



Regional Universities Forum for Capacity Building in Agriculture

ANNUAL REPORT

2013 - 2014



TRAINING THE NEXT GENERATION OF SCIENTISTS FOR AFRICA

RUFORUM Vision

We envision a vibrant agricultural sector linked to African universities which produce high-performing graduates and high-quality research responsive to the demands of Africa's farmers for innovations and able to generate sustainable livelihoods and national economic development.

RUFORUM Mission

Our mission is to strengthen the capacities of universities to foster innovations responsive to demands of small-holder farmers through the training of high quality researchers, the output of impact-oriented research and the maintenance of collaborative working relations among researchers, farmers, national agricultural research institutions and governments.

RUFORUM Impact Statement

High performing African universities that produce skilled, proactive graduates, demand driven research outputs and innovation in response to local, regional and national agricultural development priorities.

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Message from the Executive Secretary



Professor Adipala Ekwamu

The Financial period 2013/14 was significant in several ways. First, it coincided with our 10 year anniversary celebrations, following the founding of RUFORUM in 2004 by the Vice – Chancellors. It thus marked a period of review of progress we made over the last 10 years, and reflections on our future direction in the next decade. The reflection will continue, and culminate in the development and launch of our next 10 year Strategic Plan (2016 – 2025), and Operation/Business Plan (2016 – 2020). Second, it coincided with the end of the Phase I support from the Bill and Melinda Gates Foundation (US\$ 15 million), and commencement of Phase II support (US\$16.23 million) which covers the period 2013 – 2018. The funding from BMGF helped to stabilize and consolidate RUFORUM Core activities and strengthened University research and training programs. We now have a well-articulated Theory of Change (TOC) and are able to track more effectively outputs and outcomes of our investments.

Progress towards targets set for the 2013/14 period

Although the period was challenging because of the low staff capacity, we delivered on most of the targets set for 2013/14 financial period. Key among the achievements were:

1. RUFORUM secured the Phase II funding support from the BMGF (US\$16.23M), which includes support for 9 staff positions.
2. We were able to raise additional US\$ 12 million for direct funding to Universities from the ACP – EU support programs mostly.
3. RUFORUM has automated its financial management system, and to retire approximately US\$1.7 million outstanding advances to the Universities.
4. We finally set up our Management Information Systems, also known as the RIMS (RUFORUM Information Management System), allowing us, among others, to receive and send information directly to our grantees and applicants for grants and scholarships, and we are now in a better position to track activities, compile and share information.
5. We refined our research thrust to focus on Sustainable crop-livestock value chains, and awarded 26 new Graduate Research Grants, and 3 new Community Action Research grants one being processed. We also provided funding to Egerton University and Gulu University, to pilot an elaborate program for engaging University graduate and undergraduate students to support systemic transformation of targeted small holder farmer groups from subsistence to some level of commercial agriculture. The aim is to commit Universities to engage with Communities in a specific geographical location to catalyze transformation, with undergraduate and graduate students championing the change process.
6. Building on our initiative to strengthen the pool of PhD level agricultural graduates (212 trained to date), the Vice-Chancellors initiated the RUFORUM Graduate Teaching Assistantship (GTA) Program. The aim of GTA is to increase the pool of Faculty staff with PhD. by supporting PhD degree training of staff in another member University. Under the GTA, the host University will waive fees for the staff sent from another University, and also provide accommodation. The sending University on the other hand will pay for travel, upkeep and research of their staff. To-

date we have received commitment for close to 60 PhD training slots under the GRG. The initiative is to be launched during 2014/15 financial period

Governance and Management

The Board Committees met as stipulated in the Governance Manual. During the period, we commissioned two studies, one to guide future Membership and Expansion Strategy, and the second, a functional analysis of the set-up at the RUFORUM Secretariat. Both studies were completed and reports presented to the relevant Board Committees.

The other key millstone was that we commissioned a tracer study of the RUFORUM alumni, covering the period 2004 – 2014. A preliminary report has been submitted for review, and synthesis of the key findings is on- going. Importantly 94% of our alumni live and work in their country of origin and 75% found employment within 6 months of completing their degree training.

Challenges and Opportunities

The main challenge during the period was the staff gap at the Secretariat. Fortunately, the BMGF Phase II support provided funding for 9 staff positions. We have just recruited 3 senior staff, i.e., Deputy Executive Secretary, Manager for Training and Quality Assurance, and Manager Finance and Administration. We are still to fill two senior staff positions (i.e; Manager Partnership and Business Administration & Manager Planning, Monitoring and Evaluation). We will in the coming period (2014/2015) also recruit other technical support staff.

Target Milestones for 2014/2015

The proposed key milestones for the coming period are:

- Hosting the July 2014 Biennial Conference in Maputo, Mozambique
- Hosting a Development Partner meeting by end of December 2014
- Recruitment of additional staff at the Secretariat by December 2014
- Development of the new Strategic and Business Plans, and revamping the Resource Mobilization Strategy by June 2015
- Refinement and development of policies, especially Risk Management Policy; Open Access and IPR Policy; Communication, Publicity and Marketing Strategy to be completed by June 2015
- Strategies and Plans for research and training targeting the livestock sector developed by December 2014
- Strategy for integrating ICT in CARP and field Attachment Projects completed by December 2014
- All work related to the design of the MOOCs strategy completed by December 2014
- Launch of the GTA Program by December 2014
- Partnership with AWARD, EARTH University, Grameen Foundation and San Bio established to support RUFORUM activities by June 2015

Details of our achievements during 2013/14, and targets for 2014/15 are provided in the following pages.

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1.0 INTRODUCTION

RUFORUM activities during the year were in line with its Business Plan 2011-2016, which presents the roadmap for its desired course of service delivery. The Business Plan commits RUFORUM to consolidate its operations around three program areas 1) high quality regional collaborative degree programs; 2) innovative research through competitive grant mechanisms (GRGs, FAPAs, CARPs and ISGs) and 3) cross cutting support through M&E and ICT. Strengthening the Secretariat through the Board and its committees and the national forums constitution an additional area. This report presents the key highlights and achievements during the period 2013-2014.

2.0 HIGH QUALITY REGIONAL COLLABORATIVE DEGREE PROGRAMS

In 2008, RUFORUM launched an innovative regional approach of building capacity of member universities, and training Africa's next generation of agricultural scientists through mobilizing regional capacities and international partnerships. One component of this regional approach was the launch of the coursework-based PhD programs and MSc Regional Programs. RUFORUM supported regional MSc and PhD programs are designed in response to specific capacity gaps within the realm of agriculture in Eastern, Central and Southern Africa and in support of CAADP. Specifically, the regional programs are designed to address;

- i. The need to build the teaching and research capacity of member universities in order to strengthen MSc programs and improve the quality of graduates.
- ii. The need to enhance capacity for training and research that targets improving food and nutrition security, and access to knowledge.
- iii. The need to build capacity in important areas of agriculture which remained “neglected” during the ten years of the old FORUM program of the Rockefeller Foundation.

2.1 Key Performance Markers for 2013/2014

During the reporting period 2013/2014, RUFORUM continued to invest in building a critical mass of high performing graduates able to engage in relevant research and support agricultural innovations at different levels. The activities that were implemented during the reporting period contributed to various overall core activities of the RUFORUM Secretariat. Some of the key performance markers for the year include;

a) Implementation of Regional Programs

The regional MSc and PhD Programs have been hosted at selected RUFORUM Member universities in Africa (See Annex 1). These universities were selected because of their comparative advantage in terms of the technical staff and State of the Art facilities to support the implementation of the Programs.

Results from the recent RUFORUM tracer study commissioned in 2014 indicates that the postgraduate regional training Programs have contributed to rebuilding of staff numbers, skills and competencies for teaching and research at RUFORUM member universities; National Agricultural Research institutes, Ministries and NGOs. To date a total of 212 PhD students have been trained through the innovative regional PhD Programs. Some have graduated and returned to their home countries and have been appointed to Senior University management leadership positions e.g. Deanships, Heads of Departments and they are championing change in the region by contributing to the RUFORUM goal of building capacity for research and training

b) Provision of Grants to support the Regional Programs

Funds were sourced from various developmental partners to support various components of the regional training Programs. During the reporting period, three categories of grants were awarded to support students specifically registered in the RUFORUM regional Programs and had no funding for either their tuition or research and both. **The Table** below indicates the categories of grants awarded in 2013/2014.

Category of the grant	Number of students Awarded	Nationalities
Doctoral Finalization Grant	10	Kenya (3), Sudanese (1), Uganda (3) and Malawi (3)
Doctoral Research 2 year Grant	11	Ethiopia (2), Kenya (2), Zambia (1), and Uganda (6)
Full grants for 3 years	8	Ghana (2), Nigeria (3) and Uganda (3)

c) Training in AICM at Haramaya University in Ethiopia

The RUFORUM Secretariat secured funding to train 10 students under the Agricultural Information and Communication Management Program hosted at Haramaya University. During the reporting period, at least 5 nominations from the RUFORUM member universities were received as follows, Uganda Martyrs University – 1 student, Gulu University - 1 student, Botswana - 1 student and Sokoine University of Agriculture - 2 students. The other five nominations have been given to the Ethiopians who will join the course as local students. The application documents for admission for the students were submitted to Haramaya University through the office of the Dean of Faculty of Agriculture. The students will begin the first semester beginning of the financial year 2014/2015

d) Supporting the capacity development for Sokoine University of Agriculture – Tanzania

Since March 2012, RUFORUM Secretariat was subcontracted by Ohio State University to coordinate post graduate training for the 30 Tanzanian MSc Students who will be trained outside Tanzania for a period of five years. To date, the secretariat facilitated placement of 32 Tanzanian students at various RUFORUM member Universities. The placement has been done in phased approach which has a total of three

cohorts. **Accordingly, for the 2013/2014** financial year, RUFORUM made placements of the last cohort comprising 12 students at 6 member Universities namely; Egerton University **(2)**, University of Zimbabwe **(1)**, Lilongwe University of Agriculture and Natural Resources **(2)**, Makerere University **(1)**, Jomo Kenyatta University of Agriculture and Technology **(2)**, Kenyatta University **(1)**. For the first cohort, the students are completing their theses write ups and some have already been scheduled for oral defense. For the second cohort, the students have just concluded their proposal development and have returned to Tanzania to carry out research for one year.

e) Launch of the Graduate Teaching Assistantship (GTA)

In September 2013, the Vice Chancellors who are the members of the Board of Trustees of RUFORUM agreed to launch joint training Programs to support the capacity building of their own staff members through a mechanism called Graduate Teaching Assistantship. This is a staff exchange facility for agricultural training at master and doctoral levels. Priority has been given to doctoral training focusing on the RUFORUM regional post-graduate training programs as well as other existing university programs. The RUFORUM Secretariat has been playing a brokering role in the GTA mechanism. Some of the key milestones to the establishment of the GTA mechanism during the reporting period include;

1. A total of 35 member universities endorsed the MOU on GTA agreement
2. At least 2 Sensitization meeting on GTA held with Deans of Faculty of Agriculture at the RUFORUM member universities.
3. A total of 165 skills gaps identified by the member universities to be addressed by the GTA
4. A total 63 GTA slots have been confirmed from September 2013
5. A call for GTA applications circulated in August 2014
6. An online application form for GTA has been prepared and shared

f) Training in Master of Science in Research Methods at Jomo Kenyatta University of Agriculture and Technology

RUFORUM Secured funding to support the MSc training at Jomo Kenyatta University of Agriculture and Technology (JKUAT). For the reporting period, a total of 14 scholarships were awarded to students to train under the 5th cohort of the MSc Research Methods Program since the launch of the Program. An online application process for scholarship was designed and this attracted 441 applicants who created accounts in the online RUFORUM Information Management Systems. Out of these, 169 who completed their accounts fully were reviewed for the scholarship award. Additional resources were mobilized from ACP/SHARE project to support six other students to be trained in this Program. The 14 students who were awarded the scholarships are from various countries which include, Malawi, Kenya, Rwanda, Namibia, Zimbabwe, Sudan, Ethiopia, Tanzania, Uganda, Zambia, and Burundi

g) Organizing Skill Enhancement Training Courses

Skill enhancement training courses are provided to RUFORUM postgraduate students and university staff to broaden their opportunities and knowledge in developing and strengthening the necessary skills in the chosen area/field of study. Additionally, the skill enhancement trainings have proved to have filled gaps that existed in the academic growth curve of both students and staff at the RUFORUM member universities. In the reporting period 2013/2014, a total of six skill enhancement training courses were

executed to both staff and students. Additionally, below is the information about the trainings courses that have been implemented;

- **Scientific Data Management** conducted in July 2014 in Kampala Uganda A total of 28 postgraduate students under the regional Programs were trained
- **Proposal Development** implemented by end of October 2013 at Makerere University in Uganda. A total of 28 postgraduate students were trained.
- Proposal development conducted In October 2013 at Lilongwe University of Agriculture Natural Resources, Malawi. A total of 20 postgraduate students were trained.
- **Value Chain Training** course implemented in December 2013, Entebbe, Uganda. A total of 25 Scientists and students were trained
- **Food Systems and Nutrition** implemented in December 2013, Entebbe, Uganda. A total of 22 Scientists and Students trained
- **Proposal Writing and Journal Publication** conducted in April 2014 at the University of Nairobi. A total of 50 postgraduate students for faculty of agriculture and veterinary medicine were trained
- **Scientific Data Management** conducted in March 2013 at Sokoine University of Agriculture in Tanzania. A total of 35 Students were trained.

h) Facilitated Staff Exchanges

During the reporting period 2013/2014, a total of 4 staff exchanges were facilitated by the RUFORUM Secretariat (Table 2). The staff exchanges were mainly between Eastern Africa and West Africa. The aim was to provide collegial exchanges that will enhance the faculty teaching and research and faculty cross learning of programs in Eastern, Southern and West Africa. Ideally, at RUFORUM these staff exchanges are aimed at building relationships between universities that enable future transfer of skills and experience; facilitating and sharing knowledge and best practice between Universities; building capacity; joint resource mobilization and Fostering professional development for individuals with potential for accelerated learning. One of the main achievements from the staff exchange was the joint proposal development that was awarded by European Union through the Intra ACP Mobility Scheme 2013.

2.2 Key implementation issues

- For some of the projects being implemented in the unit, there is no staff time allocation as well as money allocated for monitoring the activities. As such, resources have been very limited for secretariat to effectively carry out its coordination, facilitation roles and field monitoring for the graduate student
- During the reporting period, the unit had one staff member to handle all the required activities. Therefore, the workload was heavy
- The universities have now begun to understand their roles in the training Programs. Of late, most of the proposals that were sent to EU were spearheaded by the member universities and the secretariat's role was only to facilitate.

Table 2. Staff Exchanges facilitated during the 2013/2014 reporting year

<i>Name of the Staff and Institution</i>	<i>Purpose of visit and Institution</i>
Prof. Jibrin from Bayero University	Visited the College of Agriculture and Veterinary Science of the University of Nairobi. The aim was to explore opportunities for collaboration and in particular discussions regarding staff from University of Nairobi's Drylands Program supporting University of Bayero to set up a Drylands Program
Prof. Love Akonye, Dean Faculty of Agriculture, University of Port Harcourt	Visited Makerere University. The objectives of her trip were as follows: To develop collaborative arrangements between Makerere and University of Port Harcourt to support building training programs at University of Port Harcourt; To explore possibilities for Makerere University to train staff from your university; To share lessons and approaches used at the two universities especially in terms of quality assurance measures for student training and research; To seek opportunity for future joint collaborative actions.
Prof. Patrick Rubaihayo, the Coordinator for the PhD Plant Breeding and Biotechnology Program – Makerere University	Travelled to University of Ghana, Cape Coast to explore opportunities for collaboration including staff and student exchanges
Prof. Thomas Adjadeh, Head of the Department of Soil Science, School of Agriculture at University of Ghana	Visited Makerere University in September 2013. He visited the College of Agriculture and Environmental Sciences. Discussions were held on opportunities for collaboration e.g. staff and student exchange, and joint proposal development

3.0 INNOVATIVE RESEARCH THROUGH COMPETITIVE GRANT MECHANISMS

The RUFORUM Competitive Grants System (CGS) Graduate Research Grants focus on enhancing the tri-partite relationship between the faculty members, students and grassroots communities (through engaging university-based research teams in quality research as an underpinning) for securing the quality of postgraduate level training for the current and next generation development workforce, particularly in the research and extension sectors to support rural agriculture. The CGS remains the central pillar to RUFORUM's Business Plan (2011-2016). This is because RUFORUM implements its mission through a range of activities with most stemming from the Competitive Grants System.¹ The RUFORUM CGS is directed at the increased contribution of graduates and research products from RUFORUM member universities to smallholder livelihoods and rural development. The objective is to produce high-quality innovative and entrepreneurial graduates and dynamic universities that are strong actors in national innovation systems and that champion the production of quality graduates, research outputs and policy information that underpin poverty alleviation and economic growth. The RUFORUM CGS is designed to address the following objectives:

- 1) To provide students with opportunities for problem-solving and practical experience and the opportunity to be creative, improve teamwork and be responsive to deadlines and client demands. In particular the CGS is designed to help to build understanding of, and commitment to, solving the problems of rural communities.
- 2) To improve the quality and relevance of graduates by providing mentorship, close monitoring and incentives for effective supervision and timely graduation.
- 3) To raise the profile and encourage better university recognition of the grassroots demands in both their research and curricula.
- 4) To produce innovative and useful research that is effectively communicated
- 5) To provide a mechanism, by encouraging multi-agency research projects, that enables universities to act as a fulcrum in the farmer, research, extension and service provider nexus.

¹ For more details please visit RUFORUM website: www.ruforum.org

3.1 Key Performance Markers for 2013/2014

a) GRGs and Doctoral Grants

Over 50% of 2009 and 2010 projects have finalized activities and for these other half, no-cost extensions were granted to enable the research teams' wind-up and submit final reports. The final reports are expected in June 2015. The 2011 and 2012 projects are all on schedule and are expected to winding-up in 2015. The implementation of competitive grants schemes for the GRGs has so far yielded 60 completed theses, and over 250 publications (including journal articles, extended abstracts, posters, policy briefs, working papers, etc). Examples of publications and testimonies of most significant change arising from implementation of GRG projects have been shared widely. The 2009 and 2010 principal investigators have documented their experiences and profiled 13 of these captured as most significant experiences and testimonies of implementing participatory research. In addition to the 3 PhD students supported under the CARP Projects, Doctoral Research Grants were initiated with support from the Carnegie Corporation. With this support, 10 students (4 females and 6 males) have been awarded completion grants and another 8 (2 females and 6 males) awarded full scholarships. The 2-year grant from Carnegie is supporting an additional 11 students (3 females and 8 males). This compliments the PhD training Programs, which are designed to generate a cadre of scholars to support and the process of building and implementation quality Masters Programs at member universities. The PhD training programs reported in more details under the Training and Quality Assurance Unit. The 5th Call for Proposals was published and processed and 26 Projects have been selected for funding.

A total of 52 (50 were planned for the period 2009 – 2013) FAPAs have so far been awarded and implemented. The FAPA is only awarded to students who are at their final stage of thesis completion and the Activity Year 2013/14 had more of the awards because many students had moved to completion status of their MSc studies. Based on feedback from stakeholders, the FAPA is viewed as an effective approach for dissemination of research outputs and there is strong interest in the program by non-academic actors in ARD. FAPA is meeting its objectives of linking thesis research findings and recommendations to application and use at community level. The FAPA grants are intended to provide opportunity for dissemination of research outputs with a view to inform policy development and hone students skills in participatory (with communities) problem identification and articulation of complex research. Policy Briefs and newsletter articles from FAPA implementation have been generated and published. In the coming year activity year, at least 10 FAPA projects will be awarded.

Table 1: Activity and targets set for 2013/14 and status of implementation

Activity and Targets by Core Area	Status of Implementation
Core Area 1: Demand-driven research, community action, and institutional strengthening grants	
1.1) Manage the RUFORUM Graduate Research Grants (GRG)	
1.1.1) Finalize outstanding issues and disbursements for 2009, 2010, 2011, and 2012 GRG projects	This was done to a level of 50% with half of the target projects finalized. Will pursue the remaining projects and bring to completion in the next Activity Year.
Update implementation status of on-going projects	
1.1.2) Complete information on reporting and general project information by Project and update databases	
1.1.3) Update financial status information	

1.1.4) Develop/ refine and implement appropriate tools and reporting formats for capturing relevant information	
1.1.5) Proactively engage with PIs throughout implementation to ensure receipt of project reports	
1.1.6) Reviewing reports and communicate feedback with the current 107 project PIs (CARP, GRG, Nurturing)	
1.1.7) Compile and publish Project summaries/briefs	
1.2) The Community Action Research Program and Outreach/ Earth	
1.2.1) Oversee finalization of pilot CARPs	Two projects under CARP presented work plans developed and set for implementation towards establishing Innovation Plans for Outreach at University of Eldoret and LUANAR. Technical Committee-led Visits to CARP Project in Uganda; Experiential learning conducted in July at Regional Meeting. EARTH engaged to work with Gulu University, Egerton University. Participated in FARA GA and conducted Steering Committee meeting in July 2013.
1.2.1) Provide technical backstopping for the CARP Teams	
1.2.2) Training on experiential learning	
1.2.3) Development of case studies	
1.2.4) Develop communities of practice (national and regional level)	
1.2.5) Engage with Earth University on CARP and Value Chains	
1.2.6) Travel for CARP teams to Earth	
1.2.8) Travel for VCs and Deans to Earth	
1.2.10) Participate annual learning event - Outreach (at FARA GA)	
1.2.11) Hold Steering Committee meeting with CARP teams (Outreach)	
1.3) Field Attachment Program Awards	
1.3.1) Prepare outstanding funds to the FAPA grantees	Funds prepared and disbursements made to 32 awardees
1.3.1) Proactively interact and manage FAPA grantees	Contacted 52 FAPA awardees
1.3.3) Select FAPA Awardees	32 awardees selected
1.3.4) Prepare Award letters for FAPA	32 letters prepared and relayed
1.3.5) Review reports and newsletter articles and other outputs	At least 20 reports reviewed and soliciting for remaining reports.
Core Area 2: Activities to guide and support research and institutional grants	
2.1.) Involvement of new member universities	
2.1.1) Agree and Implement strategy for improving involvement of less participating members universities in RUFORUM activities	Filed visits by staff to Lesotho, DRC, Burundi, Tanzania, Rwanda, Mekelle. Strategy to twin member universities incorporated in call for proposals.
2.1.2) Conduct visits to new member universities in line with the strategy on Strengthening new Member Universities (SMU)	
2.2 Management of Nurturing Grants	
2.2.2) Finalize outstanding issues and disbursements for 2011 & 2012 Nurturing grants	Made significant progress with implementation of Makerere, UNZA, UA nurturing grants. 20 Abstracts submitted and Makerere and UNZA project set for closure. AU project to be finalized in coming year.
2.2.3) Complete information on reporting and general project information by Project and update databases	
2.3.4) Update financial status information	
2.3.5) Proactively engage with PIs throughout implementation to ensure receipt of project reports	
2.3.6) Reviewing reports and communicate feedback with the current Nurturing grants PIs	
2.3.7) Prepare Project Briefs for all Nurturing grants	
2.3) Gender Strategy	

2.3.1) Finalize Gender Strategy and publishing (both the strategy & issues paper)	No work done on the Gender strategy; engaged with AWARD to finalize MoU to be endorsed in July 2014.
2.3.2) Enhance gender mainstreaming activities - work with AWARD	
2.4) Resource mobilization	
2.4.1) Prepare at least 3 proposals for funding with RUFORUM Secretariat as a key partner	Over 5 proposals prepared and submitted
2.4.2) Attend key meetings to represent RUFORUM	Over 10 meetings representing RUFORUM
Core Area 3: Monitoring and Evaluation	
3.1)M&E	
3.1.1) Hold monthly Grants review meetings for learning	Held 7 of 12 meetings
3.1.2) Prepare at least two (2) manuscripts capturing lessons from CGS processes at RUFORUM	Two abstracts prepared; one on M&E and one on partnerships
3.1.3) Visit to universities to follow up on implementation of RUFORUM activities	Visited MAK, NUL, UNAM, SUA, Bukavu, Burundi, UEM,
3.1.4) Participate/ attend in Secretariat Quarterly review Meetings	Attended Meeting in Seattle
3.1.5) Prepare quarterly reports for FAPA, GRG, NG & CARPs	Only once and presented to TC
3.1.6) Annual Planning and Budgeting events	Prepared and presented documents
3.1.7) Prepare quarterly reports	Half-Yearly reporting
3.1.8) Prepare project reports: AAU-MRCI, RF-TADS, RF-Climate Change, EU-Outreach, BMGF and other relevant reports	Prepared and presented RF Climate Change, EU-Outreach, BMGF
3.1.9) Document & publish case studies & Stories on the GRG research	This was not done
3.1.10) Contribute to the RUFORUM Annual Report (2013/14)	Prepared and presented documents
3.1.11) Compilation of student theses & publications	Compiled and presented for uploading on RUFORUM Repository

b) Institutional Strengthening/Nurturing Grants:

In addition to nine on-going grants, eight Nurturing grants² have been awarded as follows:

- 1) Strengthening crop-livestock value chain research in dryland ecologies of Ethiopia and related ecologies – Mekelle University;
- 2) Reinforcing efforts towards establishing postgraduate Program at university of Burundi;
- 3) Innovative engagement of rural communities through student internship program – Egerton University;
- 4) Launching MSc. Agri-Enterprise development and MSc. Food Security and Community
- 5) Nutrition at Gulu University;
- 6) Finalizing development and piloting a regional MSc. Monitoring and evaluation hosted by Uganda Martyrs University
- 7) Strengthening University outreach and Agri-entrepreneurship training for community transformation in Northern Uganda
- 8) Institutional support to the National University of Lesotho

²All grants awarded will only be processed if the Member University is in good standing with regard to Membership subscription and implementation on on-going projects.

- 9) Development of appropriate financing models for smallholder holder agricultural enterprises prioritization of summative entrepreneurship models through participatory action research – Makerere University

In terms of nurturing grants at member universities, a total of 16 nurturing grants are on-going covering topics including climate change; gender; agricultural information and communication management and these are designed to train at least 9 staff at PhD level and 48 at MSc level.

c) Community Action Research Program

The implementation of the first pilot projects under the community action research program at three member universities (Lilongwe University of Agriculture and Natural Resources, Makerere University and University of Eldoret) is on track. The projects are as expected facilitating design and implementation of relevant research and have provided opportunity for multi-stakeholder actors along food and agriculture commodity value chains. The pilot CARP projects³

Currently being implemented are expected to provide lessons and experiences relevant for integrating (influencing) aspects of experiential learning into the university research and training programs. They have proved to be a powerful mechanism for outreach to end-users along different value chains. For instance monitoring and fields visits have reveal that the Moi University (now University of Eldoret) CARP Project has effectively engaged over 18,000 farmers working with farmer groups to address constraints in legume-based cropping systems; the Bunda College (LUANAR) Team have reached out to over 600 farmers and have effectively demonstrated various aspects of fish farming to communities; and the Makerere University Team are engaging farming communities to promote technologies for improving legume-cereal technologies. RUFORUM facilitated the CARP Projects at LUANAR and University of Eldoret to mobilize additional resources and these efforts were successful. In addition to these resources, the two teams have also presented plans for a supplementary grant to establish Innovation Platforms for outreach. The Makerere University team has linked up with Grameen Foundation and is in the process of exploring use of ICTs for effective engagement and deployment.

RUFORUM hopes to promote projects under the CARP by building on lessons from partners with longer experience and greater success at running such programs, such as Earth University in Costa Rica and Wageningen University and Research Center (WUR) in the Netherlands. However, an important component will also be the sharing of experiences from the pilot participating African universities (Makerere University, Moi and LUANAR) in Eastern, Central and Southern Africa (ECSA) and other RUFORUM member universities. The three teams have already been involved in a meeting together and also with representatives from Earth University, and WUR to explore opportunities for collaboration. In the next activity year, the scope of community action research program at RUFORUM will expand with a focus of scaling up the pilot initiatives to other RUFORUM Member universities in Tanzania and Ethiopia; as well engage with Livestock research. This expansion in scope and scale of activities has already been initiated in 2013/2014 and will be continued in 2014/2015 with finalization of existing projects (the 3 CARP projects) as well as granting process of 3 more CARP

³University Outreach Support to Farmer Associations in Western Kenya being implemented by Moi; University, School of Agriculture and Biotechnology, Chepkoilel Campus (now University of Eldoret); Enhancing Fish Production and Marketing for Food Security and Rural Incomes of Small-scale Producers in Malawi being implemented by Bunda College of Agriculture (now Lilongwe University of Agriculture and Natural Resources Management); Developing an Outreach Framework for Strengthening University-Farming Community Engagement for Improved and Sustainable Livelihoods (SUFACE)³ commenced in 2011.

Projects (focusing on 3 commodity value chains – cassava, wheat, livestock) and preparation for future CARP projects in livestock under the envisaged supplementary support to RUFORUM for sub-granting.

d) Development of professional community-building network

RUFORUM has engaged member universities to participate in National Forum convening activities with emphasis on ensuring contributions to the CAADP process. National Forum meetings during the reporting period were held in four countries – Uganda, Burundi, Democratic Republic of Congo and Swaziland. Efforts have been initiated to launch National Forums in Ethiopia, Namibia and Lesotho. There will also be focus in the coming activity year to rejuvenate existing National Forums and link these to the CAADP process in each country.

Several RUFORUM PIs and students were mobilized to participate in the 11th African Crop Science Society. The meeting was held in October 2013, attracted 461 participants and 220 drawn from the RUFORUM Research Teams. All the 220 participants presented papers that were published in the Conference proceedings.

As part of networking, RUFORUM Secretariat has during the period continued to nurture collaborations with several partners including AGRINATURA through the EU –EDULINK and ACP Projects. The linkages with non-academia and other actors in ARD has been strengthened through engagements with the Platform for African European Partnerships in Agricultural Research and development (PAEPARD). Through the PAEPARD, RUFORUM Secretariat has brought together in the past one year over 30 thematic research teams comprising faculty from RUFORUM member universities to develop networking activities with other actors in various aspects of agriculture and food commodity value chains. Part of the outcome of these convening is the establishment of several Communities of Practice (CoPs) focusing on commodity value chains of interest have been established in Eastern and Southern Africa.

3.2 Implementation issues during the reporting period

Based on these experiences, some of the issues to consider include:

- There has been challenges of mobilizing effective teams with champions to take lead of RUFORUM Projects and this in away conflicts with the spirit of competitive granting processes. While the Secretariat has desisted from commissioning studies, there has been efforts to reach out to specific research teams to solicit for proposals in response to Call. This was done through communication to all Deans of member universities.
- Effective engagement of less participating universities continues to be a big challenge but the strategy has been to twin the less participating with the proactive members. This has brought out the value-add of networking and collaboration.
- Efforts to ensure universities in Africa conduct relevant research and training. This can be achieved through promoting experiential learning grounded on Action Research for the various university research teams. Furthermore the experiences of the CARP team can be used to influence university outreach, teaching and research practice at African universities with a focus to ensure community engagement;
- The pilot CARP projects have proved an effective University based outreach approach for strengthening entrepreneurship amongst smallholder farmers; the pilots now need to be up scaled and this should be part of the design of subsequent projects under the CARP.

- How CARPs can contribute to improving both the quality and relevance of university research and how this experiential based training can be structured to produce effective change agents in society. The CARPs require researchers to package their outputs in ways that are effective for non-scholarly audiences (multi-stakeholder groups along the agricultural and food value chain, including farming communities, private sector and civil society) as well as inform policy in agricultural sector. We need to scale out, share and deepen this approach with initial focus in Ethiopia, Tanzania and Uganda.

4.0 CROSS CUTTING SUPPORT THROUGH M&E AND ICT

4.1 Networking & Partnerships for enhancing RUFORUM as a network

The RUFORUM networking function remains a key mechanism for enhancing the network and creating value not only for the member universities, but also for other regional and international strategic partners and stakeholders. The RUFORUM Secretariat tracks two outcomes related to its networking function. At the RUFORUM network level we monitor the level of dynamism of the RUFORUM regional platform. This is done through tracking the collaborations and platforms for coordination and learning amongst member universities. At the wider network level we monitor indicators related to the RUFORUM network becoming a regional reference point for agricultural research and higher agricultural education in Africa. In order to achieve the targets for the two outcomes the RUFORUM Secretariat (1) organizes, supports and implements a number of networking activities and (2) facilitates the sharing of agricultural research / agricultural higher education in Africa information and knowledge via the repository and other avenues. RUFORUM uses its online and face to face networking platforms to achieve the following goals:

- i. Build professional agricultural research and education communities
- ii. Engage in policy advocacy – specifically to link to tertiary agricultural education & research policy agenda at continental, regional, and national levels
- iii. Mentor agricultural post-graduate students so that they champion agricultural development programs and agricultural research that is responsive to national/regional development goals
- iv. Support the participation and voice of women in agricultural research and production
- v. Implement common agenda after the identification of common threads
- vi. Learn and share lessons and best practices in agricultural research and education
- vii. Engage with non-research actors

Whom are we networking and collaborating with?

The target beneficiaries and participants in the various meetings, conferences, dialogues, learning and sharing events are the vice chancellors of member universities; members of RUFORUM governance bodies; deans of agricultural faculties; agricultural researchers; agricultural academic faculty; RUFORUM supported students; RUFORUM alumni; national fora stakeholders; representatives of ministries of education, agriculture and science and technology; regional and global strategic partners - continental & regional organizations; agricultural research organizations; non-member universities from Africa, Europe, USA; Higher Education networks from Africa, Europe, North America, Central America, Brazil and China; development organizations; funding organizations

a) Outcomes of our networking and collaboration

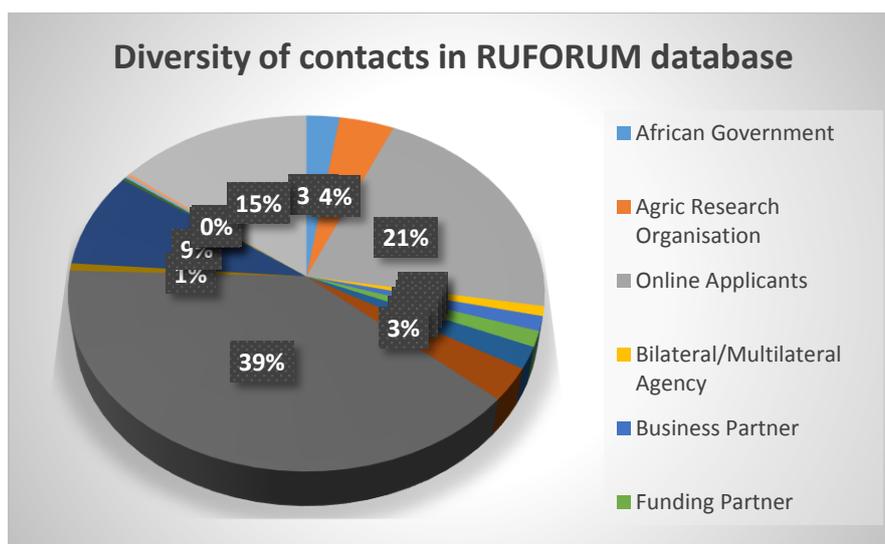
1. We have witnessed increased visibility of RUFORUM as a key reference platform for Higher Agricultural Education. The RUFORUM Secretariat is regularly consulted by the United States Agency for International Development (USAID), African Union Commission (AUC), the World Bank, Regional Economic Communities (RECs) among several others.
2. The RUFORUM Network has increasingly become more competitive. Most competitive grants under ACP-EU EDULINK (Africa, Caribbean, Pacific - European Commission), ACP-S&T (Africa, Caribbean, Pacific Science & Technology) and ACP-EU (Africa, Caribbean, Pacific- European Commission) Intra Academic Mobility continue to be won by the RUFORUM member universities.
3. The RUFORUM Secretariat was consulted and participated in the development of the Pacific Higher Education Network
4. Numerous successful linkages have been brokered by the RUFORUM Secretariat – e.g.
 - a. Haramaya University (Ethiopia), University of Gezira (Sudan), Makerere University (Uganda), University of Nairobi (Kenya), and University of Free State (South Africa) are collaborating to deliver a Master degree in Agro-meteorology
 - b. Makerere University (Uganda), Egerton University (Kenya), Sokoine University of Agriculture (Tanzania), SupAGRO (Europe) and Wageningen University of Research (The Netherlands) are collaborating to deliver a doctoral program in Agricultural Rural Innovations
 - c. The University of Nairobi (Kenya), Lilongwe University of Agriculture and Natural Resources (Malawi) and Institutions in Ghana and Benin collaborated on a project to promote Neglected and Underutilized Species
 - d. The Platform for African and European Partnerships in Agricultural Research and Development (PAEPARD)

b) Significant Networking Events since 2005

1. Ten RUFORUM Annual General Meetings have been held since 2005. The AGM is one of the seven main governance organs. It is designed to promote ownership of the organization by the member universities while at the same time ensuring good international practices and quality. The average attendance is approximately 200 leaders in Higher Agricultural Education and Research
2. RUFORUM Biennial Conferences have been held every two years since 2008. In 2012 the attendance was 657 participants from 48 countries. In 2014 we had over 700 participants from 45 countries. The Biennial Conference is RUFORUM's most comprehensive meeting for the diversity of stakeholders in agriculture. It is especially dedicated to graduate students and their supervisors, grantees in RUFORUM member universities and alumni. It is also a platform for peer review, quality control, mentorship, networking and shared learning.
3. The Ministerial Conference on Higher Education in Agriculture in Africa (CHEA) was held in November 2010 in Kampala, Uganda. It attracted 600 participants from 55 countries. The focus of CHEA was advocacy for investments in Tertiary Agricultural Education. CHEA created global visibility of RUFORUM.

c) Measuring the dynamism of the RUFORUM platform

Contacts database and stakeholder diversity: The RUFORUM contacts database has 6755 records - 2,648 contacts are RUFORUM university members, 166 are contacts from African government ministries and 275 from agricultural research organizations.



Statistics from the RUFORUM online platforms

- a. **Website visitors** - Between the period of 1st July 2013 and 30th June 2014 a total of 10,489 users visited the RUFORUM website and there were a total of 26,896 page views
- b. **Social Media Platforms** - The RUFORUM social media platforms have become increasingly vibrant – with facebook likes reaching over 1000, alumni membership reaching over 500 members and over 830 following the RUFORUM twitter profile. The feedback that we are receiving from the online platforms indicates that the work of the RUFORUM network is well-recognized.

Number of requests to collaborate – The RUFORUM Secretariat received a number of requests to collaborate. A memorandum of understanding was signed between the African Union Commission and RUFORUM for cooperation in the areas of S&T research, human capacity development and academic exchange programs and engaging African governments in higher agricultural education policy issues. RUFORUM and CCARDESA signed a memorandum of understanding to collaborate in the areas of human resource development towards increasing agricultural productivity. The RUFORUM Secretariat is in the process of signing a memorandum of understanding with ICRISAT. ICRISAT considers the linkage with RUFORUM important and there are plans to involve students in ICRISAT's work in Africa and elsewhere. RUFORUM Secretariat was recently invited by Access Agriculture to sign a memorandum of understanding and to collaborate in promoting the sharing and use of training videos in support of sustainable agriculture, natural resource management and markets in developing countries. Recently the One Science One Agriculture consortium involving University of Florida, Michigan State, Cal Poly Pomona, Iowa State, and ICRISAT invited RUFORUM to consider signing up to be a member – the collaboration is aimed at revitalizing global agricultural education, capacity building and technology transfer. The consortium has already initiated a pilot project in India that will put to practice their concept of developing extensive Massive Open Online Courses (MOOCs) for all service providers and farmers around the world.

d) **Progress towards becoming a regional reference point for agricultural research and higher agricultural education in Africa**

When the acronym RUFORUM is used to search google scholar, 3 350 scholarly articles are retrieved. A total of 2,107 people are currently following the RUFORUM blog which has 63 posts. Progress has been made to populate the RUFORUM knowledge repository, with at least a thousand resources being uploaded.

e) Networking Activities during 2013/2014

During the period 30th June 2013 to 30th June 2014 the RUFORUM Secretariat engaged in the following networking activities:

1. A visit to Earth University was made by the RUFORUM Executive Secretary and RUFORUM Deans early in July 2013
2. The RUFORUM network was represented during the launch of the Australia Africa Universities Network in Australia from 4th to 10th July 2013
3. The RUFORUM network was strongly represented during the 6th Forum for Agricultural Research in Africa (FARA) Agriculture Science Week and General Assembly on the 15th to 20th July 2013 in Accra Ghana
4. A Development Partners meeting was hosted by the Bill and Melinda Gates Foundation and attended by RUFORUM Senior Management and Board representatives, in Seattle, USA from the 26th July 2013 to 3rd August 2013
5. A visit was made by the RUFORUM Secretariat and Board Executive to the East African Community on the 5th August 2013, Arusha Tanzania.
6. A visit was made by the RUFORUM Secretariat and Board Executive to the African Union Commission on the 19th August 2013, Addis Ababa Ethiopia
7. The RUFORUM Annual General Meeting was held on the 19th to 21st September 2013, in Kigali, Rwanda
8. A COMESA / NEPAD workshop to map research institutions, was held from the 26th to -27th September 2013, Nairobi, Kenya
9. The RUFORUM network participated actively in the Science Agenda for Agriculture in Africa (S3A) meetings in Uganda, Ghana and Nigeria
10. The RUFORUM network was part of the African Crop Science Society Conference, Entebbe, Uganda from 14th to 17th October 2014
11. INNOVATE / RUFORUM Assessment of agribusiness and agricultural economics program at Makerere University in December 2013
12. The RUFORUM network participated in the UbuntuNet Connect 2013 conference on research and education networking activities in Africa, from 14-15 November 2013, Kigali, Rwanda
13. The RUFORUM network participated in the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) General Assembly, Burundi December 2013
14. The RUFORUM Secretariat witnessed the launch of the Swaziland National Forum in February 2014
15. The RUFORUM Secretariat participated in the launch of the Democratic Republic of Congo National Forum in Bukavu, 14-17 May 2014
16. The RUFORUM network participated in the World Bank/Government of Rwanda High-Level Forum on Higher Education for Science, Technology and Innovation - Accelerating Africa's Aspirations on March 13, 2014, in Kigali, Rwanda
17. The RUFORUM network was represented during the African Evaluation Association (AFREA) conference in March 2014, Yaounde, Cameroon
18. The RUFORUM network participated in the EDULINK Brussels meeting on the 1st and 2nd April 2014
19. A workshop on Massively Open Online Courses for Development (MOOCs4D) was attended by RUFORUM Secretariat in April 2014, Philadelphia, USA
20. A MOOCs stakeholder meeting was hosted by the RUFORUM Secretariat in May 2014, Kampala, Uganda

21. CTA consulted RUFORUM for purposes of linking the RUFORUM member universities to participate in Web 2.0 and Social Media Learning Opportunities in the RUFORUM member countries.
22. The RUFORUM Secretariat hosted Makerere University Senior Management in Kampala, Uganda on 30th April 2014.
23. RUFORUM attended a meeting for Ford Foundation grantees in Uganda as part of the Agri. Enterprise project in which RUFORUM is an implementing partner in Spetember 2013.
24. RUFORUM attended a USAID meeting in Nairobi, Kenya in August 2013
25. We were invited to participate in a Global Consortium on Agricultural Research and Higher Education (GCHERA) meeting in China in October 2013.
26. RUFORUM was represented in the OER Africa Advisory Meeting held in Nairobi, Kenya
27. The FARA / PAEPARD Meeting was held in Nairobi, Kenya in October 2013.
28. RUFORUM participated in the Bill and Melinda Gates Foundation hosted Monitoring, Evaluation and Learning Meeting, in Bangkok, Thailand in November 2013
29. The RUFORUM network had an exhibition stand during the East African Community Exhibition, held in Kampala, Uganda
30. RUFORUM and CCARDESA (Centre of Coordination of Agricultural Research & Development for Southern Africa) held a meeting in November 2013 to outline and agree on areas of collaboration
31. The MasterCard Foundation invited RUFORUM to participate in the discussion of the Foundation's new Economic Opportunities for Youth (EOY) strategy in January 2014, Kampala, Uganda.
32. The RUFORUM Secretariat met with representatives of EMBRAPA on the 13th February 2014 (Erich Schaitzt and Maya Takagi) to discuss areas of collaborations.
33. ICPAC is organized the 36th Greater Horn of Africa Climate Outlook Forum (GHACOF 36) from 25th – 28th February 2014, Entebbe Uganda and the RUFORUM Network participated.
34. From the 14th to the 15th of March 2014, the RUFORUM Secretariat is organized a meeting for Principals and Deans of RUFORUM member universities to brainstorm on the implementation plan for the RUFORUM Network Graduate Teaching Assistantship Program
35. The RUFORUM Secretariat participated in the Research for Development (R4D) leaders training meeting at FARA offices in Accra, Ghana
36. The senior leaders from the Lilongwe University of Agriculture and Natural Resources in Malawi visited the RUFORUM Secretariat
37. In March 2014, a meeting was held with RUFORUM member Vice Chancellors based in Uganda
38. The PAEPARD II Steering Committee meeting was held at the FARA Secretariat in Accra Ghana from 3-4 April 2014.
39. From 8-12 April 2014 RUFORUM participated in a meeting for the METEGA E-learning training for intra ACP engineering projected being implemented by the Catholic University of Bukavu
40. The RUFORUM Secretariat sent a delegation to attend the Bill and Melinda Gates Foundation Convening for Uganda-based Grantees, held from 28-30 April 2014 in Kampala, Uganda
41. RUFORUM hosted an e-learning workshop for academic staff in Makerere University in Kampala, Uganda
42. The RUFORUM Secretariat hosted a meeting with the Australian Centre for International Agricultural Research (ACIAR), in Kampala, Uganda
43. In May 2014, the RUFORUM network was represented at the BECA (*Biosciences eastern and central Africa*) workshop on *Demand led plant variety design*, in Nairobi, Kenya
44. CAN & CK: EDULINK project - curriculum validation, 14-17 May 2014. Catholic University, DRC

45. RUFORUM attended a learning meeting in Denmark from 26-30 May 2014 as part of the implementation of the Agribusiness EDULINK project being implemented by Egerton University in Kenya.
46. RUFORUM participated in the AET Consensus Panel meeting at Stellenbosch University, South Africa from 29-30 May 2014
47. The RUFORUM network participated in the AGRINATURA Science Days in Vienna, Austria from 6-8 May 2014
48. The RUFORUM Secretariat participated in the Bio-Innovate Phase II Consultative Stakeholder Strategic Direction Meeting held on 30 April 2014 in Nairobi, Kenya..
49. RUFORUM participated in a retreat organised by Uganda Martyrs University to develop a curriculum in Monitoring and Evaluation (M&E) from 2nd to 3rd May 2014 in Kampala, Uganda.
50. On the 4th June 2014 the German Academic Exchange Service (DAAD) Head of Section, Cay Etzold was hosted by the RUFORUM Secretariat and updated on the progress of students funded by DAAD.
51. On the 1st July 2014 the RUFORUM Secretariat visited the ASARECA Secretariat as part of learning.

4.2 Monitoring and Evaluation

The planning, monitoring and evaluation (PME) unit at the Secretariat was established in 2008. The mandate for PMEL in RUFORUM is well articulated in the RUFORUM Strategy and Business Plan that place great emphasis on M&E, and particularly, on improving RUFORUM's ability to capture lessons from implementation and providing information for evidence-based decision-making, for the Secretariat, the member universities, and also in support of building M&E capacity for monitoring and evaluating training, research and outreach in African universities. Two main roles for the PMEL Unit are articulated as follows:

- Keeping RUFORUM on track by providing the means of taking corrective action in a timely fashion
- Providing the evidence of impact that justifies future investments and feeds back into the learning and messages RUFORUM sends as global public goods.

RUFORUM has continued to strengthen its PMEL system to ensure a result-based approach to performance tracking and learning across the network and at the Secretariat.

Key Performance Markers for 2013/2014

a) Demand-driven research, community action, and institutional strengthening grants

Secretariat units were supported to review and refine data collection tools, in line with the RUFORUM Theory of Change (TOC), as and when needed, based on the lessons learned. This also includes the template for reporting for the students under the regional programs and the CGS. A major activity this year was to support the development of the RUFORUM Information Management System (RIMS) by providing necessary guidance and feedback on what is needed for the design of the RIMS module for monitoring the grants and reporting by the Principal Investigators (PIs).

Support was provided to the monitoring of the grants to universities. Involved in this process was the Technical Committee and RUFORUM Secretariat staff. Focus was on the three CARPs and on the few GRGs in Swaziland, Botswana, Egerton, Namibia, Gulu, Mekelle, Kenyatta, and Makerere universities, which seemed to have had problems and/or were not reporting. Their progress was assessed, and support provided for improving the research processes, in order to ensure quality research products. Particularly for the CARPS, they were guided to ensure that they are actually working with the

communities and documenting their experiences in line with the RUFORUM TOC outcomes, and the objectives of the CARPs.

For this reporting period, the database for the short skills enhancement course was maintained in the excel version. The plan is to migrate this information also into the RIMS database. Support was provided to the grants unit to undertake a mini-evaluation of the Field Attachment Program Award (FAPA). This included working with the team to develop the evaluation tool. The evaluation tool was sent to 18 former FAPA Awardees and 14 of them responded. A summary of the findings was shared with all staff at the Secretariat.

b) Maintenance of M&E system

Completion of RUFORUM M&E System: The development and operationalization of the RUFORUM Information Management System (RIMS), has revolutionized the MEL system at the Secretariat. For the first time, all student data and grants data are in one place and is accessible to all staff. The processes of RUFORUM-wide learning through the improvement of methods, tools, guidelines, templates, procedures and platforms for capturing and sharing lessons has continued. All staff are reporting against the revised indicators, outputs and outcomes in line with the TOC at the various levels of implementation.

Annual Planning: the annual work plan and budget for 2013/14 was approved by the Board in the September 2013 during the Kigali AGM and progress on these targets have been reported to various fora over the year, including the Board Executive Committee in February 2014, and the meeting with our major donor, BMGF, in April 2014. Annual work plans, budgets and targets for the next financial year 2014/2015 have been prepared by all units, and was consolidated by the PMEL Unit.

c) Conduct various M&E

The Secretariat, particularly the PMEL Unit, invested much time in migrating data from the MS Excel sheets, MS Word documents, and also hard copy documents into the RIMS. These efforts have paid off many dividends because now all the grants data (290 records: 47 nurturing grants, 237 GRGs and 6 CARPs) are in the RIMS; the PIs (290) and students for all the grants have also been included in the RIMS. Records of about 70% of the 1283 students trained since 1992 have been included in the RIMS. There are a total of 6300 contacts of various RUFORUM stakeholders in the RIMS, and data up-dates and cleaning is on-going, as and when new information becomes available.

All staff continued to undertake data collection but now using new M&E templates, tools and guidelines, based on the TOC. One major meeting was held in Seattle in April 2014 at the BMGF offices to share progress of RUFORUM towards the agreed targets for the project, and also to increase awareness amongst the various BMGF staff about the RUFORUM BMGF project on higher agricultural education in Africa. Many new partnerships and linkages were established at this meeting.

Other M&E activities for the period including final evaluations of projects under the three ACP S&T projects (GO4IT, Outreach and NUS) were conducted:

- GO4IT final evaluation (April to July 2013)
- NUS final evaluation undertaken (May to December 2013)
- Outreach final evaluation undertaken (April to July 2013)

Monitoring of activities including workshops continued as planned. Only two of the four planned quarterly review meetings at the Secretariat were held due to absence of many staff at time they were to take place. The fourth quarterly meeting coincided with the annual review and planning meeting that took place 4-6 June 2014.

RUFORUM embarked on undertaking a tracer study of alumni (who registered between the years 2004 and 2010, inclusive) that took place between October 2013 and May 2014; a draft report has been received from the consultants.

d) Dissemination and advocacy

M&E lessons and findings from on-going monitoring were shared within the Secretariat, and with RUFORUM stakeholders in various fora. RUFORUM Secretariat staff attended the African Evaluation Association (AfrEA) conference in Cameroon, 2-8 March 2014, and presented two papers as follows:

1. *Joint Capacity Centred Impact Pathway Analysis (CcIPA): Case Studies of RUFORUM and ANAFE* by Godfrey Kayobyo, Enid Kaabunga, Agnes Akwang Obua-Ogwal, Adipala Ekwamu, Aissetou Dramé Yayé and Sebastian Chakeredza. In Conference Strand: **Methodological Innovations**
2. *Developing a web-based information management system A Foundation for realizing the RUFORUM Theory of Change* by Nodumo Dhlamini, Agnes Akwang Obua-Ogwal, Claire Akun-Ntwali, Sylvia Mkandawire, and George Flatters. In Conference Strand: **Knowledge Management and Evaluation Dissemination**

This provided an opportunity for RUFORUM to share and increase awareness about the RIMS, share lessons learned during implementing our PMEL framework, and also share experiences in undertaking a joint impact study with CTA and eight other partners in the ACP region.

M&E lessons and research findings are emerging in line with the TOC and are being captured through cases studies and articles. Over five cases studies / stories have been produced from university capacity building best practices and various research processes and outputs.

e) M&E capacity building

As a core activity in RUFORUM 2011-2016 Business Plan, capacity building for M&E that had in the previous year, benefitted from a grant from IDRC-Canada, now benefitted from a grant from the Rockefeller Foundation (RF). RUFORUM had collated university specific and regional M&E capacity, capacity needs and demand studies and workshops. These have influenced the development of an M&E capacity building strategy targeting capacity strengthening at the Secretariat and in the member Universities, and a draft curriculum for and MSc in M&E. RUFORUM is now using the grant from the Rockefeller Foundation (RF) to launch this MSc in M&E in the Uganda Martyrs University (UMU). This is expected to be launched by September 2014, after the approval by the National Council of Higher Education (NCHE) in July 2014. The MSc in M&E draft Curriculum was approved by the Faculty Board of UMU sitting on 17 June 2014, the Curriculum Review Committee sitting on 20 June 2014, and consequently, the Uganda Martyrs University Senate on Thursday 26 June 2014.

A meeting of Principals and Deans of RUFORUM member universities was held from 14-15 March 2014 to discuss, amongst others, the importance of contact details of staff in focus faculties for ease of communication and sharing of information; also the need for staff academic profiles for tracking the higher level RUFORUM outcomes ("strong institutions"). The main focus of the meeting though was to work out the implementation modalities of the Graduate Teaching Assistantship and to initiate discussion on the next 10 year strategic direction for RUFORUM.

f) Harnessing ICT for improved performance at the Secretariat and universities

The PME unit has worked with the ICT unit to fast-track the development of the RIMS for monitoring purposes for the grants and also for tracking the indicators that relate to the networking function and performance of RUFORUM. Some examples include: monitoring the use of the RUFORUM website, engagement of RUFORUM Secretariat with various institutions, and citations of RUFORUM as a source of information on higher agricultural education (HAE) and agricultural research (AR) in Africa. ICT unit has also supported the design of some of the data collection tools/sheets, particularly those in Survey Monkey.

Key implementation issues during the reporting period

The main challenge for the PMEL unit was the fact that the unit had only staff for much of the time during the year. The demands for systematically organized data that is accurate and complete were high and yet the one staff was also engaged in many other important activities such as overseeing the implementation of the tracer study, three project final evaluations, and preparing project periodic reports to various donors, amongst others. However the hiring of, initially an intern (who left for further studies in November 2013) and then a data clerk (in March 2014) to support the data migration into RIMS has gone a long way in enabling the Unit be able to provide timely and accurate data. The unit is also still being supported by the local firm NIDA, to complete the final deliverables in their contract.

Key performance targets for the next FY 2014/2015

Maintaining M&E System	<ul style="list-style-type: none"> ▪ Consolidated RUFORUM Annual Work plan and Budget for 2014/2015 ▪ Revised M&E Manual – by December 2014 ▪ Next 10 year strategy – if resources are available for this activity ▪ Next 5 year business plan – if resources are available for this activity
Conducting various M&E activities	<ul style="list-style-type: none"> ▪ Two outcome / impact stories – by end of the Financial Year ▪ (Mini) Review meeting - by April 2015 ▪ RUFORUM Annual Report 2013/2014 by August 2014 ▪ Evaluations of projects managed by the Secretariat ▪ Monitoring of the CGS and Regional Training Programs (RTP): follow-up, supervision, learning visits – 2 events in the FY ▪ Monitoring of students improvement & satisfaction – one event ▪ Up-to-date databases (on-going) and complete migration (by December 2014) of: students and grants information; Secretariat managed projects data; contacts and academic profiles of focus faculties in member universities; proposals written; and networking events
Dissemination and Advocacy	<ul style="list-style-type: none"> ▪ RUFORUM Annual report 2013/2014 published and shared ▪ BMGF annual report (Phase I) and Final Report Phase II completed and submitted in time ▪ Final financial and narrative report for RF M&E project submitted on time ▪ RUFORUM Biennial Conference 2014 conducted successfully
Strengthening M&E Capacity	<ul style="list-style-type: none"> ▪ PIs for 5th and 6th Call grantees guided on the M&E of their projects - understand how to do their M&E & the reporting obligations

4.3 Information and Communication Technology

The RUFORUM Information and Communication Technology (ICT) program forms the backbone of all the programs being managed by the Secretariat. It also seeks to inspire the network member universities to harness ICT opportunities and use them to do business innovatively for the achievement of the intended educational outcomes.

Considerable progress has been made by the RUFORUM Secretariat to strengthen management information systems through the implementation of a computerized financial management system and the RUFORUM information management system. The key outcomes have been that RUFORUM grantees are able to submit their reports online, students are able to apply for scholarships online and the RUFORUM contacts database with over 6,000 members is also accessible online.

The RUFORUM Institutional Repository, indexed by CABI, google scholar and others, is growing to become the regional reference point for Higher Agricultural Education in Africa. The RUFORUM website continues to be improved in terms of ease of navigation and the quality of updates. The RUFORUM social media platforms have become increasingly vibrant – with facebook likes reaching over 1000, alumni membership reaching close to 500 members and over 900 following the RUFORUM twitter profile. The feedback that we are receiving from the online platforms indicates that the work of the RUFORUM network is well-recognized.

Efforts are underway to mobilize additional resources to support an ICT program for the member universities and engage them in the piloting and scaling of educational innovations such as massively open online courses, open access and open educational resources. The Secretariat will continue to play an advisory role and support universities to develop and implement ICT-enabling institutional strategies and policies.

The RUFORUM ICT Program is designed to address the following objectives:

a) Knowledge management as a service to member universities

This component includes the development, review and strengthening of the RUFORUM Communication Strategy and the continuous review of the RUFORUM website. A follow up on the 2009 ICT situation analysis with a focus on colleges of agriculture is planned. The results from the ICT situation analyses will be used to provide information to universities so that they are able to gauge their progress. It is evident that social media platforms offer an alternative method of communicating and the RUFORUM Secretariat will devise ways to keep its platforms active. Virtual Interns from the Master of Science AICM could be recruited as part of their practical learning to support the RUFORUM online community platforms. Working with appropriate governance structures and network universities to draft and implement new IPR and open access guidelines and policies as well as e-learning/OER policies is a priority. There are opportunities to draw on the CARPs and GRGs and scale out various ICT methodologies. The Institutional Repository offers opportunities for member universities to profile their research outputs – the ICT program aims to explore with member universities how best they can make use of the new RUFORUM Institutional Repository. Knowledge continues to be shared through the newsletter, publications, and the institutional repository. The ICT working group is being strengthened to support the RUFORUM ICT Program.

b) The ICKM⁴ program in the RUFORUM Secretariat

⁴ Information, Communication and Knowledge Management

The RUFORUM Secretariat requires a strong ICT platform, which includes a local area network (LAN), access to the Internet, properly licensed software for secretariat functions and computerized management information systems. In 2013 RUFORUM committed US\$117,000 to cover aspects of grants, M&E and the contacts databases. A number of key modules remain outstanding--project management; institutional document archiving; tracking the networking function; training and quality assurance; administration and human resources.

c) An innovative approach to e-learning

RUFORUM will build on lessons learned and challenges encountered in e-learning initiatives through an exploration of using MOOC techniques in one or two regional courses. As part of innovative approaches to e-learning, RUFORUM will explore the feasibility of a small pilot project, which will entail building one or two courses that are taught on a regional basis in order to incorporate the largest possible number of students and faculty – a proof-of-concept exercise. This exploration will include the following:

- Select courses on the basis of their broad applicability and potential uptake elsewhere on the continent and outside of the RUFORUM network.
- Consider a number of distribution scenarios, ranging from courses for credit to courses to be audited.
- Explore countries/participating institutions, based on BMGF priorities and also institutional capacity.

Key Performance Markers for 2013/2014

Table 1: Activity and targets set for 2013/14 and status of implementation

Component	Targets for RUFORUM for 2013/14	Achievement to date (and includes things not achieved and why)
Core Area 2: Activities to guide and support research and institutional grants		
	<ul style="list-style-type: none"> ▪ Develop and implement at least 5 on-line course modules 	<ul style="list-style-type: none"> ▪ 5 on-line courses under Research Methods developed ▪ A strategy for completion of on-line courses to be developed
Core Area 4: Harnessing ICT for improved Performance at the Secretariat and Universities		
Implement technology-mediated learning, teaching, and research	<ul style="list-style-type: none"> ▪ Work with JKUAT, Egerton University, Haramaya and Makerere University to ensure that the content developed for the MSc AICM and MSc Research Methods is uploaded on their intranets ▪ Support SUA to develop an OER and E-learning Policy ▪ Support Catholic University of Bukavu and University of Juba to develop e-learning policies ▪ Work with the network to increase members of the RUFORUM online communities by 25% ▪ Explore the potential for Massively Open Online Courses for the RUFORUM Network 	<ul style="list-style-type: none"> ▪ AICM & RM content sent on CDs to EU, UoN, HU, MUK and JKUAT to be imported on the Intranets ▪ Contact made with SUA on e-learning policy ▪ JKUAT piloting online delivery with 3 students ▪ A training workshop was held at MUK- moving AICM program towards online delivery ▪ We imported records to the RUFORUM Mailing list and contacts increased to 6000 records. ▪ We began collecting contact lists for Ag faculty from member universities. ▪ Facebook alumni page 482 members, Facebook Network page now at 1,190 LIKES ▪ Held a network meeting to develop a strategy for piloting MOOCs in the RUFORUM Network ▪ RM –JKUAT content not accessible to anybody except registered students- Follow up needed

Component	Targets for RUFORUM for 2013/14	Achievement to date (and includes things not achieved and why)
		<ul style="list-style-type: none"> ▪ Follow up needed on the use of the e-content in Haramaya, MUK, UoN, EU, JKUAT, LUNAR ▪ Juba and Bukavu not implemented due to time and funds ▪ Need to continue supporting universities to develop enabling e-learning policies and strategies ▪ Interim evaluation of universities implementation of e-learning / e-content needs to be done. ▪ Need to agree on the way forward for piloting MOOCs in the RUFORUM network
Develop RUFORUM network's capacity to create and use open educational resources	<ul style="list-style-type: none"> ▪ Share and create awareness on courses developed as OERs ▪ Work with SUA to develop 5 OERs with staff and graduate students under the PhD Soil and Water Management- AgShare focus <ul style="list-style-type: none"> ○ Work with SUA to develop 8 e-courses for the PhD Soil and Water Management 	<ul style="list-style-type: none"> ▪ OER courses shared on the RUFORUM Institutional Repository ▪ 8 Staff targeted for SUA training- Only 3 attended ▪ Need to evaluate usage and value of the OER courses shared with the network ▪ <u>Lesson</u> - careful selection of universities to engage with in e-learning initiatives
Improve the dissemination of African agricultural research information	<ul style="list-style-type: none"> ▪ Upload at least 500 e-resources to the RUFORUM Institutional Repository ▪ To support launch of African Journal of Rural Development 	<ul style="list-style-type: none"> ▪ Uploaded 450 resources on the IR- appointed two indexers to assist upload starting with the biennial abstracts ▪ GRANTS Unit supported the launch of the African Journal of Rural Development ▪ Need to put more value in data capturing and quality assurance including completeness of the process ▪ All students should submit e-copies of their theses to RUFORUM.
Build Secretariat capacity to manage the information needs of RUFORUM	<ul style="list-style-type: none"> ▪ Complete the implementation of Phase I and II of the RUFORUM MIS ▪ Complete the installation of a new RUFORUM Financial Accounting Software ▪ Implement the recommendations for improving the RUFORUM website ▪ Improve the RUFORUM Conference Management System ▪ Implement the RUFORUM Local Area Network ▪ Implement an improved telephone system ▪ Implement the telephone billing tracking system 	<ul style="list-style-type: none"> ▪ Phase I completed – Online Grants reporting (6,12,18, 24 and 30 months) Contacts database; Capturing Approved Grants; Capturing Calls; Capturing Events; Managing Templates ▪ Scholarship Online Applications completed (under Phase II); ▪ Supported the implementation of the RUFORUM Finance system – the user requirements definition, procurement process, the project management, the testing of the various modules, the server installation and the client installations ▪ RUFORUM Conference Management system implemented ▪ RUFORUM telephone system and billing system successfully implemented ▪ Successfully implemented the Local Area Network, improved telephone system, telephone billing and tracking system

Component	Targets for RUFORUM for 2013/14	Achievement to date (and includes things not achieved and why)
		<ul style="list-style-type: none"> ■ Phase II is pending – online grants application process, networking events, corrections on grants reporting. The grants application process module will be commenced in August, 2014. ■ The RUFORUM website improvements have begun. Meetings with RUFORUM staff and other stakeholders will be held from September 2014 to gather their feedback

Implementation issues during the reporting period

Based on these experiences, some of the issues to consider include:

- Funding for the ICT infrastructure and systems at the secretariat - The move towards electronic based systems at the Secretariat requires that we ensure that there are adequate budgets to maintain these systems – both in the form of license fees and technical capacity to maintain and continuously improve the systems.
- Change management needs to be handled carefully - The Principal Investigators continue to submit their reports online – skype has been used to engage PIs that have experienced challenges using the online RUFORUM Information Management System.
- E-readiness of member universities - The challenges of engaging SUA in the Agshare II Open Educational Resources project has taught us that it is important to consider the e-readiness of member universities before selecting them as partners in ICT related projects.

5.0 STRENGTHENING THE SECRETARIAT, THE BOARD AND ITS COMMITTEES

The RUFORUM Board has continued to meet as provided in the RUFORUM Constitution. Several Board members have during the reporting period made time to engage in resource mobilization activities as well as supporting the process of building strategic partnerships. The Board has continued to reflect and develop consensus on issues of importance to the network. They have resolved on the issue of quorum which was in the past a constraint to holding successful board meetings. The Board members have also agreed to provide opportunity for staff and student mobility that will support PhD students to undertake a Teaching-Assistantship. The Graduate Teaching Assistantship program will be launched at the next RUFORUM AGM which will be held in Kigali, Rwanda in September, 2013.

The Dean's committee has in the reporting period met several times and interacted with RUFORUM Secretariat Staff in foresight activities. The Dean's committee also engaged with the Australian and African Universities Network to brainstorm on possibilities for developing partnerships and enhance research collaboration between RUFORUM member universities and the Australian Universities.

The Secretariat continues to conduct monthly meetings as part and parcel of streamlining implementation of day-to-day activities.

New partnerships have been developed or strengthened with Earth University, Agrinatura and APLU, CTA, IFS, AGRA, CGIAR, ASARECA, SADC, CORAF, NEPAD, AUC, the World Bank, and relevant networks in Brazil, China and India during the year. In addition, MoUs have been developed with WUR, NRI, Agrinatura, FARA, ATPS, FARNPAN among others. MOUs are being developed with CTA and the Indian Agricultural Universities Association. We hope to have a side event during the September 2012 Biennial to strengthen partnership with Brazilian and Chinese Agricultural institutions.

In line with the resource mobilization strategy and the RUFORUM Business Plan, 15 proposals were submitted over the period to Carnegie Corporation of New York, IDRC, EU EDULINK, ACP S&T, African Union Research call, and the EU Intra ACP Mobility Program. Discussion has been initiated with the Master Card Foundation and Apsara. Resource mobilization will remain a key focus thrust of the subsequent period. RUFORUM continues to work with universities to institutionalize the management of the regional training programs. One important outcome has been the agreement by the Uganda National Agricultural Research Organization through the Ministry of Agriculture Animal Industries and Fisheries (MAAIF) to provide considerable support training at RUFORUM member universities.

Priority research and training areas have been identified through the National Forums meeting. A number of universities, notably Makerere, University of Nairobi, JKUAT, Kenyatta and University of Zimbabwe have constituted faculty level review teams to review grant proposals to ensure priority setting of research and improve competitiveness of proposals.

ANNEX 1: TARGET MILESTONES FOR 2014/15

	Core Area / Core Activity	Targets for the Financial Year 2014/2015	Lead Unit
1	Core Area 1: Demand-driven research, community action, and institutional strengthening grants		
1.1	The RUFORUM Competitive Grants Scheme (CGS)	<ol style="list-style-type: none"> 1. At least 2 Calls for proposals issued by September 2014 2. At least 36 Graduate Research Grants, 10 Field Attachment Awards, 2 Community Action Research Finalization Grants; 3 CARP Projects, processed and awarded by June 2015 3. At least 3 GRG and 3 National Forum part-time regional mentors based in Uganda, Ethiopia, Tanzania, engaged and submitting first reports by month June 2015 4. At least 10 mentoring and engagement undertakings implemented with students (at least 74 students) and faculty (at least 36); including at least one field visit in one of the selected focus countries (Uganda, Ethiopia and Tanzania), and active exchanges with other on-going projects 5. One sub-regional convening event held in each focus country (Uganda, Ethiopia and Tanzania) by June 2015 6. One biennial report produced (featuring the 4th RUFORUM Biennial) by December 2014; as part of strengthened M&E system 7. Three sensitization sessions held to promote the CARP concept (especially for livestock related faculties in Ethiopia, Uganda and Tanzania) by February 2015 	Grants
1.2	Institutional Grants (ISGs) for Strengthening Weak Departments and for Emerging Issues	<ol style="list-style-type: none"> 8. At least 10 small grants (ISGs) awarded to address key gap areas in the region 9. At least 5 oversight activities conducted to ensure smooth implementation of these grants by June 2015 	Grants
1.3	Commissioned Community-Action Research (CARP) by University Teams of faculty and students	<ol style="list-style-type: none"> 10. At least four oversight and engagement activities conducted for wheat, cassava and livestock projects under the RUFORUM CARP from universities in Ethiopia, Tanzania and Uganda throughout by June 2015 11. One inception preparation workshop conducted for CARP Project Teams by December 2014 12. Supplementary funding disbursed to the two CARPs by August 2014, subject to approval of work plans for LUANAR and University of Eldoret. 13. At least two oversight activities launched and conducted to support implementation of 2 work plans for the Exit Strategies for the 2 Community Action Research Projects under the CARPs (Eldoret and LUANAR) by June 2015 	Grants
1.4	Regional MSc and PhD training programs (RTP)	<ol style="list-style-type: none"> 14. At least 40 nominations of Graduate Teaching Assistantships facilitated by September 2014 15. At least 5 staff facilitated under the program for mobility of the teaching assistantships by December 2014 16. At least 60 MSc and 40 PhD student recruitment under the Intra-ACP Academic Mobility Program facilitated by December 2014 	TQA

	Core Area / Core Activity	Targets for the Financial Year 2014/2015	Lead Unit
		17. At least four short skill enhancement training courses organized and coordinated by June 2015 18. At least three DAAD scholarships awarded by December 2014 19. Placement of at least 10 Tanzanian students completed the by October 2014 20. Scholarship allocation for at least 4 AICM students to study in Ethiopia coordinated by September 2014 21. At least 30 journal publications from students collated by June 2015 22. At least 6 field monitoring visits to the Universities implementing the regional programs undertaken by June 2015 23. At least 3 staff exchange visits in the region coordinated 24. At least 3 annual narratives and financial reports submitted to donors supporting the training programs (DAAD by August 2014, iAGRI by September 2014, and Carnegie by November 2014)	
2	Core Area 2: Activities to guide and support research and institutional grants		
2.1	Field Attachments for MSc students spending additional time in the field as interns with NGOs, NARs, or private sector organizations	1. At least 9 students under the iAGRI funding supported to participate in field attachments with various identified organizations by September 2014 2. At least 10 FAPA awarded to graduate students under the CGS	TQA Grants
2.2	Training in Research Methods	3. At least two monitoring events of the training progress at JKUAT done by June 2015 4. At least four reports received from each student studying at JKUAT by June 2015 5. At least five research methods caravan trainings in the RUFORUM member universities conducted by June 2015	TQA
2.3	Promoting female participation	6. MoU with AWARD finalized by August 2014 7. One proposal for a focused activity with AWARD for capacity building of female scientists (students and faculty), developed by December 2014 and implemented by April 2015 8. Follow up with awarded grants (as and when these are finalized and awarded – will be a continuous activity throughout the year) to ensure compliance with gender requirements such as incorporating gender responsive research as well as recruitment of the female students as part of the project team 9. At least one collaboration opportunity to further the RUFORUM gender goal established by June 2015	Grants Grants Grants PBM
2.4	Quality assurance for graduate training in network universities	10. Organize at least one regional meeting on the quality assurance mechanism (QAM) by June 2015 11. Draft QAM/CATS Handbook reviewed by international consultants by Dec 2014 12. Operationalize the QAM/CATS Handbook by June 2015 13. The QAM/CATS Handbook published by June 2015 14. The RUFORUM Capacity Building Strategy developed and documented by March 2015 and shared widely by June 2015	TQA TQA TQA PBM TQA/ PBM

	Core Area / Core Activity	Targets for the Financial Year 2014/2015	Lead Unit
2.5	Building curriculum in emerging critical areas, e.g., climate change, water, M&E, agribusiness, entrepreneurship, etc.	15. At least two Masters' Degree courses launched and piloted at member universities by June 2015 16. A record of all the curriculums that have been modified or developed by RUFORUM in the last ten years established by December 2014	TQA TQA
2.5	Professional Community Building	17. One regional workshop focusing on professional community building conducted by December 2014 18. At least 50 faculty and 25 students supported to attend an international conference and present papers/posters by end of June 2015 19. At least 40 students and staff publish and disseminate research outputs by June 2015 20. At least one regional meeting held to focus on building professionalism of students by June 2015	Grants Grants Grants/TQA TQA
2.7	Establishment and support of the operations of National Forums	21. MoU with EAFF drafted and endorsed by end of June 2015 22. Three National Forum Meetings held, one each in focus country (Uganda, Tanzania and Ethiopia) by June 2015 23. At least 2 National Forums established (Ethiopia and Namibia) by June 2015	PDM PBM/ Grants PBM
3	Core Area 3: Monitoring and Evaluation		
3.1	Maintaining M&E System	1. Consolidated RUFORUM Annual Work plan and Budget for 2014/2015 in place by September 2014 2. Consolidated annual targets for 2014/2015 shared with all staff by July 2014 3. The review / development of at least 5 templates /data collection tools (FAPA reporting, student reporting (both CGS and RTP), field mentoring and monitoring, quarterly reports by staff at the secretariat) supported to be in line with the requirements of the Theory of Change (TOC) by December 2014 4. M&E Manual revised by December 2014 5. A least two quarterly review and planning meetings held by June 2015 6. Next 10 year strategy developed by June 2015 – if resources available for this activity 7. Next 5 year business plan developed by June 2015 – if resources available for this activity	PMEL
3.2	Conducting various M&E activities	8. At least two outcome / impact stories produced and disseminated by December 2015 9. At least one (mini) review meeting held by April 2015 10. RUFORUM Annual Report 2013/2014 produced by August 2014 11. An evaluation of the 4th Biennial Conference conducted by August 2014 and information provided for decision making 12. At least 4 final evaluations of projects managed by the Secretariat undertaken by June 2015 (funds from each project – iAGRI, RFM&E, FSC-DAAD, APPEAR, PAEPARD-1, Climate SMART)	PMEL PMEL PMEL PMEL / ICT PMEL

	Core Area / Core Activity	Targets for the Financial Year 2014/2015	Lead Unit
		13. Monitoring of the GRG, ISG, FAPA & CARPs: follow-up, supervision visits – covered under Core Area 1.1 (4); this is where the funds will be drawn 14. Monitoring of the Regional Training Programs (RTP): follow-up, supervision, learning visits – covered under Core Area 1.4 (22); this is where the funds will be drawn 15. At least one online monitoring of students improvement and satisfaction 16. Data migration of the following into RIMS completed by December 2014: <ul style="list-style-type: none"> • all students and grants information / data into the RIMS • all RUFORUM Secretariat managed projects data into RIMS • all staff contacts and academic profiles of focus faculties in member universities • all proposals written (involving Secretariat staff time) into RIMS • all networking events into RIMS 	PMEL/ Grants PMEL/ TQA PMEL
3.3	Dissemination and Advocacy	17. RUFORUM Annual Report 2013/2014 published and shared by December 2014 18. BMGF Annual Report (Phase II) submitted by 31st July 2014 19. BMGF Phase I Final Report completed and submitted by 31st August 2014 20. Final financial and narrative report for the RF M&E project submitted by Oct. 2014 21. Compile and document key highlights and outcomes on the RUFORUM Biennial Conference and circulate widely by December 2014 22. The RUFORUM Publishing and Advocacy Strategy reviewed by December 2014 and operationalized by June 2015 23. Documentary on RUFORUM produced and shared by December 2014 24. At least 5 case stories for celebrating RUFORUM@10 series published by July 2014	PMEL PMEL/All units PMEL PBM PBM
3.4	Strengthening M&E Capacity	25. PIs for 5 th Call GRG grants guided on the M&E of their projects by December 2014 – to understand how to do their M&E & their reporting obligations 26. PIs for the 6 th Call GRG grants guided on the M&E of their projects by June 2015	Grants / PMEL
4	Core Area 4: Harnessing ICT for improved Performance at the Secretariat and Universities		
4.1	Implement technology-mediated learning, teaching, and research	1. All the worked related to the design of the MOOCs strategy completed by December 2014 2. Strategy for integrating ICT in CARP and Field Attachment projects completed by December 2014	ICT ICT/ Grants
4.2	Develop RUFORUM network's capacity to create and use open educational resources	3. RUFORUM Institutional Repository populated with at least 50 journal articles, 100 proceedings articles, 150 abstracts and 50 reports by June 2015	ICT

	Core Area / Core Activity	Targets for the Financial Year 2014/2015	Lead Unit
4.3	Improve the dissemination of African agricultural research information	4. The revamping of the RUFORUM website managed and completed by December 2014 5. The population of the Institutional Repository (IR) managed and completed by December 2014; new documents up-loaded monthly thereafter.	ICT
4.4	Build Secretariat capacity to manage the information needs of RUFORUM	6. The development of the Online Grants Application Module completed by December 2014 7. All the Social Media Platforms managed effectively throughout the year and reports shared quarterly – manage posts, review feedback 8. Monitoring data from the various online platforms and systems collated and shared quarterly 9. All the Service Level Agreements (SLAs) managed and tracked throughout the year (Email, LAN, MFI, NBA for website, EDGE Tech; MailChimp, Survey Monkey) and reports shared quarterly 10. Back-end technical support for all the 37 RUFORUM ICT infrastructure pieces (using given credentials and rights) undertaken throughout the year and reports provided quarterly	ICT
Core Area 5: Tightening and Enhancing RUFORUM Governance and Management			
5.1	5.1 Strengthen and ensure functionality of the RUFORUM governance structures		
5.1 .1	Strengthen operations of International Advisory Panel (IAP)	1. At least one face to face meeting of the IAP held by June 2015 2. Monthly communication with IAP through Skype and email	ES Office
5.1 .2	Meeting of Finance, Audit & Human Resource Committee	3. At least 2 face-to-face meetings held by end of June 2015 4. Minutes of meetings shared with the all Board members	ES Office / FA
5.1 .3	Meetings of the Procurement Committee	5. At least three meetings held by June 2015 6. Minutes of all meetings shared with staff relevant within two weeks of the meeting	Finance
5.1 .4	Meetings of Technical Committee (TC)	7. At least two meetings of the Technical Committee held by June 2015 8. Minutes of all meetings shared with relevant staff and TC members within two weeks of the meeting	ES/ Grants
5.1 .5	Meetings of Board	9. One full Board meeting held by June 2015	ES Office
5.1 .6	Meetings of Board Executive Committee	10. At least two meetings of the Board Executive Committee held by June 2015 11. Minutes of all meetings shared with Board members within 1 month of the meeting	ES Office
5.1 .7	Annual General Meeting	12. One AGM held by June 2015	ES Office
5.1 .8	Principals/ Deans meeting	13. At least two meetings of the Principals and Deans in focus faculties in member universities held by June 2015 14. Minutes of all meetings shared with staff relevant, Principals and Deans within one month of the meeting	DES
5.2	Strengthen the demand-side of	15. At least 3 meetings held with National Forums by June 2015 (see 2.7-22)	PBM/ Grants

	Core Area / Core Activity	Targets for the Financial Year 2014/2015	Lead Unit
		36. Financial standards for all kinds of payments, nationally, regionally and internationally, discussed, documented and shared by December 2014 37. Financial projection for the 2015/2016 provided to units by end of May 2015 to enable preparation of annual work plans and budget for 2015/2016 Administration 38. All newly recruited Secretariat staff in place by December 2014 39. All periodic staff appraisals conducted in time (December 2014 and June 2015) 40. Effective staff appraisal system created (feedback included in the process) by December 2014 41. Streamlined staff leave system maintained and the status of annual staff leave circulated quarterly	HR/ Admin
5.4 .2	Visibility of RUFORUM in national, regional and international fora	42. RUFORUM represented and visible in at least 20 national, regional and/or international fora (meetings/conferences) by June 2015 43. A database of all past networking events (meetings, conferences, trainings, etc) migrated to the RIMS by December 2014 and updated monthly thereafter 44. The Communique from the Kigali meeting of the Permanent Secretaries signed by all relevant Permanent Secretaries (PSs) and shared by December 2014 45. The MoU of RUFORUM member universities signed by all member universities by June 2015	ES/ PBM PBM / PMEL ES / Admin ES/ Admin
5.5	Strengthen the Secretariat capacity for resource mobilization	46. At least four secretariat staff supported to improve their skills in proposal writing, negotiation and/or resource mobilization 47. At least 4 proposals written to support RUFORUM Secretariat activities by June 2015 48. At least 10 joint proposals written to solicit for funds for RUFORUM member universities by June 2015	ES /PBM ES /PBM
5.6	Strengthen RUFORUM Business Development Function	49. Resource mobilization strategy updated and operationalized by end of 2014 50. At least 10 proposals submitted to potential donors by end 2015 51. At least two fundraising drives organized by the end of 2015 52. An up-to-date database of proposals developed and maintained in the RIMS 53. RUFORUM profile shared with at least 30 development partners by June 2015 54. Quarterly internal reviews reflections for all program areas held 55. Three RUFORUM programs bench-marked and aligned to successful program interventions 56. Two internal reviews of performance and alignment to the Business Plan conducted by June 2015 57. At least four meetings held by June 2015 to ensure optimal resource use for improving existing business and identification of new ventures	PBM
5.7	Strengthen RUFORUM's Knowledge Management Function	58. RUFORUM's Knowledge Management Strategy developed and shared by December 2014 and operationalization initiated by June 2015	PBM

	Core Area / Core Activity	Targets for the Financial Year 2014/2015	Lead Unit
		59. At least one book on the successes of the RUFORUM/ member university integration in development processes written and published by June 2015 60. Five knowledge management meetings held to ensure continuous review of RUFORUM's intervention strategy/ niche by June 2015 61. At least one innovative approach to strengthen university response to the changing development context developed and shared by June 2015	
5.8	Strengthen RUFORUMs communication and advocacy function	62. RUFORUM's Communication Strategy developed and shared by December 2014, and operationalized by June 2015 63. The communication function at RUFORUM Secretariat managed effectively and efficiently – mailing list, newsletter – on-going 64. Two issues of the African Journal of Rural Development produced and disseminated by June 2015 65. Two books, "RUFORUM at a Glance", and "RUFORUM in Pictures", produced by December 2014 66. Book on RUFORUM@10 produced by December 2014	PBM

ANNEX 2: AUDITED FINANCIAL REPORT 2013/2014

The total income for the year 2013/2014 was **USD 9,090,535** (2012/13: USD 6,063,891). This is compared to the expected income of USD 10,377,247. The shortfall of USD 1,286,712 was due to income from partners which we are still pursuing.

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2014

	2014		2013
	US\$		US \$
Income	9,090,536		6,063,891
Expenditure	(7,907,302)		(4,943,793)
Operating Surplus	1,183,234		1,120,098
Net Finance Income	9,630		82,029
Surplus for the year	1,192,864		1,202,127
Other comprehensive income	-		-
Total comprehensive incomes	1,192,864		1,202,127

There were no new donors coming on board in the current year, but the old donors increased their funding profiles and brought new projects on board. For example; the organization's major funder, The Bill and Melinda Gates Foundation provided income of USD 6,500,312 in the current year as opposed to USD 2,994,482 in prior year. Further, there is a slight increase in income from membership subscription due to growth in RUFORUM members from 32 as at 30 June 2013 to 41 as at 30 June 2014.

The organizations' net Finance income includes bank interest and Foreign exchange gains.

Some of the organization's expenses say staff costs dropped significantly in the current year due to the staffing gap at the Secretariat. However, the organization's overall expenditure went up by 60% due to the general increase in administrative expenditure attributed to the following:

- Renovation costs for new RUFORUM office premises
- Marketing and dissemination costs in a bid to bring new donors on board, and to also create awareness of RUFORUM.
- There was also an increase of more than 50% in the grants and other related expenses. This was due to increased accountability from member universities in the current year.
- Bad debts provisioning made of USD 784,896 made in the current year relating to long outstanding advances to member universities (over 4 years).

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2014

		2014	2013
ASSETS		US\$	US\$
Non-current Assets			
Equipment		85,420	179,954
Current Assets			
Advances to member universities		2,466,965	4,618,483
Receivable - member subscriptions		315,353	395,820
Other receivables		14,478	32,439
Cash and bank		3,809,993	272,937
		6,606,789	5,319,679
Total assets		6,692,209	5,499,633
ACCUMULATED FUND AND LIABILITIES			
Accumulated fund			
Accumulated fund		6,374,842	5,181,978
Current liabilities			
Payables and accruals		317,367	317,655
Total accumulated fund and liability		6,692,209	5,499,633

ANNEX 3: LIST OF RUFORUM SUPPORTED REGIONAL PROGRAMS, YEAR OF LAUNCH AND STUDENTS

Program	Centre of Leadership	Year of launch	No. trained (2008 – 2013)	Number Graduated in First Intake
PhD Dryland Resource Management	University of Nairobi, Kenya	2008	36	18 graduated
PhD Plant Breeding and Biotechnology	Makerere University, Uganda	2008	28	14 graduated
PhD Aquaculture and Fisheries Science	LUANAR, Malawi	2009	15	5 graduated
PhD Agricultural and Resource Economics	LUANAR, Malawi	2009	8	2 graduated
PhD Soil and Water Management	Sokoine University, Tanzania	2010	25	None
PhD Agricultural and Rural Innovations	Makerere University, Uganda	2012	34	None
PhD Agricultural and Rural Innovations	Egerton University	2012	19	None
PhD Agricultural Rural Innovations	Sokoine University	2013	14	None
PhD Food Science and Nutrition	Jomo Kenyatta University, Kenya	2013*	9	None
MSc Plant Breeding and Seed Systems	Makerere University, Uganda	2008	39	25 graduated
MSc Research Methods	Jomo Kenyatta University, Kenya	2009	96	62 graduated
MSc Agricultural Information and Communication Management	Egerton University, Kenya University of Nairobi, Kenya Haramaya University, Ethiopia	2008 2009 2010	38 46 26	

List of RUFORUM Secretariat Staff as of 2013/2014

No	Name	Gender	Country	Position and Email
1.	Prof. Adipala Ekwamu	Male	Uganda	Executive Secretary Email: e.adipala@ruforum.org
2.	Ms. Nodumo Dhlamini	Female	Zimbabwe	Program Manager – Information & Communication Technology Email: n.dhlamini@ruforum.org
3.	Dr. Paul Nampala	Male	Uganda	Grants Manager Email: p.nampala@ruforum.org
4.	Dr. Wellington Ekaya	Male	Kenya	Program Manager- Training and Quality Assurance Email: w.ekaya@ruforum.org
5.	Ms. Judith Nakyobe	Female	Uganda	Acting Finance & Administration Manager, Email: j.nakyobe@ruforum.org
6.	Mrs. Sylvia Chindime Mkandawire	Female	Malawi	Training & Quality Assurance Officer Email: s.chindime@ruforum.org
7.	Mrs Agnes Obua-Ogwal	Female	Uganda	Program Officer Monitoring & Evaluation Email: a.akwang@ruforum.org
8.	Ms Joan Apio	Female	Uganda	Program Officer, Communications Email: j.apio@ruforum.org
9.	Ms Christine Kawuma	Female	Uganda	Administrative Assistant Email: secretariat@ruforum.org
10.	Ms. Cecilia Kandeke	Female	Uganda	Systems Accountant Email: e.nambi@ruforum.org
11.	Mrs Claire Akun-Ntwali	Female	Uganda	Program Officer, Partnerships Email: c.ntwali@ruforum.org
12.	Ms. Evelyn Aguti	Female	Uganda	Budget Controller Email: e.aguti@ruforum.org
13.	Ms. Elizabeth Nambi	Female	Uganda	Grants Management Assistant Email: e.nambi@ruforum.org
14.	Ms. Sarah Nagitta	Female	Uganda	Office Assistant
15.	Mr. Jackson Lubega	Male	Uganda	Driver
16.	Mr. Francis Latigo	Male	Uganda	Driver
17.	Ms. Esther Awori	Female	Uganda	Office Assistant

LIST OF BOARD MEMBERS AS OF 2013/2014

No	Institution	Country	Business_email	Title	First_name	Last_name	Gender
1	University of Botswana	Botswana	vc@mopipi.ub.bw	Prof.	Thabo	Fako	male
2	University of Burundi	Burundi	gaspard.banyankimbona@ub.edu.bi	Prof.	Gaspard	Banyankimbona	male
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38	Principal Secretary	Malawi	mnyajere@gmail.com	Dr	Mary	Shawa	female

LIST OF MEMBER UNIVERSITIES – 2013/2014

Region	Country	No.	University	City/ Town Location	Year of Joining RUFORUM	Year of Establishment	Membership Status	Category
Central	Burundi	1	University of Burundi	Bujumbura	2009	1964	Full Member	Public
	DRC	2	Universite Catholique De Bukavu	Bukavu	2009	1989	Full Member	Private
Eastern	Ethiopia	3	Haramaya University	Alemaya	2009	1954	Full Member	Public
	Ethiopia	4	Mekelle University	Mekelle	2009	1991	Full Member	Public
	Kenya	5	Egerton University	Nakuru	2004	1987	Full Member	Public
	Kenya	6	Jomo Kenyatta University of Agriculture and Technology	Nairobi	2004	1981	Full Member	Public
	Kenya	7	Kenyatta University	Nairobi	2004	1985	Full Member	Public
	Kenya	8	Moi University	Eldoret	2004	1984	Full Member	Public
	Kenya	9	University of Eldoret	Eldoret	2013	1946	Full Member	Public
	Kenya	10	University of Nairobi	Nairobi	2004	1970	Full Member	Public
	Rwanda	11	University of Rwanda	Butare	2009	1963	Full Member	Public
	South Sudan	12	University of Juba	Juba	2010	1977	Full Member	Public
	Sudan	13	University of Gezira	Wad Medani	2009	1975	Full Member	Public
	Sudan	14	University of Kordofan	Al Ubayjid	2009	1990	Full Member	Public
	Tanzania	15	Sokoine University of Agriculture	Morogoro	2006	1984	Full Member	Public
	Uganda	16	Gulu University	Gulu	2009	2002	Full Member	Public
	Uganda	17	Kyambogo University	Kampala	2009	2003	Full Member	Public
	Uganda	18	Makerere University	Kampala	2004	1970	Full Member	Public
Uganda	19	Uganda Martyrs University	Nkozi	2009	1993	Full Member	Private	
Southern	Botswana	20	University of Botswana	Gaborone	2009	1982	Full Member	Public
	Lesotho	21	University of Lesotho	Roma	2009	1945	Full Member	Public
	Malawi	22	Lilongwe University of Agriculture and Natural Resources	Lilongwe-Bunda	2012	2012	Full Member	Public
	Malawi	23	Mzuzu University	Luwinga, Mzuzu	2010	1997	Full Member	Public
	Mozambique	24	Eduardo Mondlane University	Maputo	2004	1962	Full Member	Public
	Mozambique	25	Universidade Catolica de Mozambique (UCM)	Reitoria	2010	1996	Full Member	Private
	Namibia	26	University of Namibia	Windhoek	2010	1992	Full Member	Public
	South Africa	27	Stellenbosch University	Stellenbosch	2013	1866	Full Member	Public
	Swaziland	28	University of Swaziland	Matsapha	2009	1964	Full Member	Public
	Zambia	29	University of Zambia	Lusaka	2006	1966	Full Member	Public
	Zimbabwe	30	Africa University	Mutare	2004	1988	Full Member	Private
Zimbabwe	31	University of Zimbabwe	Harare	2004	1952	Full Member	Public	
Zimbabwe	32	Lupane State University	Bulawayo	2013		Associate	Public	