NARO

The Republic of Uganda

GUIDELINES FOR ESTABLISHMENT OF THE NATIONAL AGRICULTURAL RESEARCH ORGANISATION COUNCIL

11th April 2006

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1.0 Purpose of the Guidelines

The activities of the National Agricultural Research System (NARS) in Uganda are envisaged to operate within a unified national framework, although detailed technical operations are to be supervised by apex bodies at two levels. At national level, such responsibility lies with the National Agricultural Research Organization Council (NAROC) and its secretariat, while responsibility at the zonal level lies with the Zonal Agricultural Research and Development Steering Committees (ZARD-SCs). At both levels, the composition of the apex body includes corporate and individual representations to ensure a reasonably wide participation, without unduly making them cumbersome.

The purpose of these guidelines is to outline the:

(a) composition and mandates of the apex bodies and their (sub-) committees, so that there will be no overlap in their mandates and functions.

(b) indicate the organisational set-up and staff requirements of the Council.

2.0 Mandate of the Council

The National Agricultural Research Act of 2005 establishes the National Agricultural Research Organisation (NARO) as an apex body, responsible for policy, coordination, funding and quality control of agricultural research in Uganda. The Organization is designated as the oversight and coordination body, which makes national agricultural research operate as a system and not as individual components. NARO comprises the NARO Council (NAROC) as the governing body, three standing committees as the technical arms of the council, and the NARO Secretariat providing management support to the council and performing day-to-day business.

3.0 Structure and Functions of the Council

3.1 Organisational structure

The re-organisation of the Uganda NARS is based on the creation of a lean organisation at the Apex with a strong focus on decentralisation. The NARO Council - is made up of representatives of stakeholders, with the composition ensuring that the users of the research products and the research practitioners are strongly represented. The NAROC relates to agricultural research service providers in a form of contractor-provider mode through block funding and competitive grant schemes. It uses advisory panels, committees, study teams, expert groups and task forces on *ad hoc* basis to ensure that:

- research to be supported has a sound scientific basis,
- the voice of the research clients is heard and considered in determining priorities,
- resources are mobilized and effectively deployed, and

- responsibilities and resources are effectively decentralised on the principle of subsidiarity.

The organisational structure is diagrammatically depicted in the figure in Annex 1. The details of the organisational structure can be summarised as follows:

Ministry of Agriculture, Animal Industry & Fisheries (MAAIF): the ultimate Government organ to which the Council is answerable.

Uganda National Council for Science and Technology (UNCST): A body under the Ministry of Finance, Planning and Economic Development that oversees scientific research and development in all sectors in the country.

NARS: the overall National Agricultural Research System comprising the apex body (NARO), the Public Agricultural Research Institutes (PARIs), the Non-PARI agricultural research service providers and other collaborators.

National Agricultural Research Organisation (NARO): the apex body in charge of coordinating the National Agricultural Research System.

NARO Council: the governing organ of NARO

Committees of the Council: standing committees as technical arms of the Council to assist in carrying out its functions.

Director General (DG): the chief executive officer of the NARO Secretariat. The DG, assisted by other senior staff in charge of technical, administrative and service units, deals with the overall well-being of the NARS and plays a leading role in co-ordinating support from government and donors.

Administrator, National Agricultural Research Trust Fund: Manager of the National Agricultural Research Trust Fund: an independent unit within the secretariat that deals with management of the Trust Fund and the competitive research funding arrangements.

Zonal Agricultural Research and Development Steering Committee: the zonal apex body responsible for setting of the zonal agricultural research agenda and overseeing the Zonal Competitive Agricultural Research and Development Funds.

Departments / Units of the Secretariat:

Research Coordination: deals with coordination, planning and programming, monitoring and evaluation and training. It also gathers, processes, publishes and disseminates information, including development and management of a Research Management Information System (RMIS).

Finance: deals with financial control, budgeting, accounting and banking

Personnel and Administration: personnel management and training of NARO Secretariat staff, administration, management of Provident Fund, gratuity, staff insurances and general services

Quality Assurance: deals with scientific integrity and quality standards for agricultural research services.

Zonal CGS Secretariat: an independent unit within the zone (housed by a Zonal Agricultural Research and Development Institute) that deals with the zonal competitive research funding arrangements. A Fund Manager heads

the secretariat, supported by personnel that deal with accounts and monitoring and evaluation.

3.2 Members of the Council

The Council shall have sixteen (16) members (Annex 2) appointed by the Minister MAAIF in consultation with relevant bodies in the following manner:

(a) The Chairperson and Members shall be persons of high moral character and proven integrity.

(b) Membership shall ensure that there is a balance of skills, experience and gender.

(c) The members of the Council other than the Director General shall hold office on terms and conditions specified in their instruments of appointment.

(d) Membership of the Council shall be part time and a member of the Council, other than the Director General, shall hold office for three years and is eligible for re-appointment for one more term.

3.3 Committees of the Council

The Council is mandated to establish standing committees to assist in carrying out its functions. Mandatory among them are the Users', Scientific and Finance Committees (Annex 3), and the Zonal Agricultural Research and Development Steering Committees (ZARD-SC) (Annex 4).

The ZARD-SC will appoint a technical sub-committee to serve for a maximum period of three years purely for purposes of carrying out technical assessment of zonal research proposals (Annex 5).

This team will sit twice a year to consider research proposals and will be supported by the Zonal Fund Manager and staff of the secretariat. The Fund Manager will serve as Secretary to this sub-committee. Members of the committee will decide on the Chairperson at their first sitting.

4.0 The NARO Council Secretariat

The Council shall operate through a **Secretariat** (Annex 1) with capacity for providing leadership in strategic thinking and planning, taking into account development trends in agriculture. The capacity in the Secretariat shall stress technical analysis of data and information for policy formulation as well as providing informed judgment as a basis for national research priorities and program strategies. It shall be an un-bureaucratic set-up, oriented along functional relationships, performance criteria and innovativeness rather than hierarchical relationships.

The Director General of the Secretariat will form the programme management, and will be charged with the major task of overall planning, technical guidance and oversight of operations and performing a catalytic and promotional function in advancing the NARS coverage and impact.

The Secretariat will be composed of the following key positions:

- A Director General (DG)
- Director for Quality Assurance
- Director for Research Coordination
- Chief Accountant
- Human Resource and Administrative Officer
- Seven (7) Zonal Fund Managers[1]

Others will include Assistants and Support Staff. The members of the Executive will hold the responsibility for planning, direction, support and management of operations in their respective fields of competence. They will be given a wide measure of discretion and authority.

They will be competitively recruited on the open market, after ample publication. The Council will carry out the final selection. Staff will be given fixed term contracts and a remuneration package based on a salary scheme to be decided upon by the Council, having duly considered the need to ensure a sufficient level of remuneration to attract and retain the most competent professionals. Proposed terms of reference for the key Executive appointments are presented in Annex 6.

5.0 The National Agricultural Research Trust Fund

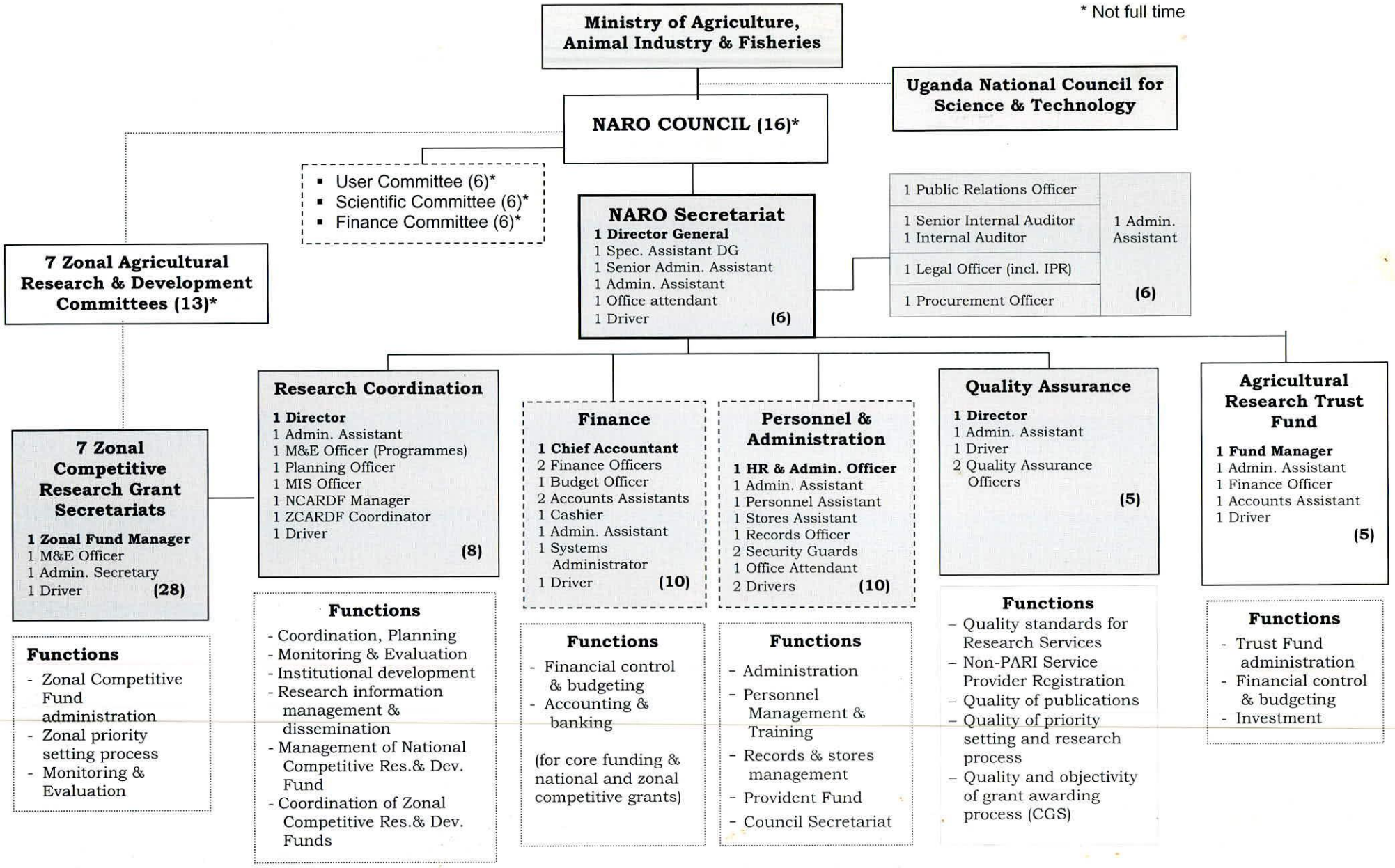
A dedicated Fund established to help provide sustainable funding for the conduct of agricultural research by restructuring and 'ring-fencing' resources earmarked for prioritised research. A law that makes provision for clearly spelt out targeted expenditure areas for which the research resources shall be used governs the Fund. The same law also prescribes the procedures for establishing target levels for the allocation and/or disbursement of those resources. An Administrator that reports directly to the Council manages the Fund. Proposed terms of reference for the position are presented in Annex 7.

[1] Decentralised staff at zonal level

NARO Secretariat staff (core): 45
Trust Fund: 5
Zonal Fund Secretariats: 28

* Not full time

Annex 1: Organisation Structure for the NARS Apex



Annex 2: Composition and Functions of the Council

COMPOSITION
1. Chairperson *(appointed by the Minister on recommendation by the council).*
2. Four representatives of farmers *(nominated by the National Farmers' Forum and Associations, at least two of whom shall be women).*
3. One representative from the private sector *(nominated by national Agro-industry Associations).*
4. One representative of Non-Governmental Organisations *(nominated by the national NGO Forum).*
5. Three eminent agricultural research scientists *(appointed on merit but drawn from and representing the Universities, Public Agricultural Research Institutes and private agricultural research providers. At least one of them shall be a woman).*
6. Permanent Secretary, Ministry responsible for agricultural research.
7. Permanent Secretary, Ministry responsible for finance.
8. Representative of Local Governments *(nominated by the Local Governments Association).*
9. One representative , Uganda National Council for Science and Technology
10. Executive Director, NAADS Secretariat.
11. Director General, NAROC Secretariat (Secretary and ex-officio).
(all members of the council will be appointed by the Minister in consultation with relevant bodies)
FUNCTIONS
1. Formulate national agricultural research policy.
2. Set national agricultural research priorities.
3. Approve national agricultural research plans and programs
4. Appoint PARI Management Committees, Directors and Scientists
5. Allocate resources
6. Ensure implementation of national agricultural research plans and programs
7. Follow up application of research results
8. Monitor and evaluate progress

Annex 3: Composition and Functions of Committees

USERS' COMMITTEE

COMPOSITION

1. Chairperson *(One of the farmers' representatives on the Council).*
2. Two prominent users of research results *nominated by the farmers' and agro-industry representatives on the Council.(representative of NGOs??)*
3. Representative of Ministry of Agriculture.
4. Representative of NAADS.
5. Director, Research Coordination, NARO Council Secretariat.

FUNCTIONS

1. Ensure that the clients' needs and priorities are met in all agricultural research activities

SCIENTIFIC COMMITTEE

COMPOSITION

1. Chairperson *(One of the eminent agricultural research scientists on the Council).*
2. Three prominent scientists *nominated by the representatives of scientists on the Council.*
3. Representative of UNCST.
4. Director, Research Coordination, NARO Council Secretariat.

FUNCTIONS

1. Ensure that agricultural research has a scientific, social, economic and environmental basis.
2. Recommend national thematic research areas on basis of national priorities determined in consultation with stakeholders.
3. Review and recommend on the core capacity required to undertake core research activities by public agricultural research institutes.
4. Review projections on requirements for different types of scientific expertise and recommend appropriate human resources development and capacity development needs for the entire agricultural research system.
5. Coordinate the external and peer reviews of national agricultural research programmes, proposals and bids for their scientific integrity, taking into consideration the available expertise, facilities, the economic and social merits.

FINANCE COMMITTEE

COMPOSITION

1. NARO Council Chairperson.
2. Permanent Secretary, Ministry responsible for Finance.
3. Agro-industry representative on the Council.
4. One farmers' representative on the Council.
5. Representative of the Local Governments on the Council.
6. Administrator, Agricultural Research Trust Fund.

FUNCTIONS

1. Ensure that financial and other resources are mobilised and effectively deployed.
2. Review and recommend for approval annual budgets and financing plans of the Council and Public Agricultural Research Institutes.
3. Plan for financing of the envisaged research under the Competitive Grant Schemes.

Annex 4: Composition and Functions of the ZARD-Steering Committees

COMPOSITION
1. Representative of District Secretaries for Production*in the zone
2. Representative of District Chief Administration Officers*in the zone
3. Representative of District Directorates of Production*in the zone
4. Representative of the Districts NAADS Coordinators*in the zone
5. Four farmers' representatives *(nominated by the District Farmers' Fora and Associations in the zone, at least two of whom shall be women).*
6. One private sector/ agro-industry representative *(elected/nominated by private sector/ agro-industry associations operating in the zone).*
7. One NGO representative *(elected/nominated by NGOs operating in the zone).*
8. Two agricultural research scientists *(could be from outside of zone and one shall be a woman).*
9. Zonal Fund Manager.
FUNCTIONS
1. Set zonal agricultural research priorities.
2. Approve zonal research plans and programs.
3. Mobilise and allocate resources from district sources and zonal competitive grant schemes.
4. Ensure implementation of zonal agricultural research plans and programs.
5. Follow up application of agricultural research results.
6. Monitor and evaluate progress.

* Representatives selected in an electoral process involving all districts in a zone

Annex 5: Composition and Functions of Zonal Technical Sub-committee

COMPOSITION
1. One agricultural scientist affiliated with a ZARI
2. One agricultural scientist affiliated with universities
3. One agricultural scientist not affiliated with any of the above (e.g.
4. from a private research entity or a retired scientist)
5. One expert in public policy (e.g. NAADS, District Production Department)
6. Two experts in aspects of Ugandan agriculture (e.g., NGOs, Agribusiness).
FUNCTIONS
1. Review and evaluate research proposals for competitive funding
2. Advise the ZARD-Steering Committee on scientific and technical issues

Annex 6: TOR for Executive Appointments, NARO Secretariat

1. Director General

The Director General, who shall be appointed by the Minister on recommendation by the Council on such terms and conditions to be specified in the instrument of appointment, shall head the Secretariat. The Director General shall hold office for four years and is eligible for re-appointment for one further term. The Director General is responsible for -

(a) tendering advice to the Council in respect of the business of the Council;

(b) coordinating and implementing policies, programmes and activities of the Council and reporting on them to the Council;

(c) the proper management of the funds, property and affairs of the Council;

(d) coordinating and monitoring of research programmes and the award of contracts;

(e) the organisation and control of the staff of the Council;

(f) the development of an operating plan and strategies to guide the Council in achieving its objectives;

(g) the development of management plans and strategies for utilisation in agricultural research;

(h) the development of an efficient and cost effective internal management structure; and

(i) performing any other duty that may be assigned to him or her by the Council.

2. Director Quality Assurance

The Director, Quality Assurance shall be appointed on contract and be responsible for the day-to-day administration and management of the quality assurance of research programmes and services. He/She shall be responsible for:

(a) heading the Quality Assurance Department;

(b) deputizing for the Director General

(c) developing quality standards and respective guidelines for conducting agricultural research and delivery of agricultural research services;

(d) checking research programmes and research services against agreed standards;

(e) registering and monitoring performance of agricultural research service providers;

(f) facilitating and organising capacity building programmes for service providers to improve quality of agricultural research services;

(g) monitoring and vetting the competitive grant awarding process against guidelines and agreed standards;

(h) overseeing and monitoring the process for agricultural research priority setting at national and zonal level against guidelines;

(i) screening and vetting official publications, reports and information releases by the council and its secretariat;

(j) reporting to Director General.

3. Director, Research Coordination

The Director, Research Coordination shall be appointed on contract and be responsible for the day-to-day administration and management of the planning and supervision of the research programs. He/She shall be responsible for:

(a) heading the Research Coordination Department

(b) deputizing for the Director General

(c) coordinating the process of research priority setting and strategic planning at National level in close collaboration with stakeholders including NAADS, and Local Administration authorities;

(d) managing the National Competitive Research Grants scheme including identification of the research areas, calling for research proposals, evaluating the proposals and awarding the grants in accordance with established guidelines;

(e) overseeing the operation of the Zonal competitive grant scheme and ensuring its efficiency and effectiveness;

(f) recommending core research programmes for National and Zonal Agricultural Research Institutes for approval by the Council;

(g) monitoring research programmes of the NARS to ensure compliance with National policies, priorities and strategies;

(h) organising training to develop necessary skills at the NARS level;

(i) liaising with stakeholders, including potential new sources of funding;

(j) reporting to the Director General.

4. Chief Accountant

The Chief Accountant shall be appointed on contract and be responsible for the day-to-day administration and management of the finances, assets and personnel of the Council. He/She shall be responsible for:

(a) heading the Finance Department.

(b) management and control of the finances of the Council.

(c) coordinating the preparation of annual budget estimates of the National Agricultural Research System.

(d) liaising - with Development Partners and Ministry of Finance, Planning and Economic Development on budgetary and financial matters.

(e) ensuring timely submission of monthly and quarterly financial returns to Commissioner, Treasury Officer of Accounts, Ministry of Finance, Planning and Economic Development.

(f) preparing explanations to Public Accounts Committee on Audit queries

(g) coordinating preparation of NARS policy statement to Parliament.

(h) disbursing funds to grantees;

(i) signing all batches and cheques.

(j) reporting to Director General.

5. Human Resource and Administrative Officer

(a) heading the Personnel and Administration Department.

(b) preparing and signing contracts of supported proposals and research programs;

(c) appointing, assessing, appraising and disciplining of staff of the NARO Secretariat;

(d) appointing Directors and Scientists of Public Agricultural Research Institutes (PARIs) on recommendation of the Council

(e) maintaining and managing the pay role for NARO Secretariat staff

(f) Cenrally managing the provident fund, gratuity and staff insurance for NARO Secretariat staff and PARI staff, if the PARIs wish to do so

(g) managing staff Provident Fund and terminal benefits

(h) managing records and maintaining the human resource database

(i) providing Administrative and logistic support to NARO Secretariat

(j) managing the stores at NARO Secretariat

(k) reporting to Director General

6. Zonal Fund Managers

The Zonal Fund Managers shall be appointed on contract and be responsible for the day-to-day administration and management of the zonal CGS. He/She shall be responsible for:

(a) disseminating information about the zonal competitive grant scheme and its Fund and publishing calls for proposals;

(b) receiving and registering applications and acknowledging receipts to applicants;

(c) organising administrative and technical pre-screening of the proposals to ensure that prescribed formats for CGS application and procedures are adhered to;

(d) preparing and submitting proposals for assessment and/or peer review;

(e) summarising assessors' reports for selection of proposals by the Research Grant Management Committee;

(f) organising meetings of the Zonal Committees;

(g) preparing and signing contracts of supported proposals;

(h) disbursing funds to grantees, receiving, examining and compiling accountabilities from grantees;

(i) receiving, recording and reviewing progress and final reports;

(j) approving minor modifications to approved projects and submitting major modifications for consideration;

(k) stopping disbursements when warranted;

(l) organising training;

(m) liasing with stakeholders, including potential new sources of funding.

(n) Coordinating and overseeing monitoring and evaluation of funded projects in conjunction with relevant stakeholders

(o) reporting to the Director, Research Coordination

Annex 7: TOR for Position of Administrator, NARTF

The Administrator, National Agricultural Research Trust Fund (NARTF) shall be appointed on contract and be responsible for the day-to-day administration and management of the Fund. He/She shall be responsible for:

(a) proposing a formula annually for the distribution of the Fund resources for approval by the Council;

(b) administering and distributing monies paid into the fund among the block/core funds for the Council and Public Agricultural Research Institutes (PARIs), targeted core research areas, National and Zonal competitive grant schemes in accordance with the formula approved by the Council;

(c) reporting in writing to the Council on how allocations made from the Fund to the various executing entities have been utilised by these entities;

(d) investing, pending distribution, all or part of monies in the Fund in such a manner as may be approved by the Council in accordance with the Law governing the Fund;

(e) performing any other functions that may be directed by the Council.

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