



MAAIF
Ministry of Agriculture
Animal Industry and Fisheries

TRAINING MANAGEMENT GUIDELINES FOR CAPACITY BUILDING PROGRAMMES UNDER THE UGANDA CLIMATE SMART AGRICULTURAL TRANSFORMATION PROJECT

JANUARY 2025

ACKNOWLEDGEMENT

The National Agricultural Research Organisation (NARO) expresses its profound appreciation to the taskforce team that spearheaded the development of the UCSATP training management guidelines. Special recognition is extended to Dr. Damalie Akwango, Mrs. Noreen Nabwami Kyamanywa, Dr. Nasser Kasozi, Dr. Richard Edema, Prof. Elizabeth Balyejusa Kizito, and Mr. Mark Sseremba for their dedication, technical expertise, and invaluable contributions throughout the process.

NARO further acknowledges with gratitude all stakeholders who participated in consultations, reviews, and validation processes, whose insights greatly enriched the quality of these guidelines. Special thanks are extended to the Director General, NARO, Dr. Yona Baguma and the Deputy Director General, Agricultural Technology Promotion, Dr. Sadik Kassim for their strategic guidance and leadership during the development of these guidelines.

All NARO Institutes are sincerely appreciated for their active participation and constructive inputs. We are also grateful to Top Management and the NARO Governing Council for reviewing the final draft of the Training Management Guidelines and for the critical improvements that strengthened the document.

NARO also acknowledges the National Project Coordinator UCSATP, Eng. Okanya Boniface and Deo Gracious Opolot from the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Dr. Benda Katali from National Animal Genetic Resources Conservation and Data Bank (NAGRC&DB), and Dr. Ayesiga Godwin from Department of Meteorological Services (DMS) under the Ministry of Water and Environment for their valuable input, which significantly contributed to the successful finalization of this document.

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FOREWORD

The Government of Uganda, with support from the World Bank (WB), is implementing the Uganda Climate Smart Agricultural Transformation Project (UCSATP) through the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), the National Agricultural Research Organisation (NARO), the National Animal Genetic Resources Conservation and Data Bank (NAGRC&DB), and the Department of Meteorological Services (DMS) under the Ministry of Water and Environment. The project seeks to promote Climate Smart Agriculture (CSA) as a pathway to increasing productivity, building resilience, and reducing greenhouse gas emissions in the agricultural sector.

Capacity development is central to the achievement of these objectives. It is through training, knowledge sharing, and continuous learning that we can equip farmers, researchers, extension workers, and other stakeholders with the skills and competencies necessary to adapt to climate change, adopt innovative technologies, and sustainably transform Uganda's agriculture.

These *Training Management Guidelines* have therefore been developed to provide a clear framework for planning, coordinating, delivering, and monitoring training activities under UCSATP. They aim to ensure that all training interventions are well-structured, inclusive, cost-effective, and aligned to the broader project goals. The guidelines also emphasize quality assurance, accountability, and sustainability, so that the knowledge and skills imparted have long-term impact.

On behalf of NARO and other implementing partners, I wish to extend our gratitude to the WB and the Government of Uganda (GOU) for their support and commitment to building a resilient and climate smart agricultural sector.

It is my sincere hope that these guidelines will serve as a practical reference tool for all actors involved in UCSATP training activities, and that they will contribute to building a skilled and knowledgeable agricultural community capable of driving Uganda's transformation agenda.

Together, let us work towards a climate smart, productive, and sustainable agricultural future.

Dr. Yona Baguma

DIRECTOR GENERAL, NARO

1. BACKGROUND AND RATIONALE

Agriculture remains the backbone of Uganda's economy, employing over 70 percent of the population and contributing significantly to food security, export earnings,

and rural livelihoods. However, the sector faces increasing challenges from climate variability and change, which threaten productivity, sustainability, and resilience. To address these challenges, GOU, with support from the WB, is implementing the UCSAT Project. The project is anchored on strengthening research, promoting climate smart technologies, enhancing market linkages, and building institutional and human capacities that will drive the transformation of the agricultural sector.

A key pillar of UCSATP is human capital development. The future of CSA research and innovation in Uganda depends on a skilled workforce capable of generating, adapting, and applying advanced scientific knowledge and practices. Currently, public agricultural research institutions face critical human resource gaps in specialized fields relevant to CSA, including crop and livestock genetics, biotechnology, agro-meteorology, soil and water management, and socio-economic analysis. Without deliberate investment in training, these institutions risk being unable to meet the demands of a rapidly evolving agricultural landscape.

In response, UCSATP, under Component 1 (Strengthening Climate Smart Agricultural Research, Seed, and Agro-Climatic Information Systems) and specifically Sub-component 1.4a (Institutional and Capacity Strengthening for Public Agricultural Research Institutes), provides support for postgraduate training of scientists and technical staff of the implementing institutions. Through MSc and PhD scholarships tenable at reputable public universities in Uganda, the project will contribute to building a critical mass of researchers whose work is aligned to national priorities and the project's thematic areas. This investment is expected to enhance the knowledge base, strengthen innovation systems, and ensure the long-term sustainability of climate-smart agricultural research and development.

To achieve these outcomes, clear and standardized procedures are necessary to guide the planning, coordination, and implementation of the training programmes. The Training Management Guidelines (TMGs) have therefore been developed to provide a structured framework for administering scholarships, monitoring progress, ensuring accountability, and aligning training outputs with the objectives of UCSATP. They will serve as a practical tool for all stakeholders including MAAIF, NARO, NAGRC&DB, DMS, universities, and scholarship beneficiaries to ensure that training interventions are efficient, transparent, and impactful.

Ultimately, these guidelines are not only intended to address current human resource gaps, but also to create a sustainable system for developing Uganda's next generation of CSA scientists. By doing so, the project contributes to the realization of Uganda's Vision 2040, the National Development Plan IV, and the broader agenda for agricultural transformation and climate resilience.

2. PURPOSE OF THE GUIDELINES

The purpose of the TMGs is to provide a framework for managing the training component under the UCSATP in alignment with existing policies and regulations governing training among the implementing partners.

3. OBJECTIVES OF THE TRAINING

The overall objective of the training under UCSATP is to strengthen the human resource capacity of Uganda's public agricultural research and development institutions by building a critical mass of highly skilled specialists in CSA. Specifically, the training seeks to:

- i. Develop advanced scientific expertise in priority fields of CSA research, including crop and livestock improvement, agro-meteorology, soil and water management, biotechnology, socio-economics, and related disciplines.
- ii. Address human resource skills gaps within NARO, NAGRC&DB, DMS, and MAAIF by equipping staff with Masters and Doctoral qualifications that enhance institutional research, innovation and service delivery capacity.
- iii. Foster sustainability of research systems through the training of a new generation of scientists capable of advancing knowledge, influencing policy, and supporting CSA transformation in Uganda.
- iv. Strengthen institutional collaboration and networks between universities, research institutions, extension services and other stakeholders engaged in agricultural innovation, thereby creating synergies for knowledge sharing and technology transfer.
- v. Promote demand-driven research and generate practical solutions to climate related challenges through tailoring graduate students' research to the thematic areas of the Project.

The training will not only fill existing skills gaps, but also establish a solid foundation for long-term capacity development in CSA research and development.

4. GUIDING PRINCIPLES

Through these guidelines, the Project shall support training to address institutional competencies in line with equity and quality principles. Specifically, these guidelines shall be guided by the following principles:

a) Academic Integrity

- i. Beneficiaries shall uphold honesty in coursework, examinations, research, and publications.
- ii. Beneficiaries shall be commitment to the study programme
- iii. Plagiarism, falsification of data, or other forms of academic misconduct shall be strictly prohibited and will result in termination of the scholarship.

b) Research Ethics

- i. Research conducted under UCSATP shall comply with ethical standards of host universities and recognized Research Ethics Committees.
 - ii. Studies involving human participants, animals, or genetic resources shall obtain prior ethical clearance from relevant authorities.
 - iii. Research shall respect the rights, privacy, and informed consent of participants, while safeguarding the welfare of communities and ecosystems.
- c) Equity and Inclusivity**
- i. Recruitment and selection of scholarship beneficiaries shall be conducted fairly and transparently, without discrimination based on gender, ethnicity, religion, disability, or region.
 - ii. Special consideration shall be given to promoting gender, discipline and regional balance.
- d) Responsible Use of Resources**
- i. Scholarship funds shall strictly be used for their intended purposes, with full accountability.
 - ii. Misuse, fraud, or diversion of project resources shall constitute to unethical conduct and in that case attract disciplinary and legal action.
- e) Professional Conduct:** Beneficiaries and stakeholders shall be expected to conduct themselves with professionalism, respect, and integrity in all academic and project-related engagements.
- f) Confidentiality and Data Protection:** Sensitive data collected during research shall be handled responsibly and stored securely.

5. GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS

Effective governance and institutional arrangements are critical to the successful implementation of the training programmes under UCSATP. The arrangements are designed to ensure clarity of roles, accountability, and coordination among all implementing entities.

5.1. Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)

MAAIF, as the lead ministry, will:

- i. Provide overall policy guidance, oversight, and strategic direction for the training interventions under UCSATP.
- ii. Ensure that training programmes are aligned with national agricultural and human resource development priorities.
- iii. Facilitate coordination with other government ministries and agencies.

5.2. National Agricultural Research Organization (NARO)

NARO, as the lead implementing agency for Component 1, Sub-component 1.4a on Institutional and Capacity Strengthening will be responsible for:

- i. Coordinating the design, implementation, and monitoring of all training activities.

- ii. Administering the scholarship programme in collaboration with other implementing partners.
- iii. Providing technical backstopping to ensure that student research aligns with UCSATP thematic areas.
- iv. Reporting on training progress to MAAIF and the WB.

5.3 National Animal Genetic Resources Conservation and Data Bank (NAGRC&DB)

NAGRC&DB as a participating institution will:

- i. Provide technical input in specialized areas of animal genetic resources
- ii. Ensure the training supports the development of skills relevant to conservation, improvement, and sustainable utilization of animal genetic resources.

5.4 Department of Meteorological Services (DMS)

DMS will:

- i. Contribute expertise in agro-climatic data, climate modelling, and weather-related services.
- ii. Guide training in meteorology and climate science to build capacity for improved climate risk assessment and early warning systems.

5.5 Universities and Training Institutions

Reputable public universities in Uganda will serve as the primary training providers for the MSc and PhD programmes. Additionally, other reputable training institutions shall be considered for short term courses.

The Universities and other training institutions shall be responsible for:

- i. Hosting scholarship beneficiaries.
- ii. Supervising research in collaboration with NARO and other UCSATP partners.
- iii. Ensuring academic quality and compliance with university regulations.
- iv. Imparting skills and knowledge in the identified areas of the project.

5.6 Scholarship Beneficiaries

Students supported under the UCSATP training programme shall be expected to:

- i. Pursue their studies diligently and complete within the stipulated timelines.
- ii. Conduct research that directly contribute to UCSATP thematic areas.
- iii. Regularly report progress to their supervisors and NARO.
- iv. Commit to abide by the rules and regulations of their respective institutions upon completion of training.
- v. Comply with institutional and project guidelines on research integrity, Intellectual Property and ethical conduct.

- vi. Submit copies of the final dissertation, thesis and publications to the Project Training and Capacity Development Unit.

5.7 Training and Capacity Development Unit at NARO

The Training and Capacity Development unit at NARO will:

- i. Ensure day-to-day coordination of UCSATP training activities.
- ii. Provide administrative support,
- iii. Organise training programmes and consolidate reports.

6 CATEGORIES OF TRAINING

Training programmes shall be categorized as follows:

6.1 Graduate Training

Graduate training shall include structured learning and research at PhD and Masters levels. This kind of training will be categorized as long-term training and will lead to an award of Doctor of Philosophy or Master of Science degrees.

6.2 Short-term Training

Short term training shall include courses lasting not more than six months resulting in an award of a certificate. Training for this category shall be based on the specific needs identified through a Training Needs Assessment (TNA) and shall be in line with the project focus areas.

Staff proceeding for any category of training shall require approval of their respective Institution Heads.

7 TRAINING NEEDS ASSESSMENT AND PLANNING

The purpose of the Training Needs Assessment (TNA) and Planning is to ensure systematic institutional capacity development and competencies so as improve efficiency.

7.1 Training Needs Assessment

All training will be preceded by a TNA that will identify skills gaps:

- i. Training needs may be identified from existing Needs Assessment Reports
- ii. A comprehensive TNA exercise may be undertaken to prioritize specialized short-term trainings.
- iii. Cross cutting and emerging issues relevant to the Project that may not have been identified in the TNA may be considered for training.
- iv. Long-term training needs will be generated from the wider themes of the different project value chains.
- v. The training needs collected shall be validated by the UCSATP Training Committee before they are captured in the training plan.

7.2 Training Plan

- i. The Training Plan shall be developed based on the training needs assessment reports
- ii. The UCSATP Training Committee shall oversee, monitor and evaluate the training programmes offered under the Project.

8 ELIGIBILITY CRITERIA

The award of graduate scholarships under the UCSATP will be based on a competitive and transparent process. The following criteria shall guide the selection of eligible candidates:

8.1 General Requirements

- i. Applicants must be Ugandan citizens.
- ii. Applicants must demonstrate a strong commitment to contribute to CSA research and innovation in Uganda.
- iii. Applicants must be willing to conduct research in line with the UCSATP thematic areas and priority value chains.
- iv. Applicants must be available for full-time study for the entire duration of the programme.

8.2 Academic Requirements

8.2.1 Master's Scholarships

A Bachelor's degree in agricultural sciences, fisheries, aquaculture, animal science, veterinary, environmental science, natural sciences, agricultural engineering, climate change, meteorology, agribusiness or economics or any other closely related field.

8.2.2 Doctoral Scholarships

- i. A Master's degree in agricultural sciences, aquaculture fisheries, animal science, veterinary, environmental science, natural sciences, climate change, agricultural engineering, meteorology, economics, agribusiness or any other closely related field.
- ii. A record of at least one scientific publication in a peer reviewed journal. Possession of additional publications will be considered an added advantage.
- iii. Capacity to develop and effectively defend a concept note before the selection panel.

8.3 Institutional Affiliation

Priority will be given to qualifying staff (core and project) of the participating partner institutions.

8.4 Research Alignment

Applicants must submit a concept note or research proposal aligned to UCSATP thematic areas, including:

- i. Climate-smart crop, fish and livestock improvement.
- ii. Agro-meteorology and climate modelling.
- iii. Soil and water management.
- iv. Biotechnology and genetic resource conservation.
- v. Market systems and socio-economic analysis of climate-smart practices.

8.5 Other Considerations

- i. Gender balance will be promoted, with deliberate efforts to encourage female applicants.
- ii. Regional balance will be taken into account to ensure equitable participation across the country.
- iii. Applicants must agree to serve in Uganda's public agricultural research and extension systems for a minimum specified period after completion of their studies, in line with the Training Bonding Agreement.

9 PRIORITY TRAINING FIELDS/THEMATIC AREAS

The Project will support training in the following thematic areas:

- i. Animal genomics, reproductive physiology, biotechnology, biomedical courses, feeding systems, fish health management, and waste management to enhance livestock productivity and resilience.
- ii. Plant biochemistry, plant physiology and toxicology.
- iii. Seed science, seed systems and post-harvest technologies to promote adaptive agriculture.
- iv. Soil chemistry, pedology, and agricultural engineering sciences.
- v. Genomics, breeding, feed innovation, and biotechnology to advance resilient and sustainable aquaculture and capture fisheries.
- vi. Genomics, conservation, and the potential use of beneficial insects as alternative food and feed, alongside their ecosystem roles in agriculture.
- vii. Irrigation, agro-processing, smallholder mechanization, and renewable energy technologies for sustainable farming systems.
- viii. Agro-meteorology, climate modelling, data science, and monitoring systems for reducing greenhouse gas emissions in crop, livestock, Fisheries and beneficial Insects value chains.
- ix. Optimizing value chain management, reducing post-harvest losses, and improving product marketability.
- x. Socio-economics, impact studies and commodity market linkages systems.

Other climate-related thematic areas that contribute to the project development goal shall be supported.

10 APPLICATION, SELECTION AND TRAINING MANAGEMENT PROCESS

The application, selection and training management process under the UCSATP shall follow the flow chart below:



Fig 1: UCSATP application, selection and training management process

10.1 Determination of Application Criteria

To ensure that applicants meet the eligibility requirements and compliance to application procedures, the following criteria will be followed:

- i. Fulfill all eligibility criteria outlined in these guidelines (citizenship, academic qualifications, institutional affiliation, and research alignment).
- ii. Submit an application to the Director General, NARO within the specified period.
- iii. Attach certified copies of academic transcripts and certificates.
- iv. Provide a letter of recommendation from the applicant's current employer/immediate supervisor
- v. Provide a letter from an academic referee supporting the application.

- vi. Submit a motivation statement describing why s/he should be supported to undertake the training.
- vii. Provide a research concept note aligned to UCSATP thematic areas.
- viii. A link to the publication in the case of PhD applicants

10.1.1 Rolling out Call for Applications

- NARO, on behalf of UCSATP, will issue a public call for applications for both short term and long term trainings through official websites, newspapers, and institutional channels.
- The call will specify available slots, eligibility requirements, thematic areas, and the application procedure.

10.2 Selection Process

To ensure fairness, transparency, and merit-based recruitment of trainees, UCSATP will follow a clearly defined competitive selection process as detailed in the sub-sections below:

10.2.1 Receipt and Screening of Applications

- The Training and Capacity Development Unit at NARO will receive all applications.
- An initial administrative screening will be conducted to verify completeness and compliance with eligibility requirements.

10.2.2 Eligibility and Compliance Screening

A Screening and Shortlisting Committee comprising representatives from MAAIF, NARO, NAGRC&DB, DMS, universities, and other stakeholders will screen and shortlist applications.

10.3 Technical Evaluation

A Technical Evaluation Committee comprising of subject matter experts will be appointed to evaluate the applications. The evaluation will be based on academic merit, relevance of the concept note to UCSATP objectives and potential impact.

A shortlist of candidates will be prepared for further consideration.

10.4 Interviews/Presentations

Shortlisted PhD candidates will be invited for interviews to present their research proposals before the Interviewing panel.

This step will assess candidates' motivation, clarity of research ideas, and commitment to serving in Uganda's agricultural sector.

10.5 Final Selection and Approval

- The Interviewing Panel will recommend successful candidates for approval.
- The list of selected candidates will be communicated formally through NARO and MAAIF.

10.6 Award of Scholarships

Successful candidates will be issued with notification of award letters requesting them to provide details of their admissions to the respective universities, workplans and research budgets.

10.7 Signing of the Agreement

- i. Upon receiving a no-objection from the WB, award letters will be issued detailing terms and conditions of the scholarship, including bonding requirements, duration, and reporting obligations.
- ii. Successful candidates will be required to sign the scholarship agreement.
- iii. Candidates will sign a Training Bonding Agreement committing to return and serve their employing institutions upon completion of their studies.

10.8 Orientation

NARO will conduct an orientation session for all successful candidates to familiarize them with UCSATP objectives, training guidelines, and reporting requirements.

11 SCHOLARSHIP FINANCIAL COVERAGE

The Project will provide comprehensive financial support to successful candidates to enable them to pursue their tgraduate training without undue financial constraints.

The scholarship package will cover essential academic, research, and living expenses, thereby ensuring that beneficiaries focus fully on their studies and research. The scholarship will consist of the following components:

11.1 Tuition and Functional Fees

Full coverage of approved tuition and functional fees as charged by the host university for the entire duration of the programme will be subject to academic performance.

11.2 Books and Stationery Allowance

A fixed annual allowance of Ugx 2,340,000 will be provided to cover the cost of books, stationery, and other academic materials. This allowance will be paid once every academic year.

11.3 Monthly Stipend

To support living expenses during the study period, beneficiaries will receive a monthly stipend as follows:

- Master's students: USD 500 per month.
- Doctoral students: USD 800 per month.

11.4 Research Funds

- i. Each beneficiary will receive research funding to cover costs associated with fieldwork, laboratory analysis, data collection, and dissemination of research outputs.
- ii. Research funds will be disbursed upon submission of approved proposal. Subsequent disbursement shall be made based on progress reports.
- iii. Students are encouraged to provide evidence of ethical clearance.

11.5 Payment Schedule

Tuition and functional fees shall be paid directly to the University while stipend, research, books and stationery allowances shall be paid directly to the students' bank accounts.

11.6 Payment Modalities

Payments shall be by Electronic Funds Transfer (EFT) to the University and students accounts provided.

11.7 Payment Frequency

Payment of books and stationery allowance and tuition and functional fees shall be annual while stipend shall be quarterly. Research funds shall be disbursed as per UCSATP Training Committee approval.

12 SCHOLARSHIP MONITORING AND COMPLIANCE MEASURES

The measures are designed to track academic progress, promote responsible use of resources, and ensure that training outcomes contribute to national development and project objectives.

12.1 Progress Reporting and Documentation

- i. Beneficiaries will be required to submit periodic progress reports endorsed by their academic supervisors.
- ii. NARO will consolidate progress reports and submits them to MAAIF and the WB.

- iii. Mid-term reviews will be undertaken by the Training Committee to assess training outcomes, financial accountability, and alignment with project objectives. The recommendations of the reviews will inform the next course of action.

12.2 Suspension/Termination of Scholarship

The scholarship may be suspended/terminated if the student:

- i. Fails to maintain acceptable academic performance
- ii. Mis-uses/misappropriates training funds
- iii. Abandons the program or deviates from the approved research area
- iv. Fails to comply with reporting and accountability requirements
- v. Abandons studies for more than 3 months
- vi. Misconduct, plagiarism or unethical research practices

12.3 Completion

Upon completion of studies, scholarship beneficiaries shall:

- i. Submit final reports, copies of dissertations/theses and other relevant research outputs.
- ii. Serve Uganda's agricultural sector as stipulated in the scholarship agreement.
- iii. Graduates will be expected to share skills and knowledge gained through seminars, workshops, and mentorship programmes within their host institutions

An end-of-training evaluation will be conducted to document lessons learned, best practices, and the contribution of the training to institutional capacity development.

13 MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) is a critical component of the training programme under UCSATP. It ensures that the scholarship programme is implemented effectively, resources are utilized efficiently, and the intended outcomes of strengthening human resource capacity in climate-smart agriculture are achieved.

13.1 Objectives of M&E

The M&E framework is designed to:

- Track the progress of scholarship beneficiaries against agreed milestones.
- Ensure accountability and transparency in the use of project resources.
- Assess the quality and relevance of training in relation to UCSATP thematic areas.
- Provide timely feedback for decision-making and corrective action.

- Document outcomes, lessons learned, and best practices for sustainability.

13.2 Monitoring Mechanisms

Monitoring will be undertaken continuously throughout the training cycle through the following mechanisms:

- Progress reports by beneficiaries: Students will submit quarterly academic and financial progress reports endorsed by their academic supervisors.
- University feedback: Host universities will provide periodic updates on beneficiaries' enrolment, coursework, research progress, and completion status.
- Supervisory visits: NARO will conduct routine monitoring visits to universities to assess implementation challenges and provide support.
- Financial accountability: Research funds and stipends will be tracked against approved budgets, with periodic audits to ensure compliance with UCSATP financial guidelines.

13.3 Evaluation

Evaluation will be carried out at key stages to assess the impact and effectiveness of the training programme:

- Mid-Term Evaluation: Conducted midway through the training cycle to review progress, identify challenges, and recommend corrective actions.
- End-of-Training Evaluation: Conducted upon completion of the programme to assess the outcomes, quality of research outputs, and contribution to institutional capacity.

13.4 M&E Roles and Responsibilities

- National Project Coordination Unit:** Participate in the designing of the M&E tool and, receive and review training reports and provide strategic direction.
- NARO:** Lead agency responsible for consolidating M&E reports, coordinating monitoring visits, and ensuring compliance with guidelines.
- Universities:** Provide academic progress data and certify completion of programmes.
- Beneficiaries:** Submit regular progress and financial accountability reports.
- UCSATP Training Committee:** Review M&E reports, provides oversight, and guide strategic decision-making.

13.5 Key Performance Indicators (KPIs)

M&E will track the following indicators, among others:

- Number of scholarships awarded disaggregated by gender, discipline, and institution.
- Percentage of beneficiaries completing studies within the stipulated timeframe.

- iii. Number of MSc and PhD theses aligned with UCSATP thematic areas.
- iv. Percentage of students on track disaggregated by gender, discipline, and institution.
- v. Number of peer-reviewed publications, innovations, or technologies generated from supported research.
- vi. Proportion of graduates re-integrated into NARO, NAGRC&DB, DMS, or MAAIF.

14 FINANCIAL MANAGEMENT AND ACCOUNTABILITY

Sound financial management and accountability are essential to the successful implementation of the training programme under UCSATP. The scholarship funds, provided by the WB and the Government of Uganda, shall be managed transparently, efficiently, and in compliance with national and donor requirements.

14.1 Principles of Financial Management

The financial management of the training programme will be guided by the following principles:

- a) **Transparency:** All financial transactions shall be open and accessible for review by relevant stakeholders.
- b) **Accountability:** Every actor handling funds shall be responsible for their proper use and shall provide expenditure/accountability reports.
- c) **Efficiency:** Training funds shall be used in a cost-effective manner to achieve the intended training objectives.
- d) **Compliance:** All financial operations shall comply with Government of Uganda public financial management regulations and WB requirements.

14.2 Flow of Funds

The following funds shall be paid out by the Project:

- i. **Tuition and Functional Fees:** These shall be paid directly by the universities fees collection accounts.
- ii. **Stipends and Book Allowances:** These shall be disbursed directly to beneficiaries' designated bank accounts.
- iii. **Research Funds:** These shall be released to beneficiaries' designated bank accounts. It shall be the responsibility of the scholarship beneficiary to account for the released funds.

14.3 Roles and Responsibilities over financial management and accountability

Financial management and accountability shall be the role of the following actors;

- i. **MAAIF:** Disburse funds to NARO for the implementation of the training programme, and ensure adherence to accountability standards.
- ii. **NARO :** Responsible for the overall financial management and accountability of training funds.
- iii. **Universities:** Manage tuition payments, provide confirmation of fees receipts, and report on financial transactions related to student research funds.
- iv. **Beneficiaries:** Ensure prudent use of stipends and research funds, submit accountabilities (receipts, financial statements, and reports) within agreed timelines, and adhere to approved research budgets.

14.4 Financial Reporting

- i. Beneficiaries shall submit annual financial accountability reports for research funds, endorsed by their supervisors.
- ii. NARO shall compile consolidated financial reports for submission to MAAIF.

14.5 Audit and Verification

- i. The training funds will be subject to both internal and external audits in line with GOU and WB financial guidelines.
- ii. Spot checks and verification exercises will be conducted by NARO and MAAIF to ensure compliance with the Project financial management procedure.
- iii. Any misuse or mismanagement of funds shall lead to recovery measures, termination of scholarship, and possible legal action.

14.6 Accountability Measures

- i. Disbursement of subsequent stipend or research funds shall be conditional on satisfactory academic progress and submission of financial accountabilities (for research funds). Refer to section 11.4
- ii. Strict sanctions shall be applied in cases of financial mismanagement, including suspension of benefits and reporting to relevant authorities.

15 COMMUNICATION AND VISIBILITY

Effective communication and visibility are essential for enhancing awareness, transparency, and stakeholder engagement in the implementation of the training programme under UCSATP. All communication activities shall highlight the role of the Government of Uganda, MAAIF, NARO, the WB, and implementing partners while ensuring that information about training opportunities and achievements reaches intended audiences.

15.1 Communication Channels

All communication regarding training shall be made through the following channels;

- i. **Official Websites:** Calls for applications for scholarships and other information shall be posted on MAAIF, NARO, and other implementing partner websites.
- ii. **Print Media:** Scholarship opportunities shall be publicized through newspapers.
- iii. **Workshops, Seminars, and Conferences:** Training beneficiaries will present their research outputs in scientific and stakeholder forums.
- iv. **Social Media:** Updates will be shared through verified institutional social media platforms to reach a wider audience.
- v. **Reports and Publications:** Annual reports, newsletters, and policy briefs will highlight progress, success stories, and lessons learned.

15.2 Branding and Acknowledgement

- i. All training-related documents, reports, publications, and communication materials shall bear the logos of UCSATP, MAAIF, WB and NARO.
- ii. All communication should acknowledge UCSATP, MAAIF, WB and NARO.
- iii. Scholarship beneficiaries shall acknowledge UCSATP support in their theses, dissertations, presentations, and publications.

16 BONDING OBLIGATIONS AND EXIT STRATEGY

Given the significant investment made by the Government of Uganda and the WB in building human resource capacity under UCSATP, beneficiaries of scholarships shall be required to fulfill bonding obligations and comply with a clear exit strategy. These measures are intended to ensure sustainability, retain talent within the public agricultural sector, and maximize the return on investment for institutional growth.

16.1 Bonding Obligations

- i. **Service Commitment:** Scholarship beneficiaries that are on the institutional payroll as core staff shall enter into a legally binding Training Bonding Agreement with their respective employers on behalf of the GOU, committing to return and serve the institution. MSc scholarship beneficiaries shall be bonded for a period of **two years** and PhD shall be bonded for **three years**. Bonding shall be subject to the ability of the employer to continue employing the scholarship beneficiary
- ii. **Conditions of the Bond:** The Training Bonding Agreement shall clearly specify the period the employee shall be away on study, the training institution and the course of study. It shall also specify consequences of breach and the grounds for termination of the training programme.

- iii. **Enforcement:** Failure to honor the bonding obligations shall require the beneficiary to refund the total scholarship cost incurred (including tuition, stipend, and research funds).
- iv. **Tracking and Monitoring:** NARO shall maintain a database of bonded beneficiaries to monitor compliance and follow up on placement in relevant institutions.

16.2 Special Consideration

In cases where beneficiaries are unable to serve the employing institutions due to ill health, or other circumstances beyond their control, the Project Training Committee will review their case and determine appropriate action.

17 RISK MANAGEMENT

The implementation of training programmes under UCSATP is subject to various risks that may affect the achievement of intended objectives. To safeguard investments and ensure smooth implementation, proactive risk identification, mitigation, and monitoring mechanisms will be put in place.

17.1 Key Potential Risks

The implementation of the training programme is likely to be affected by the risks described in the following table:

Table 1: Key Potential Risks

Ref	Risk Type	Description	Likelihood	Mitigation measures
1.	Delays in funds disbursement	Late release of tuition, stipend, or research funds may disrupt beneficiaries' studies.	High	Establish clear fund flow mechanisms, release funds in tranches, and maintain close coordination between MAAIF, NARO, and universities
2.	Drop out and non-completion of studies	Beneficiaries may fail to complete their academic programmes due to personal, academic, or financial challenges	Medium	Conduct rigorous selection, provide academic mentorship, monitor progress closely, and link support to performance milestones
3.	Misuse of scholarship	Stipend and research	High	Strengthen

Ref	Risk Type	Description	Likelihood	Mitigation measures
	funds	funds may be diverted from intended purposes		accountability mechanisms, require periodic reporting, enforce audits, and apply sanctions in cases of misuse
4.	Weak supervision and mentorship	Inadequate academic supervision may compromise the quality of training, research outputs and completion timeline	Low	Assign competent internal supervisors, and provide capacity building for mentors
5.	Brain drain	Beneficiaries may seek employment abroad after training, limiting national capacity gains	High	Enforce bonding agreements, create attractive career pathways, and promote a conducive work environment in employing institutions
6.	Institutional weaknesses	Limited institutional capacity in universities or research institutions may affect training quality	Low	Strengthen partnerships with reputable universities and other training providers

17.2 Risk Monitoring and Reporting

NARO shall maintain a risk register for training activities, updated semi-annually. This will allow the Project Training Committee with the professional support of the audit team to review the risks regularly and propose timely mitigation/responses.

17.3 Escalation and Response Mechanism

Minor risks shall be addressed at institutional level, while high impact risks such as misuse of funds, shall be escalated to the NPC MAAIF. The WB shall be notified of major risks and mitigation actions during implementation support missions.

ANNEX 1: Training Bonding Agreement for NARO

NATIONAL AGRICULTURAL RESEARCH ORGANISATION CONDITIONS OF TRAINING AND BONDING AGREEMENT

Mr./Miss./Dr./Mrs.:.....currently working for.....
.....herein called "Agency") as a
having secured a scholarship leading to award of
at (training institution) from (start
date) to(end date) do undertake that if I am accepted to receive
long-term degree training under the National Agricultural Research Organisation
(NARO) or any other sponsored training programme. I shall adhere to the
programme arranged as requested by my employers, devote my time and attention
to my studies, and conform to NARO regulations and procedures for the duration of
the training programme. I shall not seek extension of the period of my programme
unless under circumstances beyond my control, but will resume work without delay
upon completion of my training and will endeavour to utilize for the benefit of my
country the training acquired under this programme. I shall without fail return to the
employment of NARO that requested for my participation in my training
programme and will work for the Agency for no less than **one/two/three year(s)** after
receiving my training. If I fail to return to my employing agency for the specified
bonding period, then I shall be legally bound to reimburse NARO all its
expenditures associated with my training programme including the salary received
during the training period.

Termination of Training Programmes before normal duration, NARO and the
employing Agency reserves the right to terminate the training programme of those
Applicant who:

- a) Fail in the academic studies.
- b) Fail to carry out class room work that the training institute believes is
commensurate with the training objectives.
- c) Fail to show sufficient interest in or to pursue effectively the practical training
phases of their programmes.
- d) Have severe health problems which according to medical reports can
adversely affect the performance of their employment duties.
- e) Failure to adhere to NARO rules and regulation of Training programmes.
- f) Conduct themselves in a manner prejudicial to the programme or to the law
of the country of training.

Signed:.....
(Signature & Date of Applicant)

Signed:.....
(Institute/HR/A Officer)

Signed:
(Director General)

Signed:.....
(Institute Director)

ANNEX 2: Training Bonding Agreement for MAAIF

BOND AGREEMENT BETWEEN

.....

AND

.....

Know all men by these present that has been awarded a scholarship by for training in..... and under the terms of the said scholarship is required to enter the conditions set out herein below and which said conditions and rules shall form an integral part of this agreement.

The conditions referred to above are as follows:

1. The person to whom the scholarship is awarded shall be required-

- (a) to complete the course for which the scholarship has been awarded and follow the rules as may hereafter be made whether by way of amendment or otherwise by the Responsible Officer of the relevant Ministry, Department, or Local Government or other person or committee of persons so appointed or nominated by him or her, governing the award of scholarship; and
- (b) on completion of training to return to his or her Ministry, Department, or Local Government and resume working in the capacity for which his or her course of instruction was adjusted by the Responsible Officer of the relevant Ministry, Department, Local Government or other person or committee of persons so appointed, and to continue in that service for a period not less than 3 years.

PROVIDED that the Responsible Officer or such committee of persons so appointed shall have power to release him or her from the obligation at any time before the expiration of the above period of 3 years as thought fit, but in the event of a breach of any or all the above conditions the bond shall remain in full force and effect.

(a) This scholarship is sponsored by

(b) The training course commences on the day of and ends on the day of

I, ... hereby declare in the presence of that the scholarship awarded to me shall be governed by these rules and that in the event of a breach by me of any of the above rules my scholarship shall be suspended or terminated forthwith and I shall be called upon to pay the equivalent of the salary and other training related expenses incurred to sponsor me for the said training, within 6 months.

SIGNED by the said this of

In the presence of OBLIGATOR.

Signed by this of

RESPONSIBLE OFFICER this of

ANNEX 3: Training Bonding Agreement for NAGRIC&DB

BOND AGREEMENT

BETWEEN

.....

AND

.....

Know all men by these present that has been awarded a scholarship by for training in and under the terms of the said scholarship is required to enter the conditions set out herein below and which said conditions and rules shall form an integral part of this agreement. The conditions referred to above are as follows:

1. The person to whom the scholarship is awarded shall be required:

(a) To complete the course for which the scholarship has been awarded and follow the rules as may hereafter be made whether by way of amendment or otherwise by the Executive Director or other person or committee of person so appointed/nominated by him or her that on behalf NAGRC&DB the award of scholarship.

(b) On completion of training to return to his or her posting station and resume working in the capacity for which his or her course of instruction was adjusted by the Executive Director or other person or committee of persons so appointed, and to continue in that service for a period not less than 3 years.

PROVIDED that the Executive Director or such committee of persons so appointed shall have power to release him or her from such obligation at any time before the expiration of the above period of 3 years as thought fit, but in the event of a breach of any or all the above conditions the bond shall remain in full force and effect.

(a) This scholarship is sponsored by

(b) The training course commences on the day of and ends on the day of

I, ...hereby declare in the presence of that the scholarship awarded to me shall be governed by these rules and that in the event of a breach by me of any of the above rules my scholarship shall be suspended or terminated forthwith and I shall be called upon to pay the equivalent of the salary and other training related expenses incurred to sponsor me for the said training, within 6 months.

SIGNED by the said this of In the presence of OBLIGATOR.

Signed by this of

In the presence of EXECUTIVE DIRECTOR

DESIGNATED PERSON/COMMITTEE CHAIRPERSON

this of