

Regional Universities Forum for Capacity Building in Agriculture Secretariat Quarterly Report

1 April- 30 June 2018

Summary

This report presents key highlights of progress and achievements made in the period 1 April to 30 June 2018 (fourth quarter of the Financial Year 2017/18). Overall, the Secretariat continued to prepare itself to implement the approved Vision 2030 Strategy for the Secretariat. The key achievements during the period were:

- a) The RUFORUM Vision 2030 Strategy highlights the important role of interdisciplinary research and bringing scientific advances in other fields to support agricultural growth. RUFORUM Secretariat responded to emerging demands for members to engage beyond faculties/colleges/schools of agriculture to ensure that other science fields including basics sciences, health, and education and others that support agricultural development and innovation can be harnessed for impact at the community level in line with national level priorities.
- b) We finalised a functional analysis to support greater alignment of Secretariat human resources and functions towards implementation of the RUFORUM Vision 2030 strategy. The functional analysis implementation will begin 1 July 2018. The functional analysis calls for a new organisational arrangement and structure for the Secretariat that is expected to enhance service delivery and efficiency at the Secretariat in servicing members and the Network.
- c) We supported further refining of the design of the World Bank Strengthening Higher Agricultural Education for Agri-Food System Transformation in Africa (SHAEA) Project. RUFORUM also developed a proposal to the World Bank to act as the Regional Facilitation Unit for the Project. The project will focus on strengthening at least one 'Regional Anchor University' in each focus country (7) to support alignment of university training and other of the associated tertiary education sector, including technical and vocational education and training, with the needs of the agricultural sector. The International Development Association (IDA) project will be implemented in seven African countries (Benin, Cameroon, Cote d'Ivoire, Ghana, Kenya, Malawi, and Mozambique).
- d) We improved recruitment tools and processes for identifying and placing bright but disadvantaged youth from Africa into university education. RUFORUM Secretariat identified and placed **60 BSc (19 males and 26 females)** and Masters (**7 males and 8 females**) Students with support from the MasterCard foundation at two African universities (Egerton University and Gulu University). The focus was on identifying deserving but disadvantaged young people to access higher education and support development initiatives to communities in their home areas.
- e) We strengthened mechanisms for supporting integration of regional students from non-English academic background through facilitating verification of their qualifications by respective national institutions and implementing a rigorous orientation program. The program recognized that students from rural backgrounds require additional support to enable success.

- f) We strengthened the RUFORUM Information Management System (RIMS) by updating processes and functions related to the implementation of the grants management system and the scholarship modules. Further work is on-going to strengthen the RIMS functionality through development of an additional Scholarship module, implement a major upgrade to the platform to increase the system security, implementing additional functions, and building in house capacity with view to migration of the platform to be hosted at the Secretariat¹.
- g) Four preparatory meetings were held for the organisation of the upcoming Sixth African Higher Education Week and RUFORUM Biennial Conference, 22-26 October 2018 in Nairobi, Kenya. A meeting was also held with the Cabinet Secretary for Education, Kenya, HE. Dr. Amina Mohammed. The Government of Kenya through the Ministry of Education accepted to co-host the Biennial Conference in Kenya. She will also host and Chair two Ministerial Round Table meetings that will be held at the side-lines of the Biennial Conference.
- h) RUFORUM supported 28 teams from across the RUFORUM Network to develop and submit proposals to the African Union Research Grants, NORPART and the USAID Feed the Future Call for Proposals on Strengthening Agricultural Innovation Capacities and Future Leaders – African Independent Research (FLAIR) Fellowships 2019 Round.

¹ The platform (both development and live servers) is currently hosted by Aptivate and private consulting IT firm located in the United Kingdom. Aptivate supported development of the RIMS platform and continues to support upgrade and development of additional modules and components.

INTRODUCTION

This Report presents key achievements for the RUFORUM Secretariat during the period 1 July to 30 June 2018 or the fourth quarter of the financial year 2017/18. The Report is arranged by strategic action areas as outlined in the updated RUFORUM Business Plan 2015-2020².

STRATEGIC ACTION AREA 1: TRAINING, RESEARCH AND VOCATIONALIZATION

Community Action Research and practical skills development

Implementation of the Community Action Research Program (CARP)+ continued. The CARPs are designed to “encourage universities to develop and invest in more comprehensive and sustained action research into a particular geographical area or in a selected commodity along the full value chain” and to pilot enhanced partnership of universities with technical, vocational education and training. A total of six CARP+s were awarded during the reporting period (See Table 1).

Table 1 Expanded community action research programmes (CARP+) awarded in the quarter

Project name and title	Focal Value chain	Beneficiary University	Country
Scaling up baobab African baobab food products valuation through enhancement of their safety and value chains for food and nutritional security in Benin (West-Africa)	Baobab	University of Abomey-Calavi	Benin
Making potato value chain enhance productivity and incomes in Uganda	Solanum potato	Makerere University	Uganda
Enhancing agribusiness rice clusters and market linkages for food security and incomes in northern Uganda	Rice	Gulu university	Uganda
Capacity building for micro propagation and certification of cassava planting materials to enhance productivity, incomes and food security and nutrition for small holder farmers in coastal Kenya	Cassava	University of Nairobi	Kenya
Promoting community action research programme (CARP) on the use of tied contour rain water harvesting (TC-RWH) system in small grain and legume production for improved household food security, nutrition and income in semi-arid smallholder farming	Grain legume	Bindura University of Science Education	Zimbabwe
Development of sustainable commercial pineapple value chain system for increased yield and income, and improved livelihood of smallholder farmers in central region of Ghana	Pineapple	University of Cape Coast, Ghana	Ghana

The first round of the RUFORUM Entrepreneurship Challenge Program (ReCAPs) were awarded to nine member universities (see Table 2). For more about ReCAPs see [link](#)

Table 2. RUFORUM Entrepreneurship Challenge Program (ReCAPs) awarded in the quarter

Project name and title	Focal Value chain	Beneficiary University	Country
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² While the RUFORUM Board approved the Vision 2030 Strategy, the report will be the last report to be aligned to the previous RUFORUM Strategic Business Plan 2015-2020. The core areas were further updated in a network review meeting in 2017. Subsequent reports will be reported based on the new Vision 2030 Strategy approved in the October 2017 Annual General Meeting held in Lilongwe Malawi for implementation from the 2017/18 Financial year.

Youth business incubation hub at Bishop Stuart University for innovative and diversified employment opportunities for young graduates	Commercial crops	Bishop Stuart University	Uganda
Leveraging the Makerere University Agricultural Research Institute Kabanyolo dairy value chain for dairy business incubation and skill development-dairy lever among students and smallholder farmers in Uganda	Dairy value chain	Makerere University	Uganda
Empowering Kenyan youth through Agri-enterprise incubation for improved livelihoods and economic development (AGLEAD)	Cereals	Egerton University	Kenya
Enhancing the students enterprise training at Gulu University	Commercial crops	Gulu University	Uganda
Start-up villa UCC_AEE	Commercial crops	University of Cape Coast	Ghana
Building the capacities of agricultural students in entrepreneurship and leadership to improve their professional insertion	Commercial crop	University of Abomey-Calavi	Benin
Venture hub project: V-hub project	Commercial crops	Uganda Christian University	Uganda
Agribusiness innovations for inclusive soybean and honey value chain development in eastern Uganda	Grain Legumes and Honey	Busitema University	Uganda
Bukavu agribusiness incubation centre	Cereals	Université Catholique de Bukavu (UCB)	DR-Congo

RUFORUM Secretariat provided intensive trainings for various research teams during the period to strengthen their capacities to undertake impactful research and to enhance supervision of graduate students (Box 1). The trainings were: a) 15 principal investigators and research leaders implementing the CARP+ projects (6) and RUFORUM Entrepreneurship Challenge Programme (RECAP) Agribusiness Incubation hubs (9), trained in Agribusiness Management (facilitated by the African Agribusiness Incubators Network -AAIN). B) Training in proposal development for 66 researchers' in Sudan and 88 in Uganda (88).

Two TVET – the Northern Uganda Youth Development Centre and Baraka Agricultural College in Uganda and Kenya, respectively, partnered with two Universities (Gulu University and Egerton University) to design and deliver entrepreneurial training at the two TVET institutions. The pilot curricula focused on Piggery value chains. Postgraduate students (35- 23 males & 12 Females) have been recruited through the CARP+. The CARP+ projects are supporting universities to engage with key stakeholder institutions, increasing transdisciplinary research for impact at farmer level. The Seed Potato Value Chain (SPVC) Project in Kenya produced 300 bags (30 tonnes) of clean potato seed and held a

Box 1: Appreciation from a RUFORUM Grantee

We appreciate RUFORUM continuous engagement and availability to support throughout the project period. Although we had weaknesses in reporting, we are pleased to report that the project has also produced numerous positive results. One of the students finalized his studies within 30 months, and we have been able to secure additional funds from two donors: the National Research Fund (NRF) and IDRC to address some of the key gaps identified in our studies. Through these funds, I'm mentoring two research fellows under the African Climate Change Leadership Programme (AFRICLP). In addition, we are finalizing the fodder marketing platform "FodderNet". This information and more are available on our project website where RUFORUM is appropriately acknowledged."

farmers' day (with participation of over 200 potato farmers in Nakuru County, Kenya). Other related stories can be found on our blog; [Community Action research project boosts production of cassava bio ethanol in Apac, Northern Uganda](#), and [An ICT based platform to track and monitor the certification and distribution of clean cassava planting material](#).

Other stories can be assessed at:

- Changing Lives in the community through entrepreneurship. See [Link](#)
- Creating Youth Employment and Food security in my Community. See [Link](#)
- Entrepreneurship training transformed my life. I started three businesses. See [Link](#)

Based on the success of the CARP model, RUFORUM is working with the World Bank through the Strengthening Higher Agricultural Education for Agri-Food Systems Transformation in Africa (SHAEA³) Project to be implemented in six African countries, to scale impact of university knowledge through greater alignment of the tertiary education with the needs of the agricultural sector. The CARP++ model focuses beyond the farm and aims to bring university knowledge to respond to wider issues in the agri-food sector, including agri policy analysis.

Monitoring and evaluation

RUFORUM conducted monitoring visits in Kenya, Rwanda, Sudan and Uganda to provide technical backstopping and implementation oversight of on-going projects. In Kenya, recommendations and commitments for addressing low completion rates were discussed. In Rwanda, the visit resulted into University of Rwanda streamlining processes for mobility of students under the Graduate Teaching Assistantship Program (GTA). The support visit in Uganda resulted in: (a) review of admission criteria for international students under the scholarship programme through establishing mechanisms for provisional admission of students from none English academic background pending verification of their academic credentials by the National Council of Higher Education; and (b) request for RUFORUM to engage across the University beyond the Faculties of Agriculture to specifically include faculties of Science, public health, and education to foster transdisciplinary collaboration in addressing rural development challenge. In Sudan, visits aimed and following up the training of close to 100 Masters Students being funded through RUFORUM and holding discussions with policy makers in the Ministries of Agriculture and Forest and Higher Education and Scientific Research.

Tools for recruitment and training of MSc and BSc students

During the period, the TAGDEV Project Steering Committee met to award 60 additional scholarships to successful applicants from 13 African countries (Benin, Kenya, Lesotho, Liberia, Malawi, Namibia, Nigeria, Rwanda, Somalia, South Sudan, Togo, Uganda and Zimbabwe). The Secretariat further improved recruitment tools and processes for identifying and placing bright but disadvantaged youth from across Africa. RUFORUM Secretariat identified and placed 60 BSc and Masters Students with support from the MasterCard foundation at two universities (Egerton University and Gulu University). The focus was on identifying deserving but disadvantaged young people to access higher education so that eventually they would support development initiatives to communities in their home areas.

³ Strengthening Higher Agricultural Education for Agri Food Transformation in Africa

Enhancing regional academic mobility

The Graduate Teaching Assistantship program continues to accelerate the academic staff mobility among network member universities, which enhances regional mobility, collaboration in teaching, research and outreach. During the period, the Secretariat engaged with the University of Liberia to identify and place eight Liberian students in Kenya, South Africa, Uganda and Zambia. Four other students were placed during the period bringing the number placed during the period to 12, and cumulatively to 175 PhD GTA placements. The program which started in 2016, during the period saw the first three GTA recruited students complete their doctoral studies and return to their host institutions. The students are Dr. Joyful Rugare (Zimbabwean) and Dr. Anthony Mwije (Ugandan) placed at Stellenbosch University, South Africa and Dr. Bwihangane Birindwa (DR Congo) placed at the University of Nairobi. The latter two graduates were also awarded post-doctoral grants to support building of their research careers.

RUFORUM's Post-doctoral training initiative

RUFORUM initiated a post-doctoral fellowship program, by awarding 19 Post-doc fellowships in February 2018. The program is supporting 113 students (MSc 64; PhD 50 and BSc 4) under the mentorship of the postdocs who have been enrolled to pursue their training. A total of 19 review papers by the post-doc awardees have been submitted documenting the state of knowledge in selected areas.

Strategy and approaches for strengthening TAE

RUFORUM is preparing a book to analyse the current trends and developments in the TAE Sector. The book will include a description of the current state of African tertiary agricultural education (TAE) with focus on Universities but also to clarify linkages with the education 'pipeline'. The books Editors have been engaged to provide reviews with the authors continuing to address the review comments. Discussions have also been held with the potential publishers to identify a suitable publisher for the book. The editors are targeting to get the complete first draft by early 2019.

STRATEGIC ACTION AREA 2: SERVICING THE NETWORK

RUFORUM Vision 2030 Strategy

Following approval of the Vision 2030 Strategy during the Lilongwe Annual General Meeting in Lilongwe, Malawi, RUFORUM Secretariat finalised development of the operational plan to guide implementation of the Vision 2030 Strategy. The Board Executive Committee during its sitting on 11-12 May 2018 approved the Vision 2030 Strategy and the first five-year Operation Plan.

Knowledge management

The draft Knowledge Management Strategy was revised to align with RUFORUM Vision 2030 and approved by the RUFORUM Board Executive Committee during its May 2018 sitting. During the same Board Executive sitting other policy related documents were approved including the RUFORUM Expansion Strategy and RUFORUM Communication and Advocacy Strategy. As part of keeping RUFORUM Network stakeholders updated on news and events in agriculture, higher education and related sectors in Africa, 11 editions of the RUFORUM Weekly were produced and shared with the wider RUFORUM Network members who subscribe to RUFORUM mailing list. This RUFORUM mailing list has grown to 14,230 with an increment of 821 subscribers during the quarter. The Secretariat also initiated a higher education media monitoring service. Each week, the Secretariat reviews news in the relevant areas and provides selected articles which are shared with membership and stakeholders. To-date, 19 issues have been shared to stakeholders across the continent and beyond.

To improve access to resources in the RUFORUM institutional repository, the Secretariat commenced review of the repository that is set to be transformed from a hub for storing and accessing documents from RUFORUM-funded research into an interactive knowledge portal. The repository that currently houses over 2,000 publications will, among other things, link to other portals of universities and agricultural research institutions and provide access to the resources held therein, facilitate interaction between users and authors as well as provide greater visibility for authors' works. Administratively, it will be easier to add resources to the platform and user permissions to add their own resources

Preparations for a special edition of the online course on Global Open Data for Agriculture and Nutrition: GODAN were made. 1,070 participants registered for the course that will run from 2-27 July 2018 and will include non-RUFORUM Network members who also applied.

Digitisation for enhanced knowledge management

RUFORUM Secretariat continued to leverage ICT's to strengthen the capacity to achieve its goals and service to the network at large. For monitoring engagements with member universities RUFORUM Information Management System (RIMS) is a very important tool, and the process of re-developing RIMS was initiated. The RIMS will be updated by building an additional Scholarship module, upgrading the software, implementing additional functions, and implementing training for ICT staff at the Secretariat. Various website applications have also been enhanced including a platform for the Young African Entrepreneurs and the SHAEA website.

An online discussion platform (D-group) continues to facilitate dialogue between RUFORUM Secretariat and its stakeholders, for instance a discussion group was created to engage grantees of the TAGDev scholarship to share their experiences. The discussions provided valuable M&E data for the project as well as captured project impact that was documented and shared online.

RUFORUM continued to work with member universities to validate the STI capacity data and actively engaged several development partners to ensure the sustainability of the Higher Agricultural Education Capacity Indicator (HAECI) platform. A proposal was submitted to the World Bank PASET initiative to provide additional funding and functionality to this platform. The platform is due to be launched in October 2018 during the Sixth African Higher Education Week and RUFORUM Biennial Conference in Nairobi Kenya.

STRATEGIC ACTION AREA 3: NEW PARTNERSHIPS AND POLICY OUTREACH

Partnership with the World Bank for Strengthening Higher Agricultural Education in Africa (SHAEA)

The World Bank SHAEA Project development was further articulated during the period. The Project design was improved to include a further focus on strengthening associated agricultural tertiary education institutions in addition to the previous components on 'Strengthening Regional Anchor Universities (RAUs) in Regional Key Gap Areas with Specialization(s)' and Project Facilitation, Coordination and Management. Discussions were held with African Higher Education Centres of Excellence Project managers and partners, the Inter University Council for East and Central Africa (IUCEA) and the Association of African Universities to benefit from experiences of the ACE 1 and 2 Projects. The Regional Steering Committee for the Project was constituted with members from the initial five focus countries (Malawi, Mozambique, Cameroon, Ghana and Cote D'Ivoire) as well as the non-country members which included the Private Sector, Academia and regional institutions. The Project website was also developed and will be launched during the next financial year which starts 01 July 2018 and ends 30 June 2019.

Engaging policy makers for higher education practice and reform

During the period, RUFORUM participated in the Southern African Development Community Conference of Ministers of Basic and Higher Education and Science and Technology that was held in Durban from 17-23 June 2018. RUFORUM was provided with opportunity to make a presentation as a partner to SADC as well as to make closing remarks on behalf of the SADC Partners. RUFORUM was invited to prepare a side event at the next SADC Ministers meeting to be hosted by Namibia in Windhoek that would provide a forum for interaction between SADC Ministers and SADC Vice Chancellors. Malawi Government presented an update on preparation of the Summit of the Committee of 10 African Heads of State championing Education, Science, Technology and Innovation development in the continent. Due to the request by the African Union Commission and the Government of Senegal, which is chairing the C10, the Summit of the C10 has been postponed to a date to be communicated.

Resource mobilisation

During the period, the following resource mobilization activities were undertaken:

- a. RUFORUM signed an agreement with the Dutch Ministry of Foreign Affairs through the Food and Knowledge Business and Knowledge Platform to support financing a convening of a Development Partners meeting in July 2018 to discuss partnership with RUFORUM and the SHAEA Project.
- b. RUFORUM Secretariat engaged National Research Foundation (NRF) of South Africa to seek support for SHAEA, RUFORUM Graduate Teaching Assistant Programme, escalating Doctoral training in Africa, and co-funding Intra Africa Academic Mobility and establishing Research Chairs in selected RUFORUM Member Universities. The Secretariat also held a meeting with the South African Minister of Higher Education, Minister Grace Naledi Mandisa Pandor. Discussions are continuing.
- c. RUFORUM together with the EAT Foundation organised a dialogue on “Transforming Food Systems from the Ground Up Disruptive Dialogue” on 12 June, 2018 in Sweden to provide a platform for open dialogue between smallholder farmers and key stakeholders, including universities, the private sector, civil society, policy makers, and researchers. The ‘Disruptive Dialogue’, discussed different relevant aspects of the question: What is a desirable transformation of the food system from the smallholder perspective, and how do we get there. Participants recommended that:
 - i. The disruptive dialogues are an innovative method of dialogue and RUFORUM should continue to engage with the EAT Foundation;
 - ii. To reach SGDs we cannot avoid thinking of smallholders and there is need to have greater participation of smallholders in future dialogues.
 - iii. There is a need to have greater involvement of governments if greater impact is to be attained.
- d. RUFORUM supported 28 teams from across the RUFORUM Network to develop and submit proposals to the African Union Research Grants, NORPART and the USAID Feed the Future Call for Proposals on Strengthening Agricultural Innovation Capacities and Future Leaders – African Independent Research (FLAIR) Fellowships 2019 Round.

STRATEGIC ACTION AREA 4: STRENGTHENING GOVERNANCE AND MANAGEMENT

Meeting of the Technical Committee

During the period, RUFORUM Secretariat convened the 13th Technical Committee meeting (6-7 June 2018). The meeting provided recommendations for implementation of the SHAEA project as well as for undertaking the 15-year RUFORUM outcome review.

Board meetings

RUFORUM convened the 14th Board Executive Committee meeting and the 19th meeting of the Finance and Administration Committee in Nairobi, Kenya on 11th and 12th May 2018. The Board Executive Committee, among others, received a report from the Technical Committee and report of RUFORUM activities implemented during the period January to March 2018, considered and recommended the admission of 11 universities for membership. The Board Executive Committee also recommended the appointment of Prof. Luke Mumba (Vice Chancellor of University of Zambia) and Prof. Amadou Guiro (Rector USSEIN, Senegal) to replace Prof. Mbatia and Prof. Sinsin (representing Southern Africa and West Africa on the BEC respectively) as their terms of office as Vice Chancellors ended. The Board Executive Committee also reviewed the draft charter for recognition of RUFORUM by Governments of African Member States. The documents was endorsed and recommended for submission to the Member Governments. The Board Executive Committee also on behalf of the Board approved provisionally the 2017/18 financial report, draft budget for the year 2018/19 and the 2018/19 Annual Workplan (Annex 1).

During the quarter, the Secretariat Functional analysis report and a new Secretariat Organogram were approved by the Board Executive Committee. This was in fulfilment of the recommendations of the Board of Trustees meeting in October 2017. The functional analysis recommended a new Secretariat set up which is currently undergoing implementation and several positions will be filled depending on availability of funding while ensuring regional and gender representation.

The Sixth RUFORUM Biennial Conference

During the reporting period, the following activities were implemented as part of preparation for the upcoming Sixth African Higher Education Week and RUFORUM Biennial Conference due to be held 22-26 October 2018 in Nairobi, Kenya

- i. Four preparatory meetings have been held in the organisation of the Biennial Conference, and this includes meetings held 13-16 June 2018; 29 May 2018; and, 22 May 2018;
- ii. A meeting was held with the Cabinet Secretary for Education, Kenya, HE. Dr. Amina Mohammed. The Government of Kenya through the Ministry of Education accepted to co-host the Biennial Conference in Kenya and will send invitations to VIPs. In addition, the Cabinet Secretary, H.E. Amina Mohammed accepted to host and Chair two Ministerial Round Table meetings that will be held at the side-lines of the Biennial Conference
- iii. The Government of Kenya accepted to provide support to the tune of US\$100,000 to cover mainly the costs of participation of Ministers and other dignitaries.
- iv. To facilitate the process of capturing the details of conference participants as well as financial management, online registration for the conference was launched and can be accessed [here](#)

PLANNED ACTIVITIES FOR THE NEXT QUARTER JULY-SEPT 2018

1. Recruit staff for the Secretariat in line with the newly approved Secretariat Organogram

2. Conduct in- country Stakeholders' consultative meetings in Cameroon, Ghana, Malawi, Mozambique, and Cote D'Ivoire to ensure ownership and participation of relevant national stakeholders in the World Bank SHAEA project
3. Conduct the second students' orientation training under the TAGDev flagship programme
4. Undertake the second Tracer study of RUFORUM alumni
5. Conduct an Outcome Assessment of RUFORUM Activities over the last 15 years
6. Engage in resource mobilisation activities for RUFORUM
7. Plan for the October 2018 Annual General Meeting and Biennial meetings

Annex 1. The Approved 2018/19 Work plan

TAGDev: Transforming African Agricultural Universities for Africa’s Growth and Development

Objective: To transform African agricultural universities and their graduates to better respond to developmental challenges through enhanced application of science, technology, business and innovation for rural agricultural transformation

Expected Outcomes:

- *Skilled, adaptive and pro-active graduates responsive to labour market needs*
- *Universities more actively engaged with community and industry in teaching, research and outreach*

Flagship Programme Activities 2018-2019

- 1.1 Support Community Action Research Teams at each university to engage with communities and strengthen commodity value chains for smallholder farmers and agribusinesses
- 1.2 Institutionalize agri-business/entrepreneurship curriculum and short courses
- 1.3 Develop and pilot an agricultural business/entrepreneurship incubator program at selected universities to advance the adoption of new models of agricultural education
- 1.4 Recruit BSc and MSc students and train a pool of early career scientists and development practitioners (TVETs)
- 1.5 Finalise a book on agricultural tertiary education in Africa
- 1.6 Synthesize emerging lessons and develop mechanism for scaling out emerging best practice to the Network

RANCH: Regional Anchor Universities for Higher Agricultural Education.

Objective: To facilitate and escalate setting up networks of linked universities with relevant high-level skills and standards of conduct in the field of agricultural and STI education, research, innovation and learning.

Expected Outcomes

- *Regional Anchor Universities with capacity to address the regional agricultural transformation challenges, including the design and strengthening of research programs in key gaps areas*
- *High impact, demand-driven research outputs and innovations*

Flagship Programme Activities 2018-2019

- 2.1 Undertake country level consultations in selected countries to identify key issues and demands to drive national level activities
- 2.2 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
- 2.3 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
- 2.4 Identify African universities to serve as anchor universities/centres of excellence and academic leaders
- 2.5 Build a platform of complementary partners to facilitate the transformation of universities into world class universities

2.6 Organize visibility events for RUFORUM-inspired training and skilling programs for generating the next generation of science leaders for Africa's agriculture

2.7 Facilitate universities to strategically pursue support and partnerships to scale out research innovations, technology transfer and commercialization

CREATE: Cultivating Research and Teaching Excellence

Objective: To realign universities' research and teaching functions into a more integrated model with a focus on problem solving and enhancing the capacity of the entire university academic practice and outreach system

Expected Outcomes

- *University scholarship and instruction that is grounded in the academic principles of research and evidence, enables students to excel academically, and supports a campus-wide culture that values, fosters, and rewards continuous improvement in teaching and learning*
- *High impact infrastructure, novel curricula approaches, cutting-edge research and teaching facilities and highly skilled faculty*

Flagship Programme Activities 2018-2019

3.1 Initiate establishment of Research Chairs in selected RUFORUM member universities

3.2 Escalate doctoral training to increase the pool of science leaders in Africa

3.3 Support the advancement of quality training and Basic and Applied research through Post-Doctoral Fellowships

3.1 Facilitate Academic Staff Development (ASD)⁴ through Graduate Teaching Assistantship (GTA)⁵ approach and other fellowships

3.2 Support Academic Mobility Scheme (RAMS)⁶ to promote access to quality academic programmes, strengthen inter-regional, inter-cultural exchange and collaboration in the field of higher education

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

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

3.5 Strengthen inter-regional, inter-cultural exchange and collaboration in the field of higher agricultural and STI education and research

⁴ At least 160 students to be placed by the end of the financial year 2018/19.

⁵ This will include support to Seven GTA Doctoral grants under the SENTINEL project.

⁶ To engage DAAD on In-region and In-Country Student Academic Mobility 2018/2019.

K-Hub: Knowledge Hub for University Networking, Partnership and Advocacy

Objective: To facilitate collaboration amongst RUFORUM member institutions and affiliates using up to date information to make substantial structural changes in the way Higher Agricultural Education is organised and operated

Expected Outcomes

- *Greater access to information and knowledge by all stakeholders facilitated by an open access portal with multiple functionalities and systems*
- *Knowledge products that inspire RUFORUM, universities and other stakeholders towards finding sustainable and well researched solutions and impact*
- *Regular events around common interests to share and use information, knowledge, best practice experiences and evidence*

Flagship Programme Activities 2018-2019

- 4.1 Widen and enhance online and offline Information Technology platforms⁷ to facilitate and enhance systematic access to information through continuous analysis of Platform requirements
- 4.2 Improve the functionality of the RUFORUM Repository, linking it to google scholar and working on indexing RUFORUM papers
- 4.3 Promote publication of Africa’s research outputs in the African Journal of Rural Development and other related publications
- 4.4 Design and develop at least one customised RUFORUM e-learning platform based on open source technologies
- 4.5 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.
- 4.6 Training of members on the latest collaborative technologies to facilitate networking among RUFORUM Member Universities, support knowledge sharing and building communities of practice

PROGRAM SUPPORT – Technical, administrative and logistical support

Objective: To enhance the relevance, legitimacy and viability of RUFORUM as a continental Higher Agricultural and STI network and effectiveness of its members to collaborate for implementing its programmes and be held accountable for results

Expected Outcomes

- *A governance structure and processes that provide effective stewardship and oversight*
- *A facilitative, effective and efficient management structure and systems for program elaboration, implementation, and responsibility for results and their quality.*

Flagship Programme Activities 2018-2019

⁷ The platforms are; RUFORUM Information Management System (RIMS); RUFORUM Knowledge Repository; RUFORUM-ASTI Higher Agricultural Education Capacity Indicators (HAECI) portal; RUFORUM Online Impact Portal (OIP); and, RUFORUM websites, email and blog

- 5.1 Convene the Annual General Meeting (AGM), meetings of the Board and its committees, the International Advisory Panel (IAP), and the Committee of Principals and Deans to ensure that the network effectively meets the strategic objectives of the RUFORUM Vision 2030 Strategy
- 5.2 Convene the Sixth African Higher Education Week and RUFORUM Biennial Conference
- 5.3 Recruit Staff for the Secretariat in line with the approved functional analysis to support delivery of the Vision 2030 Strategy
- 5.4 Undertake Annual internal and external audits
- 5.5 Broker alliances and partnerships to assist universities establish delivery networks for scaling-up research outputs, knowledge products and innovations
- 5.6 Prepare and submit at least 20 proposals for university-based research teams and five for the Secretariat
- 5.7 Undertake an Outcome Assessment of RUFORUM investments over the last 15 years
- 5.8 Undertake a Second tracer study of RUFORUM alumni
- 5.9 Engage Member Governments to establish a Charter for legitimization of RUFORUM as an Implementation Agency for Higher Education training in Agriculture and STI in the member countries