



Regional Universities Forum for Capacity Building in Agriculture

Investing in Africa's Future

Annual Report 2005-2006



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About RUFORUM: Investing in Africa's Future

RUFORUM is a member based organisation owned by 12 universities in Eastern and Southern Africa and primarily formed to strengthen and promote the roles of universities in agricultural development and to anchor universities within the broader national agricultural innovation systems. It is a response by participating universities to contribute more effectively to attainment of the Millennium Development Goals and Poverty Reduction Support Programme Strategies of the member countries. The current member universities of RUFORUM include (**Kenya**- Egerton University, Jomo Kenyatta University of Agriculture and Technology, Kenyatta University, Moi University and University of Nairobi; **Malawi**- University of Malawi; **Mozambique**- Eduardo Mondlane University; **Tanzania**- Sokoine University of Agriculture and Technology; **Uganda**- Makerere University; **Zambia**- University of Zambia; and **Zimbabwe**- Africa University and the University of Zimbabwe. The organisation plans to expand, but in a phased manner, building on lessons and experiences. RUFORUM has its secretariat in Kampala, Uganda.

RUFORUM sees vibrant agricultural innovation systems with fully integrated universities who play a leading role in nurturing the systems through high-performing agricultural science graduates who are innovative and responsive to changing demands.

RUFORUM's mission is to foster innovativeness and adaptive capacity of universities engaged in agricultural and rural development to develop and sustain high quality in training, innovative and impact oriented research and collaboration.

RUFORUM's niche within the broader support to universities include:

1. Focus on capacity building for the agricultural sector through graduate training at Masters and PhD levels.
2. Focus on promoting innovation and integration within universities to support training and research that is closely linked with development and commercialization
3. Focus on adding value to regional agricultural training and research through building, rationalizing and sharing capacities and resources.

RUFORUM's roles and functions are based on the value-addition at regional level to on-going national universities' efforts. Fundamental to RUFORUM success is a *well focused, prioritised, and efficiently implemented research*

and outreach agenda. RUFORUM therefore works with participating universities and their partners to implement research and outreach paradigm which includes:

- **The universities mainstreamed within the National Agricultural Research and Extension System:** farmers want answers to problems and an efficient and effective process for reaching those answers. RUFORUM Universities and their partners will need to become *development* as well as *research* agencies.

- **Substantial farmer involvement in research:** RUFORUM member universities and their partners provide significant leadership and expertise in capitalising on opportunities to expand, improve, and institutionalise the start already made in using participatory methods, and in prioritising outreach and scaling up issues.

- **Innovation to be welcomed:** new ideas, new people, and partnerships with new institutions are explicitly encouraged by RUFORUM. This includes thorough use of the scientific literature, web-based sources or the private sector, and especially networking between kindred interests.

- **A research agenda which moves beyond technology to commercialisation:** the problems faced by farmers are not simply those of low productivity, but of access to markets for inputs and outputs, and of constraints (such as HIV/AIDS and gender inequalities) which cannot be addressed through technological change alone.

- **Integrating cross-cutting issues:** there are several cross-cutting issues which need to be properly incorporated as RUFORUM member universities and their partners implement the strategic thrusts. These include, but are not limited to;

- a) Adding value and commercialisation: a major emphasis in almost all national development strategies has to help the poor 'add value' to the commodities which they have for sale and to commercialise agriculture and other innovations.

- b) HIV/AIDS: the pandemic adds a particular challenge to agricultural development in the region. RUFORUM efforts are directed at linking public health and agriculture as an essential crosscutting issue that runs through all strategic themes.

(English)

Message by the RUFORUM BOARD CHAIR

As 2005/06 draws to a close we can look back on a year of considerable success and consolidation. It was a year of success because we were able to put in place the main pillars upon which the Strategic Plan, 2006-2015 and Business Plan 2006-2010, drawn up to address the challenges our people and universities must respond to, rest. The finalisation of these two Plans brought not only a clearer vision of the road map ahead and the target outcomes but also a greater visibility of universities in the development and political arena. Expectedly, it brought also with it greater urgency for us to do more for our people. Already, we have been able to put in place a strong platform for networking not only between and across the member universities, but also with other partners.



Prof. Livingstone Luboobi

The legitimization of RUFORUM by the member governments, the Forum for Agricultural Research in Africa (FARA) and the New Partnership for Africa's Development (NEPAD) are testimony to the solid foundation we have put in place to actively contribute to the continent's development by not only producing quality graduates for the market, but also technologies, knowledge and processes to guide agricultural transformation and ultimately, contribute to improved livelihoods of our people.

We are optimistic about the future. We recognise the hurdles ahead, but we are resolved to do the best for the continent. We shall continue to strengthen our own individual universities and networks, but will also continue to explore every opportunity to pool our efforts to produce regional public goods and enhance economies of scale and scope.

We have been able to make good progress because of the joint desire to uplift our people from the scourge of poverty and under-development. I plead for greater togetherness and indeed, helping hands.

(Portuguese)

Mensagem do Presidente do conselho de direcção do RUFORUM

À medida que 2005/2006 se aproxima do fim podemos olhar para trás para um ano de sucesso considerável e de consolidação. Foi um ano de sucesso porque pudemos estabelecer os principais pilares sobre os quais se apoiam o Plano Estratégico 2006-2015 e Plano de Negócios 2006-2010, desenhados para encarar os desafios a que o nosso povo e as nossas universidades devem responder. A finalização destes dois Planos não só trouxe uma visão clara do roteiro adiante e os resultados visados, mas também uma maior visibilidade de universidades na arena de desenvolvimento e política. Como se esperava, também trouxe consigo maior urgência para fazermos mais para o nosso povo. Já fomos capazes de estabelecer uma plataforma para interacção em redes (*networking*) não apenas dentro de e entre universidades, mas também com outros parceiros.

A legitimação do RUFORUM pelos governos membros, pelo Forum para a investigação Agrária em África (FARA) e pela Nova Parceria para o Desenvolvimento de África (NEPAD) são testemunho da fundação sólida que colocámos para contribuir activamente para o desenvolvimento do continente não só por produzir graduados de qualidade para o mercado, mas também tecnologias, conhecimento e processos para orientar a transformação agrária e, por último, contribuir para melhorar a qualidade de vida do nosso povo.

Somos optimistas sobre o futuro. Reconhecemos as barreiras a frente, mas estamos determinados a fazer melhor para o continente. Vamos continuar a fortificar as nossas próprias universidades e redes, mas vamos também continuar a explorar todas as oportunidades para conjugar os nossos esforços para produzir bens públicos regionais e promover economias de escala e alcance.

Fomos capazes de fazer bom progresso, devido ao desejo conjunto de libertar o nosso povo do flagelo da pobreza e do subdesenvolvimento. Quero apelar para uma maior unidade e claro, mãos de ajuda.

(English)

Message from the Regional Coordinator



For the RUFORUM Secretariat, 2005-2006 was the period of putting in place a sound framework for engaging the RUFORUM Universities in national development and knowledge generation. We were able to develop a common vision and an action plan to guide our operations and interventions. The two documents- the Strategic Plan (2006-2015) and Business Plan (2006-2010) became operational on 01 July 2006. Still, we must be prepared to adjust to emerging challenges, issues and opportunities. Thus, we have had to develop a robust Participatory Monitoring and Evaluation System that will be implemented at the Secretariat, country and individual university levels.

Prof. Adipala Ekwamu

For the coming year(s), we shall continue to strengthen and marshal the different levels of capacities and competencies existent within our universities to conduct high quality research and graduate training for the region and beyond. Come 2007, we shall launch PhD training in joint regional facilities, pooling together the best of Africa's expertise to build capacity for the region within the region. This will enable us not only develop quality human resource for the region, but also strengthen and promote Networking and Pan-Africanism.

(Portuguese)

Mensagem do Coordenador Regional

Para o Secretariado do RUFORUM, 2005-2006 foi o período de estabelecer um quadro são para engajar as Universidades do RUFORUM no desenvolvimento nacional e na geração de conhecimento. Fomos capazes de desenvolver uma visão comum e um plano de acção para orientar as nossas operações e intervenções. Os dois documentos- o Plano Estratégico (2006-2015) e Plano de Negócios (2006-2010) tornaram-se operacionais em 01 de Julho de 2006. Mesmo assim, devemos estar preparados para ajustar aos desafios, problemas e oportunidades emergentes. Portanto, tivemos que desenvolver um Sistema Participativo de Monitoria e Avaliação robusto que será implementado ao nível do Secretariado, país e universidade individual.

Para o(s) próximo(s) ano(s), vamos continuar a fortificar e formar diferentes níveis de capacidades e competências existentes dentro das nossas universidades para conduzir investigação e pós-graduação de alta qualidade para a região e fora dela. Isto vai nos permitir não apenas desenvolver recursos humanos de qualidade para a região, mas também fortificar e promover a formação de redes e Pan-Africanismo.

Overall Progress

RUFORUM is a facilitating mechanism for its 12 member universities in eastern and southern Africa to collectively design strategic initiatives that address rural poverty. Over the past year, RUFORUM has worked with participating universities to put together strategic interventions at national, regional, and sub-regional levels and to facilitate the funding of these plans through skilful mobilisation of outside funds. The well tested quality control, efficient disbursement, and monitoring and evaluation mechanisms of RUFORUM are used to provide individual or team grants to implement strategic themes developed through dialogue with key stakeholders. The output from implementation of these strategic themes will be high quality demand-driven research and outreach activities implemented to facilitate the widespread uptake of interventions and technologies that increase sustainable production, utilisation of, and access, to food as well as natural resources management in eastern and southern Africa.

RUFORUM has just completed its second year of existence. The Secretariat is fully operational and well staffed with a Regional Coordinator, Finance Manager, Programme Assistant, Administrative Assistant and support staff. The Secretariat operates under the overall guidance of a duly constituted Board of Trustees comprising Vice Chancellors and other public- and private-sector representatives. A detailed progress is described under each component below.

RUFORUM Strategic Plan is now operational

Being a new organisation, RUFORUM has placed great emphasis on building a common vision to guide its operation. The 10-month Strategic Plan process initiated in November 2004 and which involved consultations with more than 300 stakeholders in five countries (Kenya, Malawi, Mozambique, Uganda, and Zimbabwe) culminated in development of the RUFORUM 10-year Strategic Plan (2006-2006). The draft Strategic Plan was presented to the RUFORUM Annual General Meeting on 3rd August 2005 and subsequently to the Board of Trustees

on 4th August 2006. Based on the deliberations and approval by the Board, RUFORUM will be guided by its Vision and Mission in implementing 5 strategic thrusts (Goals) over the next 10 years.

- Masters and PhD programmes are responsive to stakeholder needs and national/regional development goals
- Shared research and training facilities and capacities rationalised for enhanced economies of scope and scale
- Innovative training, research and outreach activities supported by adaptive management structures in universities contributing to policy and development practice
- Operational capacity and approaches for innovative quality and impact-oriented research for development mainstreamed in universities
- A dynamic regional platform for policy advocacy, lobbying, coordination and resource mobilisation for improved training, research and outreach by universities

Business Plan in place

To operationalise the Strategic Plan, a 5-year Business plan (2006-2010) was again developed through a participatory process. It identified key activities, modalities of implementation, budgets needed and target outcomes. The Business plan was approved by the Board of Trustees in August 2005, but will be reviewed from time to time, basing on experiences and lessons learnt and also emerging challenges and opportunities. Table 1 gives an indication of the financial resources needed to implement the strategic plan over the next 5 years, while Table 2 gives projection for the fund requirement during the period 2011-2015. Thus, the challenge to RUFORUM is to raise approximately \$20 million to implement its proposed activities over the period 2006-2010.

Table 1: RUFORUM's indicative budget for the implementation phase (US\$'000), 2006-2010.

Thrust Activity	2006	2007	2008	2009	2010	Total	%
Capacity Building and Training Activities	2,100	2,400	2,670	2,670	2,430	12,270	61.5
Shared Regional Facilities and other Resources	270	300	330	330	270	1500	7.5
Impact-oriented Research & Outreach	410	430	450	450	460	2200	11.0
Strengthening staff, student and management competencies	150	300	250	250	250	1200	6.0
Information & Communication	40	60	75	100	100	375	1.9
Networking, Advocacy, and M&E	150	160	176	176	144	806	4.0
Coordination, Governance, and Programme Administration	300	310	320	330	340	1600	8.0
Total Annual estimate	3,420	3,960	4271	4306	3994	19951	100.0

Table 2: RUFORUM's indicative budget for the development phase (US\$'000), 2010-2015.

Activity Thrust	2011	2012	2013	2014	2015	Total
1. Capacity Building and Training Activities (fellowships, training courses etc)	2500	2500	2600	2600	2600	12,800
2. RUFORUM shared facilities and other resources	300	330	340	350	360	1680
3. Research and outreach support for RUFORUM members	600	650	650	650	700	3250
4. New Strategic initiatives	300	350	400	400	410	1860
5. Networking, Advocacy and M&E	150	150	160	160	170	790
6. Information and Communication	40	50	55	60	65	270
7. Coordination, Governance and Programme Administration	320	320	330	340	350	1660
Total annual estimate	4,210	4,350	4,535	4560	4655	22,310

*Selling produce at a roadside market in East Africa.*

Competence, gaps and opportunity analysis of RUFORUM member universities. In order to respond to the needs of its members, RUFORUM commissioned a study to establish the competencies, needs and opportunities of the member universities with an objective of transforming the RUFORUM strategic plan into a plan of action. Notwithstanding previous reviews that were done for universities, RUFORUM recognizes the important and largely unfulfilled position that universities occupy in contributing to knowledge development and the wellbeing of small-scale farmers throughout the sub-region. RUFORUM also recognizes that each of its member universities has its specific comparative advantages, but also gaps exist in each university and that what is critical is a mechanism to harness the different competencies to build synergy and address gaps. Indeed, the study revealed that all the member universities have many opportunities that can be exploited through better partnerships, coordination and networking. The study noted a number of issues for improving quality, impact and cost effectiveness of RUFORUM investments:¹

- Deepening ownership of RUFORUM by member universities and countries
- Broadening research agenda beyond food security interventions
- Increasing participation of more faculties/ departments and women
- Designing and implementing a focused and prioritized research and outreach agenda
- Broadening funding base through proposals development in strategic themes, including cross cutting issues, and targeting appropriate donors.

Memorandum of Understanding to strengthen research and graduate training in member universities developed and agreed upon. A key challenge to universities in the region is how best to offer quality research and training against generally limited and declining resource base. This requires, among others, rationalizing existing resources to enhance efficiency and effectiveness. The RUFORUM Secretariat convened a meeting of Vice-Chancellors of RUFORUM member Universities on 5 August 2005 to discuss how best to facilitate greater interaction, cooperation and joint undertaking among the member universities. Subsequently, the Vice-Chancellors of the 12 universities signed a Memorandum of Understanding, which among others:

- Allows for staff/student exchange amongst member universities: a pilot group of exchange students and research is already being implemented by Makerere University-University of Zimbabwe, Kenyatta University-University of Malawi and Moi University-Makerere University.

- Transfer of grades across the member universities
- Payment of local fees by students from a member university in another member university
- Joint academic programmes
- Joint academic positions in the 12 universities

RUFORUM expands to two countries (Tanzania and Zambia). The recommendation of the Annual General Meeting and Board in August 2005 has been fully implemented. Both Sokoine University of Agriculture and University of Zambia are now full members and are already benefiting from the RUFORUM services and indeed contributing to development and implementation of RUFORUM thrusts.

Staff/students and other databases developed: This is an on-going process but staff data for all the 12 member universities (in Faculties of Agriculture and related faculties) have been developed and posted on the RUFORUM website (www.ruforum.org). The website provides an overview of each Member University, each faculty, staff list and brief bio-data on the staff, present and former RUFORUM/FORUM graduate students, etc. It is also linked to several other websites including those of the member universities, regional networks and development partners.

Twenty new grants awarded and 40 new Masters Students enrolled: This was implemented in the 2005 training (against an initial target of 60) in the different universities and the first batch is due to graduate later this year. Additionally, 6 Masters and 6 PhD students are being trained under a sandwich arrangement with two USA universities, The Ohio State and Michigan State Universities. More students will be supported during the 2006/07 financial year. The challenge is how to promote more participation of women scientists and students, and provide more grants to universities.



RUFORUM supports research to address constraints to increased productivity, such as reducing damage by pests

¹Blackie, M. & Woome, P.L. 2005. Challenges and opportunities of the Regional Universities Forum for Capacity Building in Agriculture in Kenya, Malawi, Mozambique, Uganda and Zimbabwe. A report submitted to the RUFORUM Secretariat (see www.ruforum.org).

Pilot regional based Masters and PhD training programmes agreed upon: As part of implementation of the Strategic Plan, and building on the competence analysis study done in 2005, the following regional training programmes were agreed upon by the universities in August 2005 and are being developed collaboratively by staff from the different universities and other partners:

- Masters in Research Methodology
- Masters and PhD in Dryland Resource Management
- PhD in Agricultural and Natural Resource Economics
- Masters and PhD in Plant Breeding, Biotechnology and Seed Systems
- PhD in Fisheries and Aquaculture
- PhD in Food Science and Nutrition

These programmes will be implemented using a variety of modes, especially the RUFORUM Networks of Specialization approach, and will pool human resource from the different member universities and beyond. Emphasis will be placed on putting strong theoretical base for PhD programmes, and stronger research and field-based training for the Masters Students. Thus, these programmes are being developed to respond to the deficiencies identified in the current training programmes.

Table 3: RUFORUM supported students intake in 2005 by university under the Competitive Grants support

University	Number of grants	Students recruited
Africa	1	2
Eduardo Mondlane	1	2
Egerton	1	2
JKUAT*	1	2
Kenyatta	1	2
Makerere	3	8
Malawi	6	12
Moi	1	2
Nairobi	1	2
Zimbabwe	4	8
Total	20	42

*JKUAT = Jomo Kenyatta University of Agriculture & Technology

Table 4: RUFORUM supported Masters students under training: All Grants (2004-2006)

University	Male students	Female students	Total
Africa	8	4	12
Eduardo Mondlane	8	5	13
Egerton	1	1	2
JKUAT*	2	0	2
Kenyatta	2	2	4
Makerere	21	5	26
Malawi	9	5	14
Moi	3	2	5
Nairobi	3	3	6
Zimbabwe	13	14	27
Total	70 (63%)	41 (37%)	111

*JKUAT: Jomo Kenyatta University

M&E system under development. With the Business Plan in place, operationalising it requires that *modus operandum* to be put in place, specifically to monitor use and effectiveness of investments being made. To facilitate the process, RUFORUM contracted Nkoola Institutional Development Associates (NIDA) to work with member universities and other partners to develop a participatory M&E system for the organisation. The system will help design mechanisms for capturing and transforming data and information into periodic reports. The system is envisaged to also capture the processes leading to outputs/results/outcomes and capturing the “how” for ease of scaling. The first design meeting was held in Entebbe, Uganda, 21-23 March 2006 and was attended by Deans

and other representatives of the 12 universities, representatives of the Board of Trustees, farmer organisations, policy makers, civil society, CGIARs, and current and former FORUM/RUFORUM students. The outcome of this meeting was a draft log frame and M&E to guide the overall implementation of the RUFORUM organisation, and its implementing arm, the Secretariat. Subsequently, RUFORUM facilitated country dialogues again involving a diversity of stakeholders in the 7 member countries. In each of these meetings, a logical framework was developed and sources of data and information identified. In addition, the institutions/people responsible for providing/collecting the data were identified from the RUFORUM National chapters (National Forums). The

process is continuing and will culminate in development of a Management Information System for RUFORUM Secretariat.

Regional Networking

RUFORUM grantees and students were facilitated to participate in the 7th African Crop Science Conference and publications generated. Over 60 academic staff and graduate students from the 12 member universities were

facilitated to attend the 7th African Crop Science Conference held in Entebbe, Uganda, 5-9 December 2005. The conference provided opportunity for networking the grantees and students from the different universities. Amongst the papers published, 64 were from RUFORUM. Plans are underway to hold the first Regional Biennial Meeting for RUFORUM in mid-April 2007 in Malawi. This meeting will bring together grantees, students and other stakeholders and provide additional platform for evaluating progress being made.



RUFORUM is promoting dissemination of its research technologies. Here, a large field of improved cowpea (MU-93) being grown by a farmer in Kumi, eastern Uganda.



RUFORUM research efforts target poor households, such as the one above in eastern Uganda.

Building Scientific Capacity: RUFORUM's Networks of Specialisation and Centres of Leadership being operationalised

For the next 10 years, RUFORUM will focus on strengthening capacity for quality graduate training in its member Universities. Postgraduate training, building institutional capacity for delivery of quality training and research outputs, and strengthening alliances with other R&D actors will be the major thrust areas. The goal is to build sufficient capacity to generate innovations in the region. Over the past year, RUFORUM has;

- a) Strengthened its grant process to ensure that the commissioned research are closely linked to national priorities in the region. Each supported research incorporates postgraduates training, and as much as possible, promotes uptake pathways in communities. The target is to train about 1,000 M.Sc. students by 2012. RUFORUM will work with the member universities to improve quality of graduate training programmes, and will establish a system of tracking the whereabouts of the graduating students.
- b) While the focus of RUFORUM support is postgraduate training, universities will be encouraged to establish attachments of undergraduate students to research projects as a means to attract them into postgraduate programmes while also preparing them for future research and outreach activities.
- c) Initiated efforts to revamp training curricula and teaching delivery. Over the years, quality of training at both undergraduate and postgraduate levels has deteriorated. Through institutional (nurturing) grant support, RUFORUM is supporting its member universities to initiate process of curriculum reform. At Makerere University, a pilot group of 56 lecturers are undergoing personal mastery training to enhance their teaching, research and personal development. Periodically, the lecturers will share their experiences with other colleagues at Makerere University and other RUFORUM member universities. The plan is to use this pool of trained lecturers to scale out the programme to other universities. The project is funded by the Rockefeller Foundation.
- d) Worked with its member universities to build Networks of specialization. The aim is to take advantage of lead centers to train for the region while building capacity of especially the weaker institutions. For example, the University of Malawi Bunda College of Agriculture will provide regional leadership in the area of fisheries and aquaculture. The plan is to launch a regional PhD training programme at this centre sometimes in 2008/09.



Dr. J.J. Hakiza, a Ugandan potato breeder looks at yields of various potato genotypes at Kalenyere in south-western Uganda. Several RUFORUM funded students are being supervised by him.

Investment in Graduate training and agricultural research in African Universities pays



RUFORUM has a deliberate policy to promote training of women scientists and leaders.



Training the next pool of R&D scientists - students visit field research plots.



The challenge: *This child is not sure of food for tomorrow. Thus RUFORUM support research teams to increase productivity and value addition.*



Aquaculture facilities at Bunda College of Agriculture, University of Malawi.

Annual Financial Review

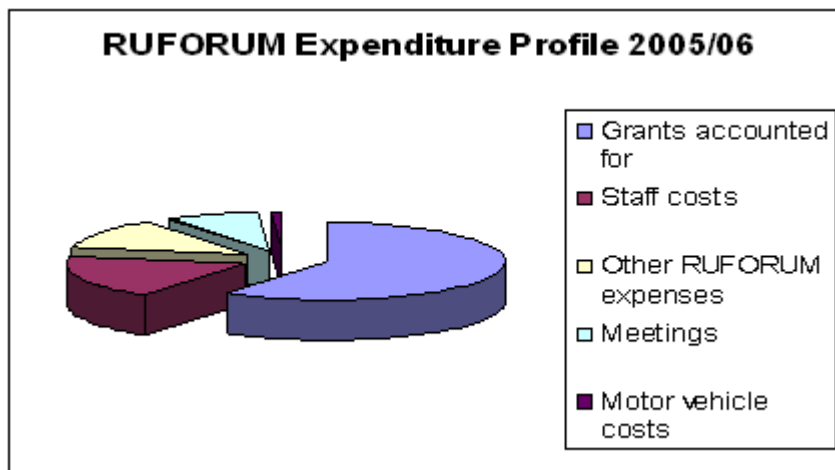
Just like in 2004/2005, in 2005/2006 the RUFORUM's income profile has been in the range of USD 1.7 million. The recorded accounting expenditure totals to US \$ 1.3 million. This if compared to the income of US \$ 1.7 million leaves a surplus of US \$ 400,000. However if the increase in advances of US \$ 689,611 given to member universities but not yet accounted for (and therefore not qualifying as an expense in the income and expenditure statement) is considered there would in fact be a deficit and not a surplus.

The most significant item on the balance sheet is the advances to member universities that have increased from

US \$ 677,854 in 2005 to US \$ 1,367,465 in 2006, an increase of 102%. Correspondingly, the overall cash and cash equivalents held at the Secretariat have decreased.

Unlike in 2004/05, in 2005/06 the company has not invested in significant assets at the Secretariat. A moderate US \$ 1, 236 was spent on the acquisition of office equipment. However, the liabilities have increased from US \$ 50,485 in 2004/05 to US \$ 143,648 in 2005/06 because of the accumulation of gratuity payable to staff and the balance of funds on conferences still held in trust.

The RUFORUM expenditure profile in 2005/06 is shown graphically below:



Promoting Partnership in research, training and outreach

Implementation Issues and Challenges

Regionalism: A key rationale for regionalisation is to reduce transaction costs by mobilising synergy and energy among partners for maximum impact, as a result of collective action rather than single/individual action. While this principle is suitable especially for member based organisations, in the case of RUFORUM whose members all have national mandates to spearhead agricultural training and research for development, the whole question of centres or networks of specialisation needed to implement regional programmes get dicey. A key challenge in this regards to RUFORUM therefore is how to design and implement regional programmes that will meet, to the extent possible, national aspirations of member universities, while maintaining quality and uniqueness (niche).

Development versus knowledge generation: There has been a paradigm shift in the role of public institutions in the development process and practice. Universities traditionally are expected to spearhead national human resource development as well as generation of research products and processes (innovations). These two core functions call for development of different types of partnerships arrangements and resources for effective implementation. Training requires using state of the art systems to generate and transmit knowledge, while development requires partnerships with downstream agencies including private sector. Associated with these core functions is also the question of relevance and efficiency of training and training processes and access to innovations generated to address livelihood challenges. Addressing all these issues requires budgetary, institutional support and innovations. This is compounded by the fact that RUFORUM is a relatively young

organisation and the key pillars for maintaining the required balance and impacts, the National Forums, are still largely not functional.

Quality versus equity: Equity is a key question among member-based organisations. However Equity ought not to compromise quality. In RUFORUM, the Board has responded to equity concerns by creating nurturing grants and other trainings and research approaches, but this only works if all members take responsibility to improve quality and competitive edge. It would be desirable under RUFORUM to get teams in each member faculty doing quality assurance, peer support and research for development to effectively compete both within and without the organisation.

Expanding the organisation: There is very high demand by universities in the region to join RUFORUM. However, this carries with it budgetary implications and likelihood of spreading too thin. Some invitations may however carry budgetary support promise relevant to RUFORUM Business Plan. RUFORUM will continue to review its membership with a view to expand membership but without spreading too thin. Deliberate effort will be made to forge strategic partnership to enable RUFORUM reach beyond its current geographical mandate countries.

Role of stakeholders in governance of RUFORUM: RUFORUM should and must draw its agenda from its stakeholders. A diversity of stakeholders, as envisaged at the National Forum level, are also needed for functional partnership with universities so as to ensure impact and economies of scale and scope. However, the roles of stakeholders during Annual General Meeting and General Assembly still need to be expounded and institutionalised.

RUFORUM holds its Second Annual General Meeting

RUFORUM held its second Annual General meeting (AGM) from 28 - 29 August 2006 at the Kenya School of Monetary Studies, Nairobi. The AGM was hosted by Kenyatta University on behalf of the five Kenya member Universities of RUFORUM (Egerton University, Jomo Kenyatta University of Agriculture & Technology, Kenyatta University, Moi University and University of Nairobi). The AGM was officially opened by the Chancellor of Kenyatta University, Dr. Harris Mule, and was presided over by Professor Livingstone Luboobi, the RUFORUM Board Chair who is also the Vice-Chancellor of Makerere University.

The AGM is the supreme governance organ of RUFORUM, and is constituted by Vice-Chancellors of RUFORUM member universities, who are the main shareholders of RUFORUM (RUFORUM is registered as a Company Limited by Guarantee). The AGM provides the overall policy guidance, and approves RUFORUM Secretarial annual reports, annual workplans and budgets, and external auditor's report.

The second AGM was attended by 66 participants, including Vice-Chancellors, representatives of development partners, CGIARs, NGOs and several R&D actors based in Kenya. The key highlights and targets for 2006/07 agreed upon during the AGM are shown in Box 1, and some of the key addresses in Box 2 – 4.

Box 1: RUFORUM Second AGM Highlights

- RUFORUM 10 year Strategic Plan (2006 – 2015) approved
- RUFORUM 5-year Business Plan (2006 -2010) approved
- RUFORUM Log-frame Agreed upon
- Sokoine University of Agriculture and University of Zambia join RUFORUM
- Joint Regional Postgraduate training Programmes agreed upon

Target Milestones for 2006 – 2007

- National Forums operationalized in at least 2 countries
- Fifteen grants awarded and 30 M.Sc. students recruited
- At least 2 Regional training programmes designed and advertised

Box 2: Remarks by RUFORUM Board Chair

Ladies and gentlemen, irrespective of where we come from, we must eat and feed our people. Indeed, agriculture is the backbone of several economies in the sub-Saharan Africa region. Yet it is common knowledge that the sector, and indeed most, if not all of our economies, are performing very poorly. We need innovations and skilled human resource to spur development and increase competitiveness of the region. We can do this individually, but we are more likely to succeed and achieve impact and economies of scale and scope if we partner and network. As universities we are also often challenged to be more relevant to development needs of our countries. In particular, the university products, be it graduands, technologies or processes should lead to commercialization, increased income and improved livelihoods. On the basis of the above need and challenges, we the member universities of RUFORUM agreed and committed ourselves to creating, nurturing and facilitating a regional platform to garner support and pool our efforts so as to contribute more effectively to revitalising the agricultural sector, and indeed improve the livelihood of our people. Our platform or network, RUFORUM, is in place and fully operational.



Prof. Livingstone Luboobi

This Annual Review Meeting enables us all as shareholders and stakeholders to review progress being made and set targets for the following year (s). Our first review meeting was held in Kampala in August last year. Today, we are meeting in Kenya and have been joined by several local and international partners. This was our wish, to network and engage more partners in our activities.

Ladies and gentlemen, last year the Annual Review recommended admission of two new universities. I am happy to report to you that Sokoine University of Agriculture in Tanzania and the University of Zambia are now full members of RUFORUM and are represented in this meeting.

Box 3: Welcome Remarks by Deputy Vice Chancellor, Kenyatta University



Prof. Daniel Mugendi
Deputy Vice Chancellor
Kenyatta University

Ladies and Gentlemen, I am aware, as indeed most of you are, of the increasing demands and challenges currently facing our universities; not only are we expected to produce skilled human resources to support development activities and provide leadership to society, but also to spur research and innovations to support transformation of our economies and societies. As universities we are responding to these challenges by pooling our efforts together, and seeking partnerships to enhance our efforts and enable us achieve economies of scale and scope. Indeed RUFORUM was formed primarily to provide a regional platform for networking, mutual support and to provide a collective voice for the universities in development and policy arena.

Please allow me to say something about Kenyatta University. Currently, we have a student population of **21,150**, comprising of 56% self-sponsored students with the rest being government sponsored students. The Self-Sponsored category of students comprises enrolments of 16% in the Institutional-Based Programme (IBP), 12% at the Institute of Open Learning, 5% Postgraduate Students (PGD) and 23% self-sponsored full time students. The female student population stands at 48% while that of the male students is 52%. The University has **39 teaching departments** distributed in six (6) schools namely: School of Pure and Applied Sciences, School of Education, School of Humanities and Social Sciences, School of Environmental Studies and Human Sciences, School of Health Sciences, School of Business and, The Graduate School.

Finally, Ladies and Gentlemen, let us make use of this meeting and indeed the RUFORUM platform to strengthen linkages and partnerships between and across the member universities and countries. We must strive to partner with other actors, such as other members of the National Agricultural Research and Extension Systems, Farmer organisations, civil society, the Collaborative Group on International Agricultural Research (CGIARs), regional and sub-regional networks and organisations. Let us work together to convince our governments and development partners to invest more in Higher Education and to increase support to research and outreach. Let us also commit ourselves to regional networking and ensuring quality in all our undertakings.

Box 4: Opening address by: Dr. Harris Mule, Chancellor, Kenyatta University during the Second RUFORUM AGM

The transformation of RUFORUM from FORUM (Forum on Agricultural Resource Husbandary) as it was known before brought with it new challenges such as identifying its place amongst a multitude of actors, strengthening and promoting the role of universities in research and training as well as the need to broaden the organisations funding base and integration of universities in the broader National agricultural innovation systems. Also fundamental is the need to ensure ownership and broad stakeholder engagement at all levels of RUFORUM operations. I am glad to note that RUFORUM undertook wide ranging stakeholder consultations which resulted in the development of the 10-year strategic plan (2006-2015) to guide its operations. This indeed is the way to go if meaningful results are to be achieved. I am also glad to note that the first Annual General Meeting of RUFORUM held in Uganda from 3-5 August 2005 developed a common vision and agenda for strengthening universities involvement in research, training and outreach. It defined modalities for strengthening joint research and graduate training programmes and staff/student exchange. The emphasis for dialogue among member universities Vice-Chancellors, Ministers and development partners shows the commitment you all have towards supporting RUFORUM's activities.



These plans now need to be operationalised. In this regard RUFORUM needs to address several pertinent issues:

- To explicitly position itself as a facilitating mechanism for the universities to collectively design strategic initiatives that address rural poverty in line with the Millennium Development Goals (MDG's) and Poverty Reduction Strategy Papers.
- Encourage the development of research stables within the leading departments, for example by helping fund post-graduate fellowships as well as help build strong and lasting connections to outreach programmes rather than work with individual farmers on a project by project basis.
- Ensure flexibility in responding to country specific needs as well as linking to and forging synergies with operational regional educational protocols.
- Promote synergy and value addition rather than competition.
- Need for RUFORUM universities to re-engineer themselves to become development-oriented universities.
- Need for RUFORUM to catalyse and facilitate curriculum reform to enhance and impact on quality, relevance and responsiveness of research and training programmes in universities.

Enhancing Information Exchange

RUFORUM facelifts its website

To respond to the increasing stakeholders needs RUFORUM has embarked on redesigning its website as part of the organization's overall Monitoring and Evaluation system (M&E), that is able to capture, generate, store, retrieve and be utilized to provide the necessary information for decision making, research and planning. This has enhanced and promoted RUFORUM's role as an efficient and effective platform for university based research and training in eastern and southern Africa, thus enhancing its sustainability and credibility as a regional organisation.

As part of this process, an interactive database was developed and it is being updated periodically as RUFORUM expands its operations. The website provides an overview of each Member University, each faculty, staff list and brief bio-data on the staff, present and former

RUFORUM/FORUM graduate students, etc. It is also linked to several other websites including those of the member universities, regional networks and development partners.

As RUFORUM's focus shifts and its activities expand, the structure of the old website was re-designed for scaling research findings up and out among its member universities. The revamped website has the aims and functions the following:

- strengthening the capacity across East and Southern Africa to access, manage, utilise and share agricultural information and knowledge within research and development institutions.
- communicate research results/findings for increased ease of information dissemination and impact
- to optimise the flow, use and impact of agricultural research and knowledge between all stakeholders at local, national, regional and continental scales.



A screen dump for RUFORUM's homepage



Strengthening information sources and broadening the knowledge base

From left is an inaugural issue of RUFORUM News which comes out twice every year and builds on FORUM News following its devolution. On the right is RUFORUM 2004-2005 Annual Report which is also available at: www.ruforum.org



REGIONAL UNIVERSITIES FORUM FOR CAPACITY BUILDING IN AGRICULTURE LIMITED

(A company limited by guarantee)

BALANCE SHEET 30 JUNE 2006

	30 June 2006 US\$	31 May 2005 US\$
ASSETS		
Non-current assets		
Property and equipment	65,323	103,982
Current assets		
Advances	1,367,465	677,854
Bank and cash balances	290,515	448,300
	1,657,980	1,126,154
Total assets	1,723,303	1,230,136
EQUITY AND LIABILITIES		
Reserves		
Accumulated fund	1,579,655	1,179,651
Current liabilities		
Accruals	143,648	50,485
Total equity and liabilities	1,723,303	1,230,136

The financial statements were approved by the Board of Directors on 29 August 2006.

REGIONAL UNIVERSITIES FORUM FOR CAPACITY BUILDING IN AGRICULTURE LIMITED

(A company limited by guarantee)

INCOME STATEMENT FOR THE 13 MONTHS PERIOD TO 30 JUNE 2006

	30 June 2006 US\$	31 May 2005 US\$
INCOME	1,726,201	1,769,633
EXPENDITURE	(1,328,533)	(589,455)
OPERATING SURPLUS	397,668	1,180,178
NET FINANCIAL INCOME/(COSTS)	2,336	(527)
NET SURPLUS FOR THE PERIOD/YEAR	400,004	1,179,651

REGIONAL UNIVERSITIES FORUM FOR CAPACITY BUILDING IN AGRICULTURE LIMITED

REGIONAL UNIVERSITIES FORUM FOR CAPACITY BUILDING IN AGRICULTURE LIMITED

(A company limited by guarantee)

DETAILED INCOME STATEMENT
FOR THE 13 MONTHS PERIOD ENDED 30 JUNE 2006 (Continued)

	30 June 2006 US\$	31 May 2005 US\$
Other expenses		
Competitive grants	569,297	-
Nurturing grants	89,957	255
Soft skills	84,589	65,275
HEPAD	47,732	10,430
Depreciation	39,895	36,537
Fundraising costs	37,027	-
Evelopment of M and E	19,938	-
International & regional travel (RC)	15,000	25,980
Conferences & workshops	11,755	19,261
Auditors' remuneration	6,866	5,000
Backstopping secretariat	5,933	14,579
Proposal review	5,000	2,950
Forum news	3,385	400
Web sites	2,987	1,295
Bank charges	2,826	3,148
Travel FM/PA/AA	2,250	3,435
Advertisements for services	1,831	1,312
Computer repairs	1,705	88
Courier services	1,637	1,411
Stationeries	1,627	2,368
Telephones	1,583	1,495
Others & contingencies	1,420	1,210
Forum working document	973	-
Printing	924	1,224
Electricity	765	337
Other publication	679	-
Office equipment insurance	631	631
Office cleaning & laundry	391	53
Kitchen repairs	300	-
Office equipment repairs	200	-
Fax	120	159
Office renovations	54	33,010
University of Malawi	50	-
Computer softwares	46	4,537
E-mails	21	532
Postage	5	1,504
Personnel development	-	1,611
Photocopies	-	980
	959,399	241,007

ANNEX 1: RUFORUM LOGFRAME

Narrative summary	Verifiable indicators/targets	Achievements to date	Assumptions
<p><u>Goal</u></p> <p>To improve agricultural productivity in eastern, central and southern Africa</p> <p><u>Purpose</u></p> <p>1. Agricultural development services delivered effectively and improved technologies and knowledge being used for innovation</p> <p><u>Outputs</u></p> <p>1. Capacity of universities to address gaps in postgraduate training, research and outreach enhanced</p>	<ul style="list-style-type: none"> - National targets for increasing production of specified commodities met - National targets for increasing incomes from targeted commodities and related enterprises met - National strategies for agricultural development successfully implemented - Increased productivity and sustainability of the natural resource base - Enhanced market competitiveness of agricultural produce <ul style="list-style-type: none"> - Targeted increase in adoption rates of improved technologies in national agricultural sector programmes met - Enhanced innovation along the production to market chain - Increase in demand for services - Increase beneficiary satisfaction with agricultural services <ul style="list-style-type: none"> - Increase in levels of agricultural graduates gainfully employed <p>1.1 Priority capacity gaps in universities (human resource, infrastructural) that RUFORUM can help to strengthen identified in consultation with stakeholders by end 2007</p> <p>1.2 Strategy for addressing priority capacity gaps developed and it's implementation initiated by end of 2007</p>	<p>National statistical reports (to be compiled)</p> <p>Baseline survey</p> <p>Evaluation reports (to be done 2008-2010)</p> <p>Case study reports (to be done 2008-2010)</p> <p>RUFORUM Secretariat activity reports</p> <p>University reports</p> <p>Consultancy and workshop reports</p> <p>Strategy documents</p> <p>Project reports</p>	<p>Political stability</p> <p>Agriculture continues to be seen as the engine of economic development.</p> <p>Global trends favour investments in agriculture.</p> <p>Climatic conditions remain favourable for agriculture.</p> <p>Resources to utilise the capacity generated from universities in society is present.</p> <p>Environment (health services, infrastructure etc) is enabling for provision of services and innovation.</p> <p>Complementary organizations i.e. local government and other ministries, policy makers implement their responsibilities.</p>

Narrative summary	Verifiable indicators/targets	Achievements to date	Assumptions
<p>2. RUFORUM's capacity to operate as a dynamic regional platform for universities strengthened</p>	<p>1.3 Competitive advantage of RUFORUM universities to implement particular postgraduate training and research determined with universities and RUFORUM by end of 2007</p> <p>1.4 Strategy and modalities for cost effective sharing of facilities and human capacities between universities agreed and documented by mid 2008</p> <p>1.5 Centres of specialisation among RUFORUM universities for shared training and research in specific identified areas established by end 2008</p> <p>1.6 Mechanisms for periodic check (through obtaining feedback from the national forum stakeholders) of relevance and quality of training and research delivered by universities developed and their implementation initiated by end 2007</p> <p>1.7 At least 5 training programmes addressing identified priority gaps are developed by the 5th year</p> <p>1.8 At least 15 diverse and relevant projects addressing identified priority areas funded annually</p> <p>1.9 At least 30% of the projects have their results disseminated in the first five years</p> <p>2.1 A Functional regional platform for policy advocacy and lobbying established by end 2007</p> <p>2.2 Functional national platforms for lobbying, advocacy and other designated roles set up by end 2007</p> <p>2.3 Increased participation of universities and national forums in the national agricultural development arena</p> <p>2.4 Increased number of active stakeholders in RUFORUM and the national forums</p> <p>2.5 National steering committees set up and functional</p> <p>2.6 Functional regional and national information management systems developed by end 2007</p> <p>2.7 Increase in number of collaborative activities</p> <p>2.8 Functional monitoring and evaluation system for both the regional and national forums established by mid 2007</p> <p>2.9 A RUFORUM communication and knowledge management strategy developed and implemented by 2007</p>		<p>Market opportunities prevail.</p> <p>Universities continue to have socio-political support.</p>

ANNEX 2: LIST OF 2005/2006 GRANTS

Name of Grantee	Gender	University	Project Title	Amount Allocated (USD)
1. Banda, J.W.	M	University of Malawi	The role of credit in the uptake and productivity of selected improved dairy technologies in Malawi	54,000
2. Boga Hamadi Idd	M	Jomo Kenyatta (JKUAT)	Assessment of the impact of bt-toxin on soil bacterial and fungal diversity from maize growing agro-ecological zones in Kenya	60,000
3. Kaunda, E.K.W.	M	University of Malawi	Studies on river bank cultivation and factors affecting <i>mpasa</i> (<i>Opsaridium microlepis</i> , Pisces: <i>Cyprinida</i>) catches in Linthipe river basin, Malawi: Implications for policy reform	54,000
4. Mangison, J.H.	M	University of Malawi	Household level economic and social aspects of forestry conservation and marketing in Blantyre Shire Highlands of Malawi	54,000
5. Mashingaidze, A.B.	M	University of Zimbabwe	Optimization of biotechnology based techniques for virus indexing of sweet potato and identification of molecular markers for virus resistance	60,000
6. Mburu, Mary, W.	F	University of Nairobi	Participatory on-farm identification, dissemination and maintenance of sweet potato varieties tolerant to single and dual infection with sweet potato feathery mottle and chlorotic stunt viruses	54,000
7. Mloza-Banda, H.R.	M	University of Malawi	Improving water management and irrigation assets for intensified dry season crop cultivation in the Shire Highlands of southern Malawi	54,000
8. Mpepereki, S.	M.	University of Zimbabwe	Biodiversity of promiscuous soyabean rhizobia and genetic stability of inoculants strains in Zimbabwe	50,000
9. Muasya, R.M.	M	Moi University	Developing spider plant seed production technologies with farmers in western and eastern Uganda	54,000
10. Nyakanda, C.	M	University of Zimbabwe	Integrating leaf and grain production strategies for efficient exploitation of highly marketable cowpea (black-eyed-bean) types	50,000
11. Ogol, C.	M	Kenyatta University	Building ecological framework for cultural control of sweet potato pests in south-western Kenya	54,000
12. Okori, P.	M	Makerere University	Enhancing marker assisted selection for quality protein: Developing markers for kernel texture modifier genes	60,000
13. Pathak, R.S.	M.	Egerton University	Molecular characterization of local landraces of maize for drought tolerance and resistance to stem borer (<i>Chilo partellus</i> Swinehoe) in Kenya	60,000
14. Phiri, M.A.R.	M	University of Malawi	Commercialization of cassava production for improved food security and poverty reduction among smallholder farmers in Malawi: Potentials and constraints	54,000

Name of Grantee	Gender	University	Project Title	Amount Allocated (USD)
15. Rubaihayo, P.R.	M.	Makerere University	Resistance breeding for cowpea aphid-borne mosaic virus disease using conventional and biotechnology tools	60,000
16. Tagwira, F.	M.	Africa University	Improving soil fertility in smallholder maize and groundnut production systems	54,000
17. Tusiime, G.	M.	Makerere University	Application of marker assisted selection (MAS) for the improvement of anthracnose resistance in common bean (<i>Phaseolus vulgaris</i>) in Uganda	60,000
18. Bhebhe, E.	M.	University of Zimbabwe	Improving productivity of the Mukota pig breed of Zimbabwe	50,000
19. Kwapata, M.B.	M.	University of Malawi	Development of drought tolerant sweet potato varieties using molecular techniques	60,000
20. Maposse, I.	M.	Eduardo Mondlane University	Alternative feeding systems for goat production in Mozambique	54,000
21. Njoroge, C.	M.	Jomo Kenyatta (JKUAT)	Kenya National Forum activities for PhD course development in Food Science and Nutrition	2,944
TOTAL FUNDS ALLOCATED TO GRANTS IN 2005/2006				1,166,944

ANNEX 3: RUFORUM BOARD OF DIRECTORS (2005-2006)

3.1. University Representatives

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3.3: Secretariat staff

Name	Title	Country
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Mr. Wilson Ombima	Finance Manager	Kenya
Mrs. Patricia Masanganise	Program Assistant	Zimbabwe
Ms. Helen Kongai	Administrative Assistant	Uganda
Ms. Sarah Nagitta	Office Assistant	Uganda
Mr. Francis Latigo	Driver	Uganda
Mr. Jackson Lubega	Driver	Uganda

3.4: Acronyms and Abbreviations

AGM	Annual General Meeting
AU	African Union
BASIC	Building Africa's Scientific and Institutional Capacity for Agriculture and Natural Resources
CGIAR	Consultative Group on International Agricultural Research
EU	European Union
FARA	Forum for Agricultural Research in Africa
M&E	Monitoring and Evaluation
NEPAD	New Partnership for Africa's Development
NGO	Non-Government Organisation
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
SADC	Southern African Development Community
SIDA/SAREC	Swedish International Development Agency (SIDA), the Department for Research Co-operation (SAREC)
USAID	United States Agency for International Development



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Front cover: A Master student (Mr. Gasura Edmore from Zimbabwe) displays improved sweetpotato variety