The report presents key highlights of achievements made in the period 1st July to 31st September 2018. This implementation period marks the first implementation quarter of RUFORUM Vision 2030 Strategy medium term Operational Plan-2018-2022. During implementation period the following were achieved:

a) RUFORUM awarded four mini-CARP projects worth US$ 100,000 to four Sudanese Universities to facilitate focused training and university-led research and knowledge co-creation on selected commodity value chains applying action research and community engagement models.

b) RUFORUM piloted the scale out of earlier developed relevant short courses into university curricula and supported universities to develop and run agribusiness incubation hubs to support the training of entrepreneurial skilled graduates with practical understanding of agribusiness.

c) RUFORUM and the World Bank Group in collaboration with the Governments of Cameroon, Cote d'Ivoire, Ghana, Kenya, Malawi and Mozambique through the Ministries of Agriculture and the Education, Science and Technology (MEST), organized one day consultative meetings in respective countries to concretise on the key issues and demands that need to be met to drive national agricultural transformation processes.

d) RUFORUM engaged media practitioners including professional journalists and bloggers as part of the investments to promote the visibility of universities role in development processes through their knowledge, innovation and training. The key recommendation was the urgent need to retool University spokes-personnel in media and public engagement skills.

e) Through a collaborative partnership with IFPRI/ASTI, up to 40 institutional fact sheets on capacities in agricultural higher education have been generated. The fact sheets detail institutional capacity in terms of academic staff and staff quality including gender ratios, share of teaching staff by age and position, institutional productivity in terms of peer reviewed publications, enrolment by gender and educational level and student-teacher ratio.

f) Developed terms of reference for revamping the RUFORUM institutional repository to enhance access and use, ease administration, gain insights from use of statistics and transform it into an interactive information gateway for publications on agricultural research and higher education in Africa. A request for technical proposals will be issued in the next quarter to identify a service provider to undertake the revamp.

Below is the detailed report

INTRODUCTION
This report is aligned to the RUFORUM Vision 2030 flagship programmes that form the basis for the strategic actions in medium term Operational Plan 2018-2022 and AGM approved Annual Activity and Implementation Plan for the Financial Year 2018/19. The four flagships are: Transforming African Agricultural Universities to contribute to Africa’s Growth and Development (TAGDeV); Regional Anchor Universities for Agricultural Higher Education (RANCH); Cultivating Research and Teaching
Flagship programme 1: TAGDev-Transforming African Agricultural Universities for Africa’s Growth and Development

a) Support Community Action Research Teams at each university to engage with communities and strengthen commodity value chains for smallholder farmers and agribusinesses

During the quarter, RUFORUM awarded four additional Mini-Community Action Research Projects (CARPs) to four universities in Sudan. The beneficiary universities are; Universities of Gezira, Khartoum, Kordofan and Peace. The projects seek to facilitate focused training and university-led research and knowledge co-creation on selected commodity value chains applying action research and community engagement models. The emerging lessons from implementing these projects will support institutionalization of best practices of action research into university training and research. The Secretariat continued to support implementation of all on-going projects in RUFORUM member countries through field technical mission. These missions immensely benefited from experiential and technical expertise and advisory of EARTH University which is part of a long term partnership between RUFORUM and EARTH University, to foster and strengthen entrepreneurial and skills development of graduates.

The CARP model has proven to be an effective model of taking universities to the community and industry. For example, a CARP on pig-value chain has led to the adoption of biological mechanism in piggery management through the use of indigenous micro-organisms (IMO) technology to control foul odour in northern Uganda. While in Kenya, the partnership between a TVET institution Baraka Agricultural College and Egerton University led to the development of an agribusiness model that increased the profitability of seed potato production enterprise involving over 320 farmer in the rift valley region.

b) Institutionalize agri-business/entrepreneurship curriculum and short courses

As part of strengthening agri-business training and entrepreneurship, RUFORUM piloted the scale out of earlier developed relevant short courses into university curricula. In the pilot universities of Egerton and Gulu, the collaborative Masters in Agri-Enterprises Development programme was rolled out following a joint curricular review process and accreditation. Further, Egerton University (Kenya), Gulu University (Uganda), University of Abomey Calavi (Benin), University of Cape Coast (Ghana), Busitema University (Uganda), Bishop Stuart University (Uganda) and Uganda Christian University (Uganda) received institutional endorsement and support to develop and run agribusiness incubation hubs to support the training of entrepreneurial skilled graduates with practical understanding of agribusiness. Accordingly, the university administration in these respective institutions allocated space to host the incubators.

c) Develop and pilot an agricultural business/entrepreneurship incubator program at selected universities to advance the adoption of new models of agricultural education

At institutional level, nine RUFORUM member Universities including Egerton University, Gulu University, University of Abomey Calavi, University of Cape Coast, Busitema University, Bishop Stuart University, Uganda Christian University, Université Catholique de Bukavu and Makerere University have established agri-business incubation hubs. These nine incubation hubs are supporting 262 students (95 females, 167 males) that are working in groups of 2-5 running their pilot enterprises. The diversity of enterprises is commendable taking advantage of various agricultural value chain opportunities including
production, processing and post-harvest management and marketing. They also include those in pesticides development taking advantage of ethnobotanical knowledge combination with advances in science. Some of the specific enterprises include: juice processing, mushroom production, wine processing, herbal acaricide production, yoghurt processing, lemon and onion powders, vegetable production, solar based fruit processing, banana fibre products, baobab leaves production, potato seed production, nutritive porridge, pork processing, honey packaging and value addition, rice processing, chicken production among others. In addition to agribusiness incubation hubs, these universities are running tailor made short courses in financial management, business plan development, enterprise management, marketing and business ethics as well as those that are specific to enterprises such as dairy production.

d) **Recruit BSc and MSc students and train a pool of early career scientists and development practitioners (TVETs)**

Through the MCF@RUFORUM scholarship programme, 60 students (15 Masters students-8 females, 7 males and 45 Undergraduate students-26 females and 19 males) were recruited following the official call of application for scholarship for 2018-2019 academic year.


The recruited students are from 13 African countries namely; Nigeria, Cameroon, Zimbabwe, Malawi, Rwanda, Uganda, Liberia, Benin, South Sudan, Somalia, Lesotho, Kenya and Namibia. In addition, through the CARP+ projects, a total of 36 Master and 11 PhD students were recruited from Kenya, Uganda, Benin, Zimbabwe, and Ghana. Within the framework of working with TVET institutions through the CARP+ mechanisms, RUFORUM engaged with 125 TVET students (51 females, 74 males). Further, direct engagement of Baraka Agricultural College academic programmes through the RUFORUM Skills Development Programme, Occupational Standards for Piggery curriculum for Level 3 and Level 4 were developed. These Standards will be available for use at country level in Kenya. The development of these standards is being undertaken in close collaboration with the TVET Curriculum Development, Assessment and Certification Council (TVET-CDACC) of Kenya. This curriculum when adopted at national level will have wider influence at national level.

e) **Finalize a book on agricultural tertiary education in Africa**

RUFORUM continues to devote efforts towards finalizing the book on agricultural tertiary education in Africa. During the quarter, respective chapter Authors continued to respond to comments from editors. Editors are engaging in discussion with the prospective publishers to finalize the necessary requirements needed for the publication process. The book is intended to generate basis for a need for transformational agriculture sector by informing policy and decision leaders of the nature of adjustments and investments needed within Africa’s agriculture, including reforms in the TAE space.

f) **Synthesize emerging lessons and develop mechanism for scaling out emerging best practice to the Network**

The following impact stories from students, principal investigators and partners have been documented.

2. The tiny potato tubers: A nightmare for farmers in Uganda. 

3. My journey to becoming a successful pig farmer in Ghana. 

4. Higher quality seed potato improves productivity and income of Smallholder Farmers in Nakuru County. 

5. Changing lives in the community through entrepreneurship. 

6. Creating youth employment and food security in my community. 

7. Entrepreneurship training transformed my life: I started three businesses. 
https://blog.ruforum.org/2018/05/15/entrepreneurship-training-transformed-my-life-i-started-three-businesses/

Flagship programme 2: RANCH: Regional Anchor Universities for Higher Agricultural Education.

a) Undertake country level consultations in selected countries to identify key issues and demands to drive national level activities

RUFORUM and the World Bank Group in collaboration with the Governments of Cameroon, Cote d'Ivoire, Ghana, Kenya, Malawi and Mozambique through the Ministries of Agriculture and the Education, Science and Technology (MEST), organized one day consultative meetings in respective countries to concretise on the key issues and demands that need to be met to drive national agriculture transformation processes. This was part of the national consultative processes Strengthening Higher Agricultural Education for Agri-Food Systems Transformation in Africa (SHAEA) initiative, which is an over USD250 million investment by the World Bank. The workshops identified that for the SHAEA to deliver on its objectives of training transformational leaders, there is need to include the lower level competence-based training at the certificate and diploma levels, which is a critical skills gap in all the six regional anchor countries and the development of national qualification framework linking vocational training and higher education would be helpful. Secondly, that universities need to refocus and demonstrate synergy between other World Bank's ongoing initiatives respective countries in education and agriculture sectors to develop a skilled middle level human capital and finally; the support to other tertiary institution should be refocussed to explicitly include TVETs to train skilled human resources with practical skills to address the sector to also address the critical issue of start-up support for TVET graduates to start on enterprises.

b) Convene a regional stakeholder dialogue to foster stronger collaboration and support for human capacity and high-level skills development for transforming agri-food systems in Africa

Through the sponsorship from the Food & Business Knowledge Platform of the Dutch Ministry of Foreign Affairs, The Food and Agriculture Organization of the United Nations and the Government of
Korea (Partnership facility to the World Bank), RUFORUM organised a two-day meeting that was hosted by the Government of Kenya. The meeting brought together over 60 participants including representatives of five of the six target countries (Cameroon, Ghana, Ivory Coast, Malawi and Mozambique), higher education and agriculture experts, and key development partners with an interest in tertiary agricultural education and strengthening high level skills for sustainable agri-food systems transformation in Africa. The private sector included– Bayer, Nestle, OCP, and Syngenta. The meeting provided a conversation space for development partners to share their thoughts and experiences that will foster stronger collaborations and support for human capacity and skills development under SHAEA. The recommendations included;

- The need for the SHAEA program to be aligned with Development Partners' priorities right at the SHAEA design level ensuring that it aligned with strategies developed by other Developmental Partners;
- RUFORUM and the World Bank to undertake mapping exercise to understand who is doing what, at what level and resources involved. This lead to the identification of complementary interventions at regional and country levels.
- More stakeholder consultations and the program should build in the flexibility to allow some changes to be made once a gap has been identified as project is being implemented
- The DPS to be involved at activity level includes: Capacity assessment in 6 gap areas and respond accordingly – donors to pick components (gaps) and regional/country coordination to share information/studies;

\[c) \text{In partnership with selected countries, prepare and publish a regional call for proposals to enable universities to participate in multi-stakeholder platforms to support the transformation of agri-food systems in Africa}\]

In collaboration with the governments of Cameroon, Cote d’Ivoire, Ghana, Kenya, Malawi and Mozambique, and, the World Bank Group (WBG), RUFORUM issued a call for proposals for the regional programme for Strengthening Higher Agricultural Education for Agri-Food Systems Transformation in Africa (SHAEA) on 31st August 2018. In order ensure that the call reaches the intended audience, it was widely circulated through online platforms and as well published in the local print media of the six Anchor countries. The purpose of the Call was to invite universities from the six participating countries, who meet the outlined eligibility criteria and are interested in becoming a Regional Anchor University (RAU), to submit applications in partnership with tertiary vocational education institutions, including post-secondary agricultural vocational institutions and key agricultural sector actors, both public and private as implementers of a multi-stake holder platform for agri-food systems transformation in Africa.

\[d) \text{Organize visibility events for RUFORUM-inspired training and skilling programs for generating the next generation of science leaders for Africa’s agriculture}\]

RUFORUM engaged media practitioners including professional journalists and bloggers as part of the investments to promote the visibility of universities role in development processes through their knowledge, innovation and training. The meeting was convened at the Secretariat and resulted into identification of areas of joint action and collaboration to promote the visibility of Universities in Africa. The convening resulted into several recommendations for enhancing visibility including clearly defining target audience; contextualizing audience information needs; and linking university communications action to various media houses. The meeting also recommended the retooling of University Spokes-personnel in media and public engagement skills.
e) **Facilitate universities to strategically pursue support and partnerships to scale out research innovations, technology transfer and commercialization**

During the quarter, RUFORUM supported research teams to develop and submission of 31 proposals to the African Union Research Grants phase II Open Call for Proposals, 2018. The call focused on Food, Nutrition Security and Sustainable Agriculture (FNSSA) with particular attention on Agriculture and Food Systems for Nutrition. Five (5) proposals were selected for funding amounting to US$ 4.3 million investment in agriculture technologies and food systems development in Africa led by member universities.

**Flagship Programme 3. Cultivating Research and Teaching Excellence**

a) **Initiate establishment of Research Chairs in selected RUFORUM member universities**

RUFORUM submitted two proposals to The Arab Bank for Economic Development in Africa (BADEA) and The Arab Organization for Agricultural Development (AOAD) respectively to support establishment of Research Chairs. The Research chairs are amongst several aspects aimed at contributing towards creating and mobilizing knowledge to achieve research excellence. They are further aimed at deepening the knowledge base and strengthening research capacities.

b) **Escalate doctoral training to increase the pool of science leaders in Africa**

RUFORUM responded to the German Academic Exchange (DAAD) 2018 call for proposals by fronting four thematic gap areas which have attracted high demand for doctoral training over time based on the current capacity gaps. These programmes are aimed at strengthening food and nutrition security in Africa. The training programmes will be hosted in four (4) RUFORUM member Universities including: Makerere University (Uganda), Jomo Kenyatta University of Agriculture and Technology (Kenya), Sokoine University of Agriculture (Tanzania) University of Rwanda (Rwanda) and the University of Nairobi (Kenya). RUFORUM also supported 10 of its member Universities to draft and review the proposals which were subsequently submitted to DAAD for consideration.

Consequently, as a result of the DAAD- RUFORUM partnership since 2011 to support doctoral training in Africa, RUFORUM recently received an additional 6 PhD students (3 females, and 3 males) supported through the DAAD in-country/ in-region scholarships. This is an addition to the pool of 28 DAAD supported scholars who are currently pursuing their PhD in the RUFORUM member Universities. The new DAAD beneficiaries hail from Malawi, Ethiopia, Uganda, Kenya and Tanzania and will pursue their doctoral training in various RUFORUM member Universities including: Makerere University, JLUAT and Nelson Mandela African Institute of Science and Technology (NM-AIST).

c) **Support the advancement of quality training and Basic and Applied research through Post- Doctoral Fellowships**

RUFORUM continued to implement the 19 post-doctoral fellowships sponsored by the Carnegie Corporation of New York. The program is supporting 118 students (MSc 64; PhD 50 and BSc 4) from nine African countries. The fellows have commenced their research projects in their selected areas of

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1 Research Chairs are excellent faculty whose positions are supported by targeted funding from a funding agency or benefactor. Research Chair positions are used to attract and retain the best research talent.
specialization guided by their mentors based in the respective Universities. During the quarter, RUFORUM engaged the fellows to submit extended abstracts, review articles and poster presentations in preparation for the Biennial Conference which will commence on 22nd October 2018 in Nairobi Kenya. This will add into the pool of knowledge which they are currently generating to be shared with other scholars during the Sixth Africa Higher Education Week and RUFORUM Biennial Conference 2018.

The fellows were also engaged in pre-course activities for submission to the trainers for the upcoming AWARD Leadership and Management Training scheduled for 16th – 20th October 2018 at JKUAT. The fellows will benefit from the training which is aimed at strengthening African Research and Development institutions by providing role model leadership based on core values of inclusiveness, performance, transparency, integrity and efficiency.

d) **Facilitate Academic Staff Development (ASD) through Graduate Teaching Assistantship (GTA) approach and other fellowships**

During the period, a total of 22 additional staff were admitted and placed in different host member Universities. In an effort to increase Regional Academic Mobility Scheme (RAMS) programme to increase the pool of high level skills at Masters and PhD in universities in Africa and research institutions in the Agricultural sector, RUFORUM submitted four proposals to DAAD. The RUFORUM applied for in-region/in-country scholarships annually for three years (2019, 2020 and 2021) in four thematic areas namely; i) Regional PhD Academic Mobility in Agricultural Sciences; ii) Food Technology, Post-Harvest Handling and Value Addition; iii) Soil and Water Management and; iv) Mathematics, Statistics and Data Management.

e) **Increase the participation of scholars from small and/or fragile states in agricultural, science and technology-related training**

As part of efforts to enhance participation of scholars from fragile states in agricultural, science and technology-related training, RUFORUM awarded four mini CARPs to four Sudanese Universities including University of Gezira; University of Khartoum; University of Kordofan; and, Peace University. The mini CARPs are supporting capacity building of 48 scholars with focus on four thematic areas including crop Improvement; agribusiness/marketing; climate change and environment; and, gender in agriculture respectively.

f) **Increase the participation of women in science and technology-related training and research activities in all institutions benefiting from RUFORUM schemes**

During this quarter, RUFORUM Secretariat worked with Busitema University and responded to the Islamic Development Bank call, on increasing participation in Science Technology and Innovation (STI). The goal of the proposed project is to strengthen the capacity of Forum for African Women Vice Chancellors to enable it to champion programs that support gender inclusive participation in STI in Mozambique, Sudan and Uganda.

**Flagship Programme 4. Knowledge Hub for University Networking, Partnership and Advocacy**

a) **Widen and enhance online and offline Information Technology platforms to facilitate and enhance systematic access to information through continuous analysis of Platform requirements**
Through a collaborative partnership with IFPRI/ASTI, up to 40 institutional fact sheets on capacities in agricultural higher education have been generated. The fact sheets detail institutional capacity in terms of academic staff and staff quality including gender ratios, share of teaching staff by age and position, institutional productivity in terms of peer reviewed publications, enrolment by gender and educational level and student-teacher ratio. These reports are critical for decision support in the various institutions as well as for informing development partners of the status of higher education by university. Further, effort has been undertaken to document and widely share the lessons emerging from the flagship implementation.

A RUFORUM Biennial mobile Application (App) was developed and made available for download from Apple Store and Google PlayStore to facilitate participants’ access information and materials of the Sixth Africa Higher Education Week and RUFORUM Biennial Conference 2018 through their mobile phones, tablets and other hand-held devices.

A website (http://www.ruforum.org/Biennial2018/) for the RUFORUM Biennial Conference was developed to facilitate online access to detailed Conference information and materials about the Sixth Africa Higher Education Week and RUFORUM Biennial Conference 2018. Other Websites that were developed in the reporting period included the following:

- SHAEA project (http://www.ruforum.org/SHAEA/)
- RUFORUM Young African Entrepreneur Competition (RUYAEC) (http://www.ruforum.org/younginnovators)
- Online application tools of the SHAEA project and RUYAEC to facilitate online application processes as required in those projects

A review of other online and offline platforms was undertaken on a continuous basis during day-to-day use and administration of the platforms as well as in response to specific requirements to meet Secretariat and Network demands for access to information.

b) Improve the functionality of the RUFORUM Repository, linking it to google scholar and working on indexing RUFORUM papers

Developed terms of reference for revamping of the RUFORUM institutional repository to enhance access and use, ease administration, gain insights from use statistics and transform it into an interactive information gateway for publications on agricultural research and higher education in Africa. A request for technical proposals will be issued in the next quarter to identify a service provider to undertake the revamp.

c) Promote publication of Africa’s research outputs in the African Journal of Rural Development and other related publications

Peer review of articles submitted to the African Journal for Rural Development continued during the reporting period in preparation for release of Volume III Issue 2 of the journal. Over 700 scientific and practice papers were submitted to the 6th African Higher Education Week and RUFORUM Biennial Conference 2018 in line with the conference themes. Submitted papers were peer reviewed as they were received and will be published as part of the conference proceedings in a special issue of the RUFORUM Working Document Series. Selected papers will also be presented for discussion during technical sessions to be held at the Biennial Conference.
Outputs from Africa’s research and practice both from within and outside the RUFORUM Network were shared through the RUFORUM news digest (7 editions over the period) and regular media monitoring reports (8 editions). These reached an audience of 14,930 which represented a 5% audience growth compared to 14,230 in the previous reporting period.

RUFORUM also made use of popular and mass media channels to promote its work through:

- **Press releases:** At least sixteen (16) press releases have been published by September 2018 (See Link)
- **Blogs:** Over twenty (20) publications in the form of blogs, calls for proposals, scholarships have been posted to the website including the following:
  - The tiny potato tubers: A nightmare for farmers in Uganda
  - My journey to becoming a successful pig farmer in Ghana
  - Higher quality seed potato improves productivity and income of Smallholder Farmers in Nakuru County
- **Articles in the media:** There was media coverage including the following articles in national (Uganda) media
  - Universities should consider their alumni as a resource
  - What difference are the many universities in Uganda making?
  - Is creating jobs part of the role of universities?

  - At least sixteen (16) press releases have been published by September 2018 (See Link)
  - Over twenty (20) publications in the form of blogs, calls for proposals, scholarships have been posted to the website.

**d) Design and develop at least one customized RUFORUM e-learning platform based on open source technologies**

A survey tool was developed to assess the use of ICTs by universities for teaching, learning and outreach. This is yet to be deployed across the network. An e-learning strategy was drafted to guide development of an e-learning platform. As part of operationalization of the Memorandum of Understanding with the FAO that included support for online learning, RUFORUM and FAO jointly run a free online course on “Open Data Management in Agriculture and Nutrition” from 2-27 July with 171 participants and a follow up AGORA (Access to Global Online Research in Agriculture) course on how to access resources from the AGORA platform to support research.

**e) Provide training on the merits of Open source software to facilitate universities in the use of Open Access software to provide complimentary agricultural extension and advisory services.**

RUFORUM continued to engage in discussions with like-minded organizations in order to move forward the African open publishing agenda that includes promoting use of open software. To this end, the Secretariat attended the African Open Science Platform (AOSP) Stakeholder Forum convened by the South African Department of Science and Technology alongside the AOSP Advisory Council in Pretoria, 3-4 September 2018 to discuss a draft Open Science Strategy for the continent.

During the quarter, RUFORUM submitted a proposal for funding to the World Bank on “Collaborative Data Innovations for Sustainable Development” in partnership with the Information, Training and Outreach Centre for Africa (ITOCA) and a farmer group called P’KWI. The proposal sought to
document and scale best practices for open science in RUFORUM member universities in order to support e-extension.

\(f\) Training of members on the latest collaborative technologies to facilitate networking among RUFORUM Member Universities, support knowledge sharing and building communities of practice

During the quarter, RUFORUM Secretariat staff were trained on the use of the latest collaborative technologies to facilitate networking within the secretariat staff. A plan is currently undergoing development to extend these trainings to member universities to in order to facilitate network-wide collaboration. Selected students were trained in media skills including writing, videography and Social networking. Facebook Likes have grown from 21,835 to 21,984 a difference of 149 Unique Likes; Twitter followers increased from 5,255 to 6,003 by 30th August. A difference of 745 new and unique followers.

g) Prepare and submit at least 20 proposals for university-based research teams and five for the Secretariat

As an on-going effort of resource mobilization, RUFORUM Secretariat and a number of member universities submitted a total of 15 proposals to DAAD. RUFORUM Secretariat submitted four proposals, and the rest by 10 RUFORUM Member universities including; Makerere University (2), University of Rwanda (1), Ndejje University (1), Bishop Stuart University (1), University of Juba (1), Nelson Mandela African Institute of Science and Technology (1), Mbarara University of Science and Technology (1), Uganda Christian University (1), University of Burundi (1) and Jomo Kenyatta University of Agriculture and Technology (1). In addition a total 12 proposals were submitted to the Islamic Development bank, including five by RUFORUM Secretariat and seven by other institutions including, Busitema University (1), Makerere University (1), University of Gezira (1), University of Kordofan (1) Eduardo Mondlane University (1), Research and Education Agency (1) and National Crops Resources Research Institute (1).

\(h\) Undertake an Outcome Assessment of RUFORUM investments over the last 15 years

During the quarter, RUFORUM engaged a consultant to undertake an outcome assessment of RUFORUM achievements over the last 15 years to generate evidence on the extent to which RUFORUM has strengthened the capacities of African universities to deliver relevant and impact orientated research and training - producing skilled and proactive graduates, and demand driven research outputs and innovation in response to national, regional and continental agricultural development priorities. The consultancy generated key statistics to support the assessments

\(i\) Undertake a Second tracer study of RUFORUM alumni

During the quarter, RUFORUM engaged a consultant to undertake a second tracer study of RUFORUM supported graduates to provide empirical evidence, reveal intrinsic opportunities, challenges and training relevancies; incorporate improvements into the effectiveness of RUFORUM’s programs by collecting and analyzing information on graduate’s professional and personal careers as indicators of their professional performance. The inception report from this consultancy was received detailing the key deliverables as well as the methodology for undertaking the exercise.

PLANNED ACTIVITIES FOR THE NEXT QUARTER OCT-DEC 2018

1. Convene the Sixth African Higher education and RUFORUM Biennial Conference 2018
2. Finalize second tracer study of RUFORUM alumni
3. Recruit Staff for the Secretariat in line with the approved functional analysis to support delivery of the Vision 2030 Strategy
4. Convene RUFORUM Statutory meetings