp.	Comments

Annexes

This can include summaries of;

1. Community groups selected for participation in infrastructure works
2. List of projects selected and their sites
3. PMCS and PUCs

Annex 1. NURI XXX District Implementation Progress per Activity

Activity		Indicator name	Target	Achieved	Comments
No.	Name				
Output x. Name of output					
Output y. Name of output					