

Research Application Summary

**The African Centre of Agro-Ecology and Livelihood Systems (ACALISE): A  
World Bank Project at Uganda Martyrs University**

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**Abstract**

The usual approach to development has been led by research along fragmented fields of study, each of which independently yields dissertations that often recommend unimplementable projects. The large number of theses and dissertations lining library shelves and gathering dust are evidence that research isolated within each traditionally demarcated subject area has not helped to solve practical livelihood problems facing most of the African communities. The African Centre of Agro-Ecology and Livelihood Systems (ACALISE) integrates traditional fields into a holistic approach with direct benefits to livelihoods in East and Central Africa. ACALISE is premised upon a systems approach that derives sustainable solutions suitable and sensitive to African environments through value addition at every stage of the value chain between agricultural and industrial production. ACALISE will collaborate with recognised researchers drawn from across the globe and experts in industry, communities, as well as PhD and Masters students. The researchers would traditionally belong to the Faculties of Agriculture, Commerce, Education and Science but will be integrated in the ACALISE approach. ACALISE interventions will benefit the regional post graduate students who will be trained and armed with necessary skills to bring about real change in the short term, and in the long run, ACALISE will impact on the socio-economic development of the region through dissemination of innovations and technologies. Moreover, short skills-development courses will be run to augment the mainstream teaching but also to build skills among the rural people, especially women and the youth, who carry out the bulk of work in Agriculture. Governed by a Regional Steering Committee (RSC) and facilitated by its Regional Facilitation Unit (RFU) – Inter-university Council of East Africa (IUCEA), ACALISE will capacitate personnel, as well as strengthen high quality graduate training and applied research facilities, and will collaborate regional partnerships with industry as well as with institutions of Higher Education. The ultimate aim is to foster innovative Agro-ecological solutions for real development and improving livelihoods.

**Key words:** ACE II, Agro-ecology, Centres of Excellence, Livelihoods, Uganda Martyrs University

## Résumé

L'approche habituelle pour le développement a été influencée par la recherche le long des domaines d'études fragmentés, chacun aboutissant indépendamment aux dissertations qui souvent recommandent des projets irréalisables. Le grand nombre de thèses et mémoires qui tapissent les étagères des bibliothèques en train d'amasser la poussière sont la preuve que la recherche isolée au sein de chacune des zones traditionnellement délimitées n'a pas permis de résoudre les problèmes pratiques de subsistance auxquels font face la plupart des communautés africaines. Le Centre Africain d'Agro-Écologie et des Systèmes de Subsistance (ACALISE) intègre les domaines traditionnels dans une approche holistique ayant des avantages directs pour les moyens de subsistance en Afrique orientale et centrale. ACALISE est fondé sur une approche systémique qui dérive des solutions durables, appropriées, et sensibles aux environnements africains par le biais de la valeur ajoutée à chaque étape de la chaîne de valeur entre la production agricole et industrielle. ACALISE collaborera avec des chercheurs reconnus provenant de partout dans le monde et des experts dans l'industrie, les collectivités, ainsi que les doctorants et étudiants en maîtrise. Les chercheurs appartiendraient traditionnellement aux facultés d'agriculture, commerce, et science de l'éducation, mais seront intégrés dans l'approche de l'ACALISE. Les interventions de l'ACALISE bénéficieront les étudiants de troisième cycle de la région qui seront formés et dotés des compétences nécessaires pour apporter de réels changements à court terme, et à long terme. ACALISE aura un impact sur le développement socio-économique de la région grâce à la diffusion des innovations et technologies. En outre, des cours de développement des compétences à court terme seront exécutés pour augmenter l'enseignement, mais aussi renforcer les compétences parmi les populations rurales, en particulier les femmes et les jeunes, qui constituent la majeure partie du travail dans l'agriculture. Régi par un comité directeur régional (RSC) et facilité par son unité de facilitation régionale (RFU) – le Conseil Interuniversitaire de l'Afrique Orientale (IUCEA), ACALISE renforcera les capacités du personnel, ainsi que la formation des diplômés de qualité et des installations pour la de recherche appliquée, et forgera des partenariats régionaux avec l'industrie ainsi qu'avec les institutions de l'enseignement supérieur. Le but ultime est de favoriser des solutions agro-écologiques innovantes pour le développement réel et l'amélioration des moyens de subsistance.

Mots clés : ACE II, Agro-écologie, centres d'excellence, moyens de subsistance, Université des Martyrs de l'Ouganda

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## Background

In collaboration with the Governments of Eastern and South African countries, the World Bank Group (WBG) and Inter-University Council of East Africa (IUCEA) jointly called for proposals for a second phase of Africa Centres of Excellence (ACE II) as a part of an investment to establish and strengthen specialization and collaboration among Higher Education institutions to deliver relevant and quality education and applied research to address key development challenges facing the Eastern and South African region.

Four key regional cluster priorities were identified out of which ACALISE responded to development in Agriculture. ACALISE was one of the 23 centres selected out of 116 proposals submitted in South and East African countries. The selection was done by an Independent Evaluation Committee and the RSC through a competitive and transparent process. ACALISE is managed by the Faculty of Agriculture of the Uganda Martyrs University, and involves academic and sector institutions. Seed funding will be provided by the World Bank through its Phase II of African Centres of Excellence, and will commence in 2016 at a cost of US \$ 6 million over a period of 5 years.

### **Theoretical framework**

It has become evident that traditional linear thinking and problem solving approaches isolate subject areas and tend to lead to uncoordinated and ineffective solutions. It is argued that major reasons for failure include the fact that reductionist scientific research in separate disciplines excludes a holistic consideration of fragile and unstable environments in which communities derive livelihoods. For example, traditional research focussing on one or two agro-ecological factors over-simplifies complex systems and yields data that cannot easily be extrapolated into a sustainable development framework. Thus, there is evidence of technical recommendations to farmers through conventional extension services that have failed (Demaine, 2011). The findings are often rejected by farmers because they do not fit into the whole farm system. Hence, ACALISE takes a transdisciplinary holistic approach and integrates most of the factors, including agro-ecological factors, and determinants of the quality of the lives of communities. A systems model supports potential leverage points for systemic interventions, using multi-actor collaborations to develop an overall systemic management plan for coordinated actions towards sustainable livelihoods. The ACALISE approach assesses resources in a framework that includes land, social and economic factors such as market access, alternative employment opportunities and local implementation of national policy measures. In this systems approach, ACALISE will emphasise the family as a management unit, which takes advantage of opportunities available on and off their land. The approach thus looks at livelihoods based on System Inquiry, which examines and configures parts into relationships. Thus, the systems approach at ACALISE seeks to investigate factors within an environment and to understand the forms as well as their patterns with the intention of improving the input, throughput (processing), and output, in an ethically driven openness and participation of all stakeholders. The ACALISE open system will use people, information and data to interact dynamically with its partners.

What does this framework mean in terms of the existing systems? The systems model mixes land along with its agro-ecological properties and non-land resources such as the appropriate technologies, crops and livestock, management skills, as well as storage and processing of agricultural outputs and marketing opportunities.

### **Agro-ecology**

Agro-ecology involves the application of ecology to design and manage sustainable agroecosystems. Agro-ecology therefore requires a whole-systems approach to agriculture

and food systems development based on linking ecology, culture, economics and society. The aim is to develop sustainable systems of production healthy environments as well as viable food and farming communities all of which are elements of livelihoods (Francis *et al.*, 2003).

At ACALISE, agro-ecological systems will be executed through the already developed programmes including a PhD as well as an MSc but also short courses. These programmes will be supported by an agroecologically-biased research agenda that has been developed to come up with innovations that will help to solve the boggling problems of climate change and lack of sustainability resulting into appropriate food systems.

### **Livelihoods**

Livelihoods make the systems approach necessary at ACALISE since it is an outcome of integrated factors around human beings, including land and its agro-ecological status, as well as economic, human and social capital. Many of these factors change in time and differ in space. Thus, definitions and problems or needs of livelihood vary expectedly in space and time. An example is ‘A livelihood comprises the capabilities, assets (stores, resources, claims and access) and activities required for a means of living: a livelihood is sustainable system which can cope with and recover from stress and shocks, maintain or enhance its capabilities and assets, and provide sustainable livelihood opportunities for the next generation; and which contributes net benefits to other livelihoods at the local and global levels and in the short and long term’ (Chambers and Conway, 1992). Another definition by Scoones (1998) excludes supporting other livelihoods. ACALISE applies this understanding to different hierarchical levels, starting at the household level (including variations in wellbeing and access at an individual or intra-household level), as well as at the broader levels of the extended family, the social group, and the community.

ACALISE’s interventions pitch at community levels in the different regions of East and Southern Africa as ACALISE will provide community courses and essential skills. Approaches described by Ashley and Carney (1999) will be appropriate as ACALISE designs programs that are people-centred, responsive and participatory, multi-level (along the value chain), and conducted in partnerships, that are sustainable and dynamic (flexible to changes in people’s situations and commitments). The value-chain involvement of ACALISE in communities includes participatory research about livelihood challenges communities face and their internal capacity to withstand outside pressure and improve.

### **Motivation for establishing ACALISE**

ACALISE provides integrated systems mitigation of national and international livelihood problems especially in rural agricultural areas. The World Bank (2015) states that 62% of people in Sub-Saharan Africa live in rural areas where the agricultural sector employs over 70% of them. In Uganda alone 84% of the rural people, particularly the women and the youth, depend on Agriculture for their livelihood (World Bank, 2015). Yet, the average contribution of agriculture to the GDP is just 15-25%. These problems are compounded by

debilitating effects of climate change that has shrivelled production and productivity with Africa generally lagging in finding lasting solutions to these problems. The effects will deepen the poverty gap, vulnerability of the African population to climate change and a further livelihood deterioration. Scarce resources, unfair global competition and the state of helplessness has brought about corruption and moral decadence which further degenerate the situation. With a population growth rate of 3.3 % and youth unemployment of 70 %, the agricultural sector in Uganda has to play a major role in uplifting livelihoods. Moreover, the poor value addition has led to unsustainable value chains, rudimentary farming methods/ tools, moral decadence at various levels, and climate-change related effects. According to Intergovernmental Panel on Climate Change (2007), if the current trend is not reversed, Climate Change alone could lead to the fall of yields from rain-fed agriculture by up to 50% in many Sub Saharan countries by 2020, and crop net revenue could reduce by as much as 90% by 2100. The consequential result is a vicious poverty cycle characterised by poor nutrition, high disease prevalence, environmental inequity, as well as ethical decadence and exploitation of the poorest of the poor.

ACALISE will play a key role in training top-notch and morally responsible scientists, researchers, Agroecologists, and community change agents, who can champion the transformation of the sector and, in the long run, pave way to improving the standards of living of many. ACALISE activities cover the East and South African region to mitigate underdevelopment and poverty. ACALISE will contribute to Agro-ecological and sustainable livelihood systems' research and technological innovations in order to: 1) advance agriculture/ sustainable livelihood systems, 2) formulate mitigation measures and technologies against discordant value chains, 3) enhance a systems thinking approach to livelihoods improvement, 4) advance sustainable climate-smart agriculture coupled with appropriate mitigation measures to the existent effects of climate change, and 5) form the character of scientists and the community through ethics and integrity.

### **Synergy with other programmes**

It is prudent that a project synergises with existing and future related programmes especially following a systems paradigm. ACALISE's actions will be complementary to other local and international initiatives like Sustainable Development Goals, Agenda 2063, Comprehensive Africa Agriculture Development Programme (CAADP), Science, Technology and Innovation Strategy for Africa (STISA 2024), Ecological Organic Agriculture initiative (EOAI) of the African Union, Skilling Uganda and Vision 2040 to promote sustainable Agricultural production, Smart environmental initiatives leading to better livelihoods.

ACALISE fits well in the overall framework of the Uganda National Development Program (NDP), which promotes and emphasises the fundamental importance of agriculture to the Ugandan economy and the central role agriculture plays in economic growth and poverty reduction. Agriculture is now being defined within the Development Strategy and Investment Plan (DSIP). The DSIP is a comprehensive sector wide program being prepared in line with the objectives and aspirations of the Comprehensive Africa Agriculture Development Program (CAADP) endorsed by the African governments. ACALISE is in line with DSIP's focus on

four main intervention and investment areas: (i) enhancing agricultural production and productivity, (ii) improving access to and sustainability of markets, (iii) creating an enabling environment for the agricultural sector, and (iv) agricultural sector institutional reforms and development. Thus within the DSIP, agricultural research and technology development are included amongst the key drivers of sustained growth and livelihood strategy improvement. ACALISE is matched to the Ugandan strategic plan ‘Vision 2040’ aiming at *transforming the Ugandan society from a peasant to a modern and prosperous country by 2040*. Vision 2040 identifies Agriculture as one of the fundamentals that should be harnessed to bring about development in regard to land, human resource, and new technologies and innovations. Research findings in agro-ecological and livelihood systems would support sustainable development and mitigate the effects of climate change while simultaneously “Skilling Uganda.”

### **ACALISE and Uganda Martyrs University**

Uganda Martyrs University (UMU) is already a market leader in directing the trend of application of Agro-ecological approaches in solving mega problems related to climate change and livelihood systems. The University has already trained some top notch Agroecologists that span the African continent and beyond through its unique, top rated programmes in Organic Agriculture and Agro-ecology.

The ACALISE serves the UMU’s current 10-year strategic plan in the following ways. Based on UMU’s Mission, which is to provide quality higher education, training and research for the betterment of society guided by ethical values, *Strategic Plan 2010-2020* envisages forging strategic partnerships between UMU and other institutions, government, NGOs, and the private sector. Additionally, the *Strategic Plan 2010-2020* underlines the need to diversify income to reduce UMU’s dependency on students’ tuition from 90% to 50% (Strategic goal no.4). ACALISE will enable the University achieve a number of other strategic goals as per *Strategic Plan 2010-2020*; namely, promotion of research and publication (Goal no. 2), significantly improve ICT resources and facilities to match the increasing demands (goal no. 3), and creating an education environment that will deliver specific programmes to meet local and international standards (goal no.5). Moreover, by providing the necessary education and training to Faculty and potential Faculty, the Centre will enable the University raise its PhD ratio among academic staff from the current 25% to better ratios as envisaged in the Strategic plan.

### **ACALISE objectives and results**

Based on the issues outlined above, the objectives of ACALISE are listed below and partnership for implementation in Table 1.

- (i) Producing an all-round scientist who is not only academically excellent but also ethically sound and morally mindful of both his/her needs and the needs of others and of the environment, thereby enhancing sustainable development for all.
- (ii) Popularizing of sustainable and climate smart agricultural systems like Agro-ecology and food value chains

**Table 1. ACALISE Partnerships**

Category/type of partnership	Partner	Roles
<b>Advanced knowledge institutions</b>	Swedish University of Agriculture (Key Partner) Contact Dr. Christina Kolstrup	Co-teaching and co-supervision of M.Sc. and PhDs in Agro-ecology and livelihood systems/ systems thinking Exchange of faculty and students Mentorship Laboratory equipment
	Ghent University (Key Partner) Contact: Prof. Patrick Vandamme E mail: patrick.vandamme@ugent.be	Co-teaching and supervision in Food Value chain management Joint sourcing of funds Mentorship Research and Laboratories facilities
	RUFORUM (key partner) Contact: Prof. E. Adipala E mail: e.adipala@ruforum.org	Joint resource mobilization Curriculum review and development Programme accreditation Joint training
<b>Private sector national</b>	National Organic Agricultural Movement of Uganda (NOGAMU) (Partner) Contact: Mr. Moses Muwanga E mail: mkmuwanga@nogamu.org.ug Bio fresh (Uganda ltd)	Outreach (access to farmers practicing organic farming (over 60 farmer groups throughout Uganda) Internship placements Joint sourcing of funds
	<i>Export of Horticultural products</i> (Partner) Contact: soniam@biofreshltd.com	Value chain training Value addition for organic foodstuffs Marketing in organic farming Internship



**Table 1. Contd.**

Category/type of partnership	Partner	Roles
	Rural Community in Development (RUCID) (Partner) Contact: Samuel Nyanzi E mail: samuel2005nyanzi@yahoo.com	Rural community extension and farmer group mobilization; Training in value addition Internship placements
	Centre for Indigenous Development Efforts (Partner) Contact: Dr. Athanasius Mubiru Email: asmubiru@gmail.com	Rural Development Indigenous ecological agricultural practices Outreach and extension Internships
	Communications Research and Innovations (Partner) Contact: Patrick Ssewalu Email bamuyaaga@gmail.com	Baseline studies Technological dissemination and communications
	KULIKA (Uganda) <i>Community mobilization and livelihood systems</i> (Partner) Contact: Ms. Christina Sempebwa	Internship placements joint sourcing of funds Community mobilization and extension
<b>Regional Research Institutions</b>	Regional Cassava Centre (Partner) Contact: Dr. Christopher Omongo E mail: chrisomongo@yahoo.com	Research on food systems Internship placements Joint fund mobilization
	IRLI (Biotec) (Key Partner) Contact: Dr. Wellington Ekaya E mail: W.Ekaya@cgiar.org	Use of laboratory equipment Consultation in biotechnology issues Equipping and servicing Biotechnology lab of UMU Internship placements



**Table 1. Contd.**

Category/type of partnership	Partner	Roles
<b>Peer Universities Regional</b>	Nelson Mandela University (Key Partner) Contact: Dr. Hans C. Komakech Email: Hans.Komakech@nm-aist.ac.tz	Co-teaching in irrigation systems Co-teaching in agro-ecology Student exchange Faculty exchange
	University of Nairobi - Wangari Mathai Institute for Peace and Environmental studies (Key Partner) Makerere University (Key Partner) Contact: Prof.Majaliwa E mail: majaliwam@hotmail.com	Training in Environmental/climate-smart agriculture Training in livelihood systems Internship Teaching, Research, and Mentorship Mentorship: Contact: Co-supervision Applied research Student and Faculty exchange
<b>Research institutions - national</b>	National Research Laboratories Kawanda (Associate Partner) Contact Dr.Tushemereirwe	Provision of soil analysis facility Research mentorship Internship Job placements:
	International Potato Centre (Associate Partner) Contact: Sarah Mayanja E mail: s.mayanja@cgiar.org	Research on food systems Internship placements Joint fund mobilization
	NAGRIC (Partner) Contact: Dr. Mubiru Jackson E mail:mubiru_franco@yahoo.com	Research on Poultry related subject Procurement of Animals for ACALISE Internship placement

**Table 1. Contd.**

Category/type of partnership	Partner	Roles
<b>Line Ministries and departments</b>	Ministry of Agriculture (Associate Partner) Contact: Dr. Okaasai Opolot E mail: dcr@agriculture.go.ug	Policy guidance Job placements Co-financing
	Office of Prime Minister Government of Uganda Directorate of Information and National Guidance (Partner) Contact: Dr. Fridah Ssenooba E mail: fsengooba@gmail.com, fsengooba@yahoo.com	Disseminating and diffusion of information to communities Publicity and visibility Fundraising

- (iii) Collaborating with research institutions, academic institutions, Government agencies, industry, and the Private sector, for development
- (iv) Creating partnerships for research, internship, and value addition
- (v) Establishing demonstration farms to provide hands on skills to the communities on the relevant better technologies, techniques, and practices to improve production and productivity, and foster sustainable livelihood systems for the poor people in the surrounding communities.
- (vi) Reviewing and upgrading Curricula for relevant training and research outputs in line with National and Regional strategic plans for development.
- (vii) Up-grading of research and training infrastructure like laboratories, Video-Conferencing facilities, demonstration farm and value addition enterprise
- (viii) Capacitating Faculty and partners
- (ix) Improving visibility and ranking of the University in order to attract more partnerships, more funding, more experts, and more students for the sustainability of the ACE beyond the five-year timeframe.
- (x) Enhancing the adoption of research outcomes through outreach programmes in the host and partner institutions

It is estimated that by the end of the first five-year phase, 36 PhDs, 300 M.Sc. (in five programmes) and 500 other experts through short courses will have been trained, in addition to members of the community, including rural women and the youth, who will have acquired hands-on skills and innovations, including value addition, to improve their livelihoods and standards of living. These will translate to 30% increase in research output and 50% uptake of Agro-ecological practices. ACALISE's strong outreach programme will enforce translation of these outcomes into improved livelihoods and hence, into socio-economic development. Sustainability efforts will *inter alia* include agri-business enhancement at the University farm, partnerships with industry/private sector to initiate, promote and commercialize marketable innovations, and fundraising for the ACE given the visibility and impact ACALISE will make in the region.

Based on the activities to be undertaken the following outcomes are envisaged:

- I. *Development of (new) excellent postgraduate academic programmes* (4) that meet national and regional needs: PhD in Business Administration, MSc Livelihood Systems, MSc Micro-Finance, M.Sc. Bio & Environmental Ethics, as well as development of relevant short courses (11) and community-skilling short courses (9) to enhance sustainable development among people in the surrounding community.
- II. *Training of a new breed of MSc and PhDs* envisioned to carry out relevant research in Agro-ecology and livelihood systems for innovation in the region, as well as provide short-course training to impart employable skills. ACALISE will train a) 30 PhDs in PhD in Agro ecology and Food Systems; PhD in Business Administration; b) 240 MScs in Agro-ecology, M/Business Administration, M.Sc. Development Economics, M.Sc. Livelihood Systems, M.Sc. Bio & Environmental Ethics, M.Sc. in Monitoring & Evaluation; c) 500 Certificates in short courses, and d) 1500 people in the communities will get hands-on skills and extension services provision to enhance development.

- III. *Integration of systems thinking* (value chain and addition, livelihood systems, environment as a system with interdependent sub-systems) in Agro-ecology and related disciplines to stimulate sustainable development and livelihoods to improve people's standards of living.
- IV. *Initiation of critical regional Scientific collaborations* for strengthening multidisciplinary and multi-sectoral research for development.
- V. *Promotion of Public Private Partnerships (PPP)* for innovation dissemination and impact enhancement in Agro-ecology for better livelihood strategies through high level consultative workshops with industry/private sector, Government, and academia.
- VI. *Promotion of action research, student-centred learning techniques* such as problem solving, experiential research but also experimental methods to foster innovations in the field. Research conferences (2) will be conducted and academic papers (180) published in peer-reviewed journals.
- VII. *Creation of demonstration farms* to facilitate the provision of hands-on skills and sustainable agricultural methods and technologies to the communities, especially to the rural women, the youth, and the disadvantaged, to advance sustainable livelihoods and improve standards of living and quality of life.
- VIII. *Equipping of the teaching and research facilities* including the new agricultural laboratory, improving the research facilities, enhancing ICT facilities, renovation of the dissemination centre, and improving the University Farm, all aimed at guaranteeing efficiency and effectiveness in teaching, research, publication, and dissemination of innovations to enhance development in the region.

### **Implementation of the ACALISE**

A system thinking approach at ACALISE will include working with stakeholders along the value chains using modern technologies with training in ethics and integrity in order to form an all-round person that is preferred by communities. The approach will inter alia target enhancing moral integrity, social accountability, and responsible handling of the environment for sustainability. ACALISE has planned to generate innovations that will be disseminated and adopted in communities to solve the poor livelihood challenge. ACALISE's production of a well-motivated, and ethically conscious critical mass of experts will be achievable through the following:

- (i) Training of a new breed of M.Sc. and PhDs envisioned to carry out relevant research in Agro-ecology and livelihood systems for innovation in the region and beyond
- (ii) Integration of ecological approaches in Agriculture and related disciplines in the region to stimulate sustainable development and better livelihoods
- (iii) Initiation of critical regional collaborations for strengthening multidisciplinary and multi-sectoral research for development
- (iv) Promotion of Public Private Partnerships (PPP) for innovation dissemination and impact enhancement in Agro-ecology for better livelihood strategies. ACALISE will promote student centred research and learning techniques including problem solving, experiential research but also experimental methods to foster innovations in the field.

- (v) Enhancing moral-ethical consciousness and accountability by the trainees to ensure sustainable development at local, national, and regional levels
- (vi) Establishment of state of the art demonstration farms accessible to the local farmers to provide the relevant skills, technologies, agricultural services, and ethical consciousness, to the communities to enhance sustainable development of all.

To create a fully-fledged regional centre of excellence in the Agro-ecology and livelihood systems, ACALISE has carefully chosen strategic partners both at local/national (9) and regional/international levels, (7), as well as Associate partners (6) to complement her activities. The partners will be involved in: a) pooling/exchange of expertise and facilities for first class teaching and research (Universities, Centres of Excellence, Research Institutions); b) developing relevant regional curricula (Education institutions, Government, Community, Industry); c) creating rich internship placements and sharing of hands on experience (industry, experts, community); d) enhancing value addition and commercialization of innovations particularly through industry and private sector; and e) carrying out action-research in the community (research institutions, community, experts).

### **Governance and management**

ACALISE will be Governed by the ACALISE board composed of representatives from ACALISE management, University management, participating Faculties, partners, industry, and Government ministries. The duty of the Board will be to provide oversight and direction for ACALISE Vision and Mission as well as providing guidance to the management committee. The Board will convene at least twice a year to approve reports for submission to World Bank but also to ensure that the project is on course.

The day to day management will be provided by ACALISE management committee (see Fig. 1) composed of the Project Leader, Principle investigator and two other project executive members. The committee will work together with other project officers that will be recruited at the project inception. ACALISE will as much as possible operate within the Uganda Martyrs University policy framework and in line with the World Bank requirements. In all situations, the project will operate under the Laws of the Uganda but will be cognisant of international laws since ACALISE is a regional initiative.

### **Torching the future**

ACALISE is a five year Capacity building project. Within five years, the project expects to make a significant difference in terms of human resource development in the region but also to bring about general transformation in terms of research, livelihood outlook as well as health status. However, if this is to be achieved, there is need to execute business not as usual. In order to achieve the project objectives there is need to change the mind set not only of the project staff but also of the project beneficiaries. A lot must change. The way training and research is executed must point to the envisaged success of the project. For example, action research should be promoted and student centred teaching ought to be encouraged to make students think for themselves. Research without innovation and publication must be

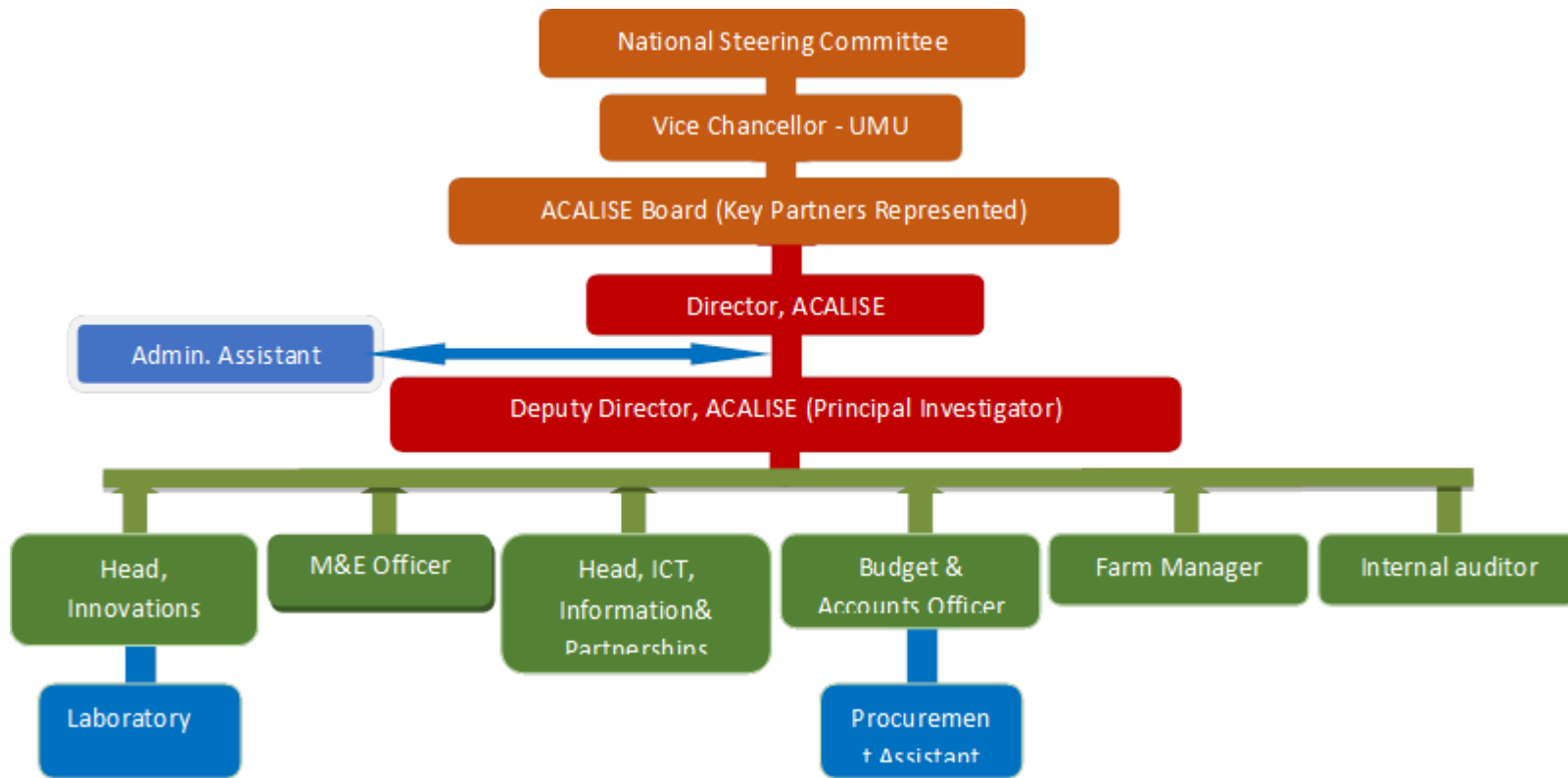


Figure 1. ACALISE organizational chart

discouraged. We believe this is possible due to the zeal exhibited by the project management so far and the carefully chosen partners most of whom already show the required attributes for the desired change. The challenge is that there is always a tendency for people to resist change especially when the change does not give rise to immediate results. Capacity building will surely and steadily bring about the required change but it takes time to translate this into sustainable development the project foresees to cause. With the fertilized seeds of sustainable development already sowed through UMU alumni that are endowed with ethical values, ACALISE sees a big beam in the tunnel emitting rays of innovative transformation in the region and beyond.

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