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Research Application Summary

**THE RUFORUM VISION 2030: The role of strategic partners in the quest to transform Africa's Agricultural Sector**

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**Abstract**

In 2015, the United Nations General Assembly adopted the 2030 Agenda for Sustainable Development as a roadmap for re-orienting the world towards a sustainable and resilient path envisioned to lead to elimination of poverty, sustainable and inclusive growth, and, restoration of ecosystems. While governments are predominantly responsible for the implementation of this transformational agenda and demonstrate progress being made, nurturing and involvement of strategic partnerships is critical. According to SDG 17.16 and 17.17, multi-stakeholder partnerships are needed to mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the SDGs in all countries particularly in developing countries. Multi-stakeholder partnerships encompass several actors operating in the agricultural landscape including development partners, policy actors, private sector, community institutions and civil society entities that are critical in the transformational agenda of the agricultural sector in Africa. Amongst policy actors these include the ministries of agriculture responsible for the formulation, review and implementation of national policies, plans, strategies, regulations and standards as well as enforcing laws, regulations and standards along the crops, livestock and fisheries value chain. However policy formulation is undertaken in consultation with international development partners owing to the significant support they extend towards the implementation of agricultural sector strategies. Apart from international development partners, civil society, non-governmental organizations and farmer organizations are critical in agricultural policy implementation through provision of agricultural extension services and strengthening of agricultural value chains by linking the different value chain actors. Facilitation of agricultural extension is achieved through collaborations with higher education institutions and agricultural research partners as sources of agricultural innovations and knowledge for scaling-out to various value chain actors. The knowledge and information acquired by the various value chain actors is expected to result into increased productivity, agribusiness innovations and agri-entrepreneurship. The purpose of this paper is to highlight key stakeholders the RUFORUM Network will need to work with to achieve the RUFORUM Vision 2030 of “Vibrant transformative universities catalyzing sustainable inclusive agricultural development to feed and create prosperity for Africa”

Key words: African Universities, Agenda 2030, multi-stakeholder partnerships, RUFORUM

## Résumé

En 2015, l'Assemblée générale des Nations Unies a adopté le Programme pour le Développement Durable à l'horizon 2030, comme feuille de route pour relancer le monde sur une voie durable et résiliente pour aboutir à l'élimination de la pauvreté, la croissance durable et inclusive, et la restauration des écosystèmes. Bien que les gouvernements soient les principaux responsables de la mise en œuvre de ce programme de transformation et démontrent les progrès réalisés, la promotion et la participation des partenariats stratégiques sont primordiales. Suivant les Objectifs de Développement Durable 17.16 et 17.17, des partenariats multipartites sont nécessaires pour la mobilisation et le partage des connaissances, d'expertise, de technologie et de financement, afin de soutenir la réalisation des ODD dans tous les pays, plus particulièrement dans les pays en voie de développement. Les partenariats multipartites comprennent plusieurs acteurs opérant dans le secteur agricole, y compris les partenaires au développement, les acteurs politiques, le secteur privé, les institutions communautaires et les entités de la société civile qui sont importants dans le programme de transformation du secteur agricole en Afrique. Au sein des acteurs politiques, les ministères d'agriculture sont responsables du développement, de l'examen et de la mise en œuvre des politiques, plans, stratégies, règlements et normes nationaux, ainsi que de l'application des lois, règlements et normes dans les chaînes de valeur des cultures, de l'élevage et de la pêche. Toutefois, la formulation des politiques est entreprise de manière consultative avec les partenaires internationaux au développement, en raison de l'appui important qu'ils apportent dans la mise en œuvre des stratégies du secteur agricole. Mis à part les partenaires au développement, la société civile, les organisations non gouvernementales et les organisations d'agriculteurs jouent aussi un rôle essentiel dans la mise en œuvre des politiques agricoles à travers la prestation des services de vulgarisation agricole, et le renforcement des chaînes de valeur agricoles. L'assistance à la vulgarisation agricole est possible à travers les collaborations avec des institutions d'enseignement supérieur et les partenaires de recherche agricole, qui sont des sources d'innovations agricoles et de connaissances à étendre à d'autres acteurs de la chaîne de valeur. Les connaissances et informations acquises par différents acteurs des chaînes de valeur devraient se traduire en une productivité accrue, des innovations dans le secteur agro-industriel et l'agro-entreprenariat. L'objectif dans ce document est de mettre en évidence les principales parties prenantes avec lesquelles RUFORUM devra collaborer pour la réalisation de sa Vision 2030 de «Universités dynamiques et transformatrices facilitant le développement agricole inclusif durable pour nourrir et créer la prospérité pour l'Afrique»

Mots clés: Universités africaines, Agenda 2030, partenariats multipartites, Vision 2030 de RUFORUM

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## Introduction

The Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) is a network of 85 universities in 35 countries spanning the entire African Continent. It was

established with a mission to *'strengthen the capacities of Universities to foster innovations responsive to the demands of smallholder farmers and value chains through the training of high quality researchers, the output of impact-oriented research, and the maintenance of collaborative working relations among researchers, farmers, market actors, national agricultural research and advocacy institutions, and governments'*. The RUFORUM Vision 2030 anticipates a *'Vibrant transformative universities catalyzing sustainable inclusive agricultural development to feed and create prosperity for Africa'*. The transformation agenda exemplified in the vision is in synchrony with the CAADP-Malabo Declaration<sup>1</sup> and to the global vision for agriculture; *"a system that harnesses the power of markets and multi-stakeholder collaboration to feed the world, protect the planet and create prosperity"*.<sup>2</sup>

The process for defining the Vision 2030 for the RUFORUM Network followed recommendations by the RUFORUM Annual General Meeting (AGM) of 2016 and organizational Business Strategy review of 2017 that demanded RUFORUM to develop a comprehensive and inclusive programme for developing Africa's Agriculture through implementing innovative and transformative initiatives in the higher education sector. The visioning process involved values identification; horizon scanning; and, the vision/strategic goal development. This process resulted into the development of conceptual framework paper to facilitate the engagement process with multiple stakeholders across the continent leading to the development of the organization's Vision 2030. It is apparent that the new organization's strategy demands for strengthening of existing partnerships and cultivation of new forms of relationships outside the traditional higher education sector to achieve the mission and objectives.

Therefore, achieving the RUFORUM vision 2030 demands collective efforts from African countries to enhance their agricultural sector productivity and sustainability (African Development Bank group, 2016). However, achieving a transformed agricultural sector is most effective when investments and partnerships is leveraged from all stakeholders in the sector (Figure 1). Such partnerships have proven to be very influential in shaping the thinking, directing investment decisions and providing a powerful platform for strategic engagement thus creating stimulus for improving productivity and sustainability (GrowAfrica, 2016). Amongst these stakeholders may include; public sector, private sector (industry), public and private financing agencies, civil society and farmers' organizations whose collaborative efforts are bound to result into joint initiatives and investments for catalyzing advancement of the agricultural sector and the wider agri-food system (GrowAfrica, 2016). These forms of multi-stakeholder relationships present an opportunity for mutual engagement with agriculture-linked universities to undertake relevant and demand-driven research to solve real problems affecting Africa's farming communities.

RUFORUM engages stakeholders who benefit from "club goods," the special services reserved for members; users of the "new graduates," who pay for employees in the market as private goods; regional, continental and global partners who are intensive users of "global public goods" generated from investments in Member Universities; and, African policy-making bodies and development partners who support both the policy-making and

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<sup>1</sup>Malabo Declaration on accelerated agricultural growth and transformation for shared prosperity and improved livelihoods made by the Heads of State and Government of the African Union, at the twenty third ordinary session of the AU Assembly in Malabo, Equatorial Guinea, from 26-27 June 2014, on the Theme of the African year of Agriculture and Food Security: "Transforming Africa's Agriculture for shared prosperity and improved livelihoods through harnessing opportunities for Inclusive Growth and sustainable development, also marking the tenth anniversary of the adoption of the comprehensive Africa Agriculture Development Programme (CAADP)".

<sup>2</sup>Realizing a New Vision for Agriculture: A roadmap for stakeholders, World Economic Forum, 2010, 20pp.

operational research bodies. Bringing the different partners under a common platform requires building a shared understanding on the issues to be addressed, continuously dialoguing and reflecting on the outcomes and challenges, and developing a collective vision for the future.

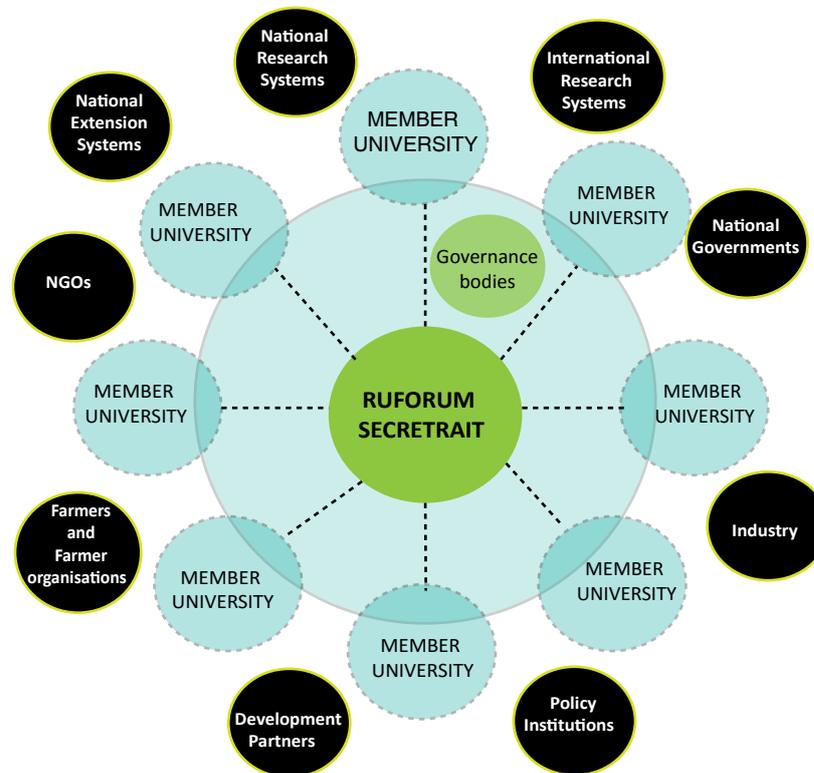


Figure 1. RUFORUM actor engagement interface

**Rationale and process for the profiling of critical partnerships.** Profiling key stakeholders engaged in a particular sector is a critical step towards identifying strategic partners and their scope of influence. This can be undertaken through stakeholder analysis, a process involving the identification and assessment of the significance that individuals or institutions have on the success of a given intervention for purposes of providing benchmarks for measuring effectiveness and efficiency of engagement. It further facilitates the development of innovative strategies for engagement along the higher agricultural education landscape to address existential needs. The RUFORUM Vision 2030 indicates that engagement of different partners is key for its success, as the resources for its attainment are leveraged through partnership arrangements. The engagement of all partners can however only be successful if all actors clearly understand their roles and responsibilities in the relationship.

**Key elements essential to RUFORUM for successful agricultural transformation under multi-stakeholder partnerships.** Successful partnerships for agricultural transformation amongst several stakeholders have several elements, and amongst these includes<sup>3</sup>;

<sup>3</sup> Source: Getting to Scale: How to Bring Development Solutions to Millions of Poor People (Laurence Chandy, Akio Hosono, Homi Kharas, Johannes Linn)

**Catalytic financing and risk management solutions.** Agricultural financing is very critical since agricultural investments account for over 30% of the Gross Domestic Product but share less than 5% of agricultural credit (Alliance for a Green Revolution in Africa, 2017). Financial management solutions include innovative catalytic and long-term (patient) capital financing mechanisms to support agricultural development including donor grants and concessionary loans (long-term low interest loans).

**Clear strategies and priorities for executing the transformation.** Agricultural sector demands setting clear strategies including targeted resource allocations that will form the key interventions for transformation. Supported by the strategies, is the need to focus on fundamental agricultural value chains with significant and competitive market demand, and to satisfy such markets, African nations need to attain the required quality at reasonable costs across the entire agricultural value chain.

**A concrete investment and entrepreneurship pipeline.** The agricultural sector demands identification of investment opportunities across the entire agricultural value chain in order to trigger competitiveness amongst the different actors including innovators and investors.

**Mechanisms and institutions for implementation.** This involves institutionalization of partnerships, establishment of a delivery unit for implementation as well as tracking implementation of interventions that are bound to result into transformation. This needs to be undertaken while ensuring availability of the appropriate skilled personnel, finance, and an organizational arrangement that elucidates the authority to spearhead the transformation.

**Leadership and stakeholder alignment around common goals.** Involvement of senior policy actors and senior private sector and civil society actors is vital in enabling the development of mutual vision and interests, and facilitating the management of resources. Leadership is critical in implementing trust-building actions, and amongst these includes exploring new ideas and aligning goals.

**Favorable hard and soft infrastructure policies and investments.** Hard infrastructure includes physical infrastructure such as roads, ports and terminals and power grids while soft infrastructure refers to policies, regulations and, human and institutional capacity. Improved infrastructure along the entire agricultural supply chain facilitates addressing post-harvest losses that are rampant in the African food systems.

**Principles to be followed under the multi-stakeholder partnerships.**<sup>4</sup> The guiding principles are the foundation upon which partnerships will be built regardless of the partnership mechanism employed. The principles enlisted below are universal and ‘non-negotiable’ and include;

**Shared focus on delivering results:** The different partners need to contribute clear value to the achievement of the RUFORUM Network’s Vision 2030, and as such, RUFORUM should not partner with entities that pose a reputational risk to the RUFORUM Network.

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<sup>4</sup>Adapted from: [https://www.unicef.org/about/partnerships/index\\_60074.html](https://www.unicef.org/about/partnerships/index_60074.html)

**Cost-effectiveness:** The different partners need to ensure cost-minimization (including administrative and financial costs) while ensuring accountability and effectiveness.

**Equality amongst stakeholders:** The different partners need to express mutual respect irrespective of the partner's size or power. The different stakeholders also need to respect each other's principles and independence.

**Transparency in all decision-making processes:** Communication and transparency, including financial transparency are important in increasing the level of trust amongst partners, and this can be achieved through open and participatory dialogue.

**Obligation to fulfil the partnership commitments:** The partner organizations are ethically obligated to fulfil their responsibilities to the partnership while exploiting the competencies and skills needed to deliver on those obligations.

#### **Lessons learnt from previous partnerships vital for RUFORUM's multi-stakeholder engagements under the Vision 2030**

In partnerships involving African and non-African partners, the engagement of non-African counterparts in agricultural research for development (AR4D) is challenging, but can be improved through availing support to African partners to mobilize other partners to participate more actively in multi-stakeholder Agricultural Research and Development (ARD) partnerships (François, 2016). Pre-existing relationships and working experiences among stakeholders are helpful in engaging partnerships in Agricultural Research and Development (ARD) and the recognition that facilitation remains a key for success in ARD (FANRPAN, 2017).

Trust and acquaintance amongst partners is an important first step in effecting partnership programs, especially in instances where prospective partners have had limited interaction and are from diverse cultural contexts. Acquaintance could be achieved through adequate communication as well as providing opportunities for informal interaction amongst stakeholders (Kahi *et al.*, 2014). Establishment of functional multi-stakeholder partnerships in Agricultural Research and Development (ARD) takes a lot of time partly due the need to undertake capacity development to change the mind-sets of all stakeholders; and, due to the need to for a time lag to allow for sufficient building of trust and effective communication amongst partners (François, 2016).

In multi-stakeholder partnerships, senior partners are highly needed in order to overcome bureaucratic obstacles through identifying possible alternatives; acting as intermediaries to help bridge cultural differences; and, through helping build trust among partners using social capital built with African and non-African partners. Relatedly, there is need for a bridging partner to stimulate programmatic activities given the fact that other partners may not be disposed to push new partnership activities (Kahi *et al.*, 2014).

The top management entities of partner institutions need to be supportive and involved in

the partnership arrangements through Memorandums of Understanding (MoU) in order to ensure commitment to the partnership interventions (Kahi *et al.*, 2014). Importantly, an inclusive approach encompassing broad support mechanisms is needed for ensuring active participation from all partners, and this approach includes building capacities, creating networks, stimulating communication, and adequate funding to maintain the momentum of multi-stakeholder ARD partners (Kahi *et al.*, 2014).

## Conclusions

Active engagement of various stakeholders will be very vital for the achievement of the aspirations of RUFORUM Vision 2030. The lessons learnt and synthesized from previous engagements of RUFORUM with multi-stakeholder partnerships especially PAEPARD are critical in guiding RUFORUM in the identification of durable strategic and viable alliances vital in addressing the aspects of Vision 2030. The principles identified will go a long way in guiding the engagement of the RUFORUM network with the several partners for mutual benefit. Table 1 provides a sample list of partners needed to help achieve RUFORUM Vision 2030 Strategy. Other partners will be engaged as issues are refined.

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Table 1. Examples of stakeholders crucial for RUFORUM and the Universities in the transformation of the agricultural sector in Africa

Stakeholder Category	Specific stakeholders	Envisaged Role	Power-Interest Category
Knowledge management actors	GODAN (Global open data for agriculture and Nutrition)	Support dissemination and sharing of agricultural data emerging from African Universities for purposes of enhancing food and nutrition security on the African continent	Neural actors, keep informed and consult
	Committee on Data for Science and Technology (CODATA)	Develop a virtual platform for agricultural data dissemination to foster collaboration between agricultural and rural development stakeholders at the global, regional, national and local levels.	
	The Technical Centre for Agricultural and Rural Cooperation (CTA)	Support networking with other actors in African, Caribbean and Pacific regions, and linkage with other European research and development institutions	Ally, keep informed and consult
Development partners	The Rockefeller Foundation	Support agricultural development initiatives of RUFORUM and the member universities	Ally, Manage closely
	African Capacity Building Foundation (ACBF)	Support capacity development interventions targeting policy formulation and policy dialogue between government and the private sector	Ally, Manage closely
	Nippon Foundation	Support community-led development initiatives of RUFORUM	Neutral party, Manage closely
	Carnegie Corporation of New York	Support training of PhD and MSc students in African Universities	Ally, Manage closely
	DAAD (German Academic Exchange)	Support training of PhD and MSc students in African and German Universities	Ally, Manage closely
	The Tony Elumelu Foundation	Support entrepreneurship interventions of RUFORUM and the universities	Neutral party, Manage closely
	Mastercard Foundation	Support RUFORUM endeavors of extending higher education to economically disadvantaged but academically talented African students	Ally, Manage closely
	Bill and Mellinda Gates Foundation	Support agricultural development initiatives of RUFORUM and link RUFORUM to other reputable organizations supporting higher agricultural education	Ally, Manage closely
	The World Bank	Support agricultural development initiatives of RUFORUM	Ally, Manage closely
	Department for International Development (DFID)	Support capacity building of young scientists across the African Continent	Ally, Manage closely

	International Fund for Agricultural Development (IFAD)	Support agricultural development initiatives of RUFORUM	Ally, Manage closely
	African Development Bank	Broker collaboration of RUFORUM with other development partners in the higher education landscape	Ally, Manage closely
	NEPAD (New Partnership for Africa's Development)	Link and leverage the RUFORUM platform to strengthen Science and Technology development in Africa	Ally, Manage closely
	AGRA (Alliance for a Green Revolution in Africa)	Support agricultural research and farmer empowerment	Ally, Manage closely
	The European Union	Support research and academic mobility and exchange between Africa, the Caribbean and the Pacific regions and European academic and research institutions	Ally, Manage closely
University actors and associations	RUFORUM member universities	Collaborate with respective national research and extension systems of African countries to scale-up innovations and technologies aimed at increasing agricultural productivity, generating innovation and feeding policy frameworks	Ally, Keep informed
	The African Network for Agriculture, Agroforestry and Natural Resources Education (ANAFE)	Technical backstopping of entrepreneurship and agribusiness curriculum review processes in African Universities	Ally, keep informed and consult
	Association of African Universities (AAU)	Umbrella organization of all African universities vital for backstopping higher education quality assurance processes and advocating for higher education policies	Ally, Keep informed
	Association for the Development of Education in Africa	Forum for policy dialogue on education for leadership and change	Ally, Keep informed
	Association of West African Universities (AWAU)	Cooperation among west African universities in research and training; Higher education policy advocacy	Ally, Keep informed
	Inter University Council for East Africa (IUCEA)	Facilitate Networking, Policy formulation and support higher education quality assurance processes in the East African community region	Ally, Keep informed and consult

	Southern African Regional Universities Association (SARUA)	Transforming higher education for development relevance in Southern Africa; and advocating for higher education policies	Ally, keep informed
	West and Central African Research and Education Network	Coordinate west and central Africa university research and linkage to other research actors	Ally, keep informed
	African Research Universities Alliance (ARUA)	Collaborate in university research; Build capacity of African researchers to tackle emergent and high risk problem facing the African continent	Ally, Keep informed and consult
	African Network of Internationalization of Education	Internationalization of higher education	Ally, keep informed
	African and Malagasy Council for Higher Education (CAMES)	Pooling of higher education and research resources in OCAM region; Higher education policy advocacy and coordination	Ally, keep informed
	Partnership for African Social and Governance Research (PASGR)	Partnership in strengthening governance leadership development in African universities	Ally, keep informed and consult
	Association of Public and Land-grant Universities (APLU)	Collaboration in training, research and policy advocacy in higher education	Ally, keep informed and consult
	European Alliance on Agricultural Knowledge for Development (AGRINATURA)	Collaboration in training, research and policy advocacy in higher education	Ally, keep informed and consult
Business incubation, Agribusiness and Entrepreneurship actors	African Agribusiness Incubation Network (AAIN)	Establish agribusiness incubation centers in African Universities as sources of innovations and off-shelf the developed innovations for commercialization	Neutral party, keep informed and consult
	EARTH University	Technical backstopping of community engagement, agribusiness and entrepreneurship in African Universities	Ally, Manage closely
	Pan-African Agribusiness and Agro-Industry Consortium (PanAAC)	Strengthen links between agricultural training institutions as technology producers and agribusiness actors in order to render graduates from African Universities owners of business, employers and skilled	Neutral party, Keep informed and consult
Agricultural Extension actors	African Forum for Agricultural Advisory Services (AFAAS)	Foster shared learning and innovation amongst agricultural advisory service providers throughout Africa; Enhance utilization of knowledge and innovations emanating from African Universities for adoption of loss-	Neutral party, keep informed and engage

reducing, value-adding, and productivity-enhancing technologies.

	Global Forum on Agriculture Research (GFAR)	Networking across continental engagements in agricultural extension	Neutral party, keep informed and engage
	African Agricultural Technology Foundation (AATF)	Facilitating the identification, access, development, delivery and utilization of agricultural technologies emerging from RUFORUM member universities and other sources	Neutral party, keep informed and consult
	Commonwealth Association of Technical Universities and Polytechnics in Africa (CAPA)	<ul style="list-style-type: none"> <li>• Support professional and skills development for managers of TVET institutions in Africa.</li> <li>• Undertake policy advocacy for technical and vocational education and training (TVET) in Africa</li> </ul>	Neutral actor, Keep satisfied
Policy formulation actors	International Food Policy Research Institute (IFPRI)	Building capacity of African Universities in policy formulation and analysis, and support institution of policy reforms aimed at ensuring that technologies generated by the universities are utilized by the end-users.	Ally, Manage closely
	Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN);	Support RUFORUM develop strategies for effective engagement with policy	Ally, Manage closely
	African Technology Policy Studies Network (ATPS)	Support African Universities inform reforms in policies that shape the type of Science, Technology and Innovation graduates that are produced through mainstreaming entrepreneurship skills and innovation; trans-disciplinary skills and methodologies; and, systems thinking approaches	Neutral party, keep informed and consult
	Higher Education and agricultural ministers in African governments	Formulate policies for increased investment in agricultural higher education by African governments as a fundamental agricultural development investment in CAADP Country Agreements and Medium Term Agricultural Productivity Programmes	Ally, keep satisfied by informing and consulting
	African Union Commission (AUC)	Advocate for increased support and engagement of the African higher education networks in policy making and programme implementation for agricultural training, research and policy engagement in Africa	

	Association for the Development of Education in Africa (ADEA)	Provide a forum for policy dialogue to enable African countries implement reforms in Agricultural higher education	Ally, keep informed and consult
	Regional Economic Commissions including EAC, ECOWAS, IGAD, COMESA, SADC	Undertake policy formulation for agricultural higher education	Neutral party, keep informed and consult
Research actors	International Center for Tropical Agriculture (CIAT); International Crops Research Institute for the Semi-Arid Tropics (ICRISAT); International Center for Agricultural Research in the Dry Areas (ICARDA); and Center for Climate Change, Agriculture and Food Security (CCAFS), International Water Management Institute (IWMI), World Agroforestry Centre, WorldFish, Africa Rice Center (AfricaRice), Bioversity International, Center for International Forestry Research (CIFOR), International Maize and Wheat Improvement Center (CIMMYT), International Potato Center (CIP), International Food Policy Research Institute (IFPRI), International Institute of Tropical Agriculture (IITA), International Livestock Research Institute (ILRI), International Rice Research Institute (IRRI)	<ul style="list-style-type: none"> <li>• Collaborative research and training</li> <li>• Designing research with great impact to communities</li> </ul>	Ally, keep informed and engage
	National Agricultural Research Institutions	Conducting agricultural research at national level	Ally, keep informed and engage
	North African Sub-Regional Organization (NASRO); Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA); Association for Agricultural Research in East and Central Africa (ASARECA); and, West and Central African Council for Agricultural Research and Development (CORAF/WECARD);	Conducting and coordinating agricultural research in the respective regions; Potential internship placement avenues for students supported under RUFORUM Programs	Ally, keep informed and engage

	Global Forum on Agricultural Research (GFAR)	Strengthen linkages between farmers and agricultural researchers for mutual exchange and reconciliation of modern and traditional knowledge	Ally, keep informed and engage
	Forum for Agricultural Research in Africa (FARA)	Coordinate and advocate for agricultural research for development; and scaling-out innovations generated from research conducted at RUFORUM member universities	Ally, Keep informed and engage
Farmer organizations	Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest (ROPPA) West Africa	Build capacity and act as a voice and advocate for the interests of African farmers for which RUFORUM and the member universities have to satisfy	Neutral actors, keep informed and engage
	Eastern Africa Farmers Federation (EAFF) Eastern Africa		Ally, keep informed and engage
	Union Maghrébine des Agriculteurs (UMAGRI) northern Africa		Neutral actors, keep informed and engage
	Southern African Confederation of Agricultural Unions (SACAU) Southern Africa		Neutral actors, keep informed and engage
	Plateforme SousRégionale des Organisations Paysannes d'Afrique Centrale (PROPAC) central Africa		Neutral actors, keep informed and engage
Gender actors	African Women in Agricultural Research and Development (AWARD) and Forum for African Women Educationalists (FAWE)	Growing pool of African women to be effective within ARD institutions; Strengthening the capacity of African Women scientists in science, technology and innovations to facilitate the acceleration of Africa's green revolution; mainstreaming gender issues in R&D	Ally, keep informed and consult
Civil society and NGO actors	Pan African NGOs Consortium on Agricultural Research (PANGOC)	Effective engagement with smallholders as technology adopters in collaboration with African universities that generate technologies	Neutral actors, keep informed and consult