

ANNUAL REPORT

2013 · 2014



TRAINING THE NEXT GENERATION OF SCIENTISTS FOR AFRICA

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MESSAGE FROM THE EXECUTIVE SECRETARY



Professor Adipala Ekwamu

The year 2013/14 has been significant to RUFORUM. Firstly, we celebrated our 10 years anniversary which gave us an opportunity to not only review our progress over the last 10 years but also to reflect on our future directions. These considerations will continue into the new year and culminate in the development and launch of a new Strategic Plan (2016-2015) and Business Plan (2016-2020). Secondly, the past year marked the end of Phase I support from the Bill and Melinda Gates Foundation (US\$ 15 million) and commencement of Phase II support (US\$16.23 million) which covers the period 2013–2018. With the funding, RUFORUM has been able to stabilise and consolidate its core activities and strengthen university research and training programmes. We now have a well-articulated Theory of Change (TOC) and we are able to effectively track outputs and outcomes of our investments.

HIGHLIGHTS

RUFORUM secured Phase II funding support from the Bill and Melinda Gates Foundation (US\$16.23M) - including support for nine staff positions.

RUFORUM raised additionally US\$ 12M as direct funding to universities from the ACP – primarily EU support programmes.

RUFORUM automated its financial management system, and to secure approximately US\$1.7M outstanding advances to the universities.

RUFORUM completed the setup of the RUFORUM Management Information Systems (RIMS) allowing users to receive and send information directly to grantees and applicants. This puts us in a better position to track activities, compile and share information.

RUFORUM refined its research thrust to focus on sustainable crop-livestock value chains and awarded 26 new Graduate Research Grants as well as three new Community Action Research Grants. RUFORUM also provided funding to Egerton University in Kenya and Gulu University in Uganda, to pilot an elaborate programme for engaging university graduate and undergraduate students to support systemic transformation of targeted small holder farmer groups from subsistence to commercial agriculture. The aim is to commit universities to engage with communities to catalyse transformation.

RUFORUM continued build on its initiative to strengthen the pool of PhD level agricultural graduates (212 trained to date). Accordingly, the Vice-Chancellors initiated the RUFORUM Graduate Teaching Assistantship (GTA) Programme. The aim of this programme is to increase the

pool of Faculty staff with PhDs by supporting PhD degree training of staff in another member University. Under the GTA, the host University will waive fees for the staff sent from another University, and also provide accommodation. The sending University on the other hand will pay for travel, upkeep and research of their staff. To-date we have received commitment for close to 60 PhD training slots under the GTA. The initiative is to be launched during 2014/15 financial year.

GOVERNANCE AND MANAGEMENT

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

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

CHALLENGES AND OPPORTUNITIES

The main challenge during the period was the staff gap at the Secretariat. Fortunately, the BMGF Phase II support provided funding for 9 staff positions. We have just recruited 3 senior staff, i.e., Deputy Executive Secretary, Manager for Training and Quality Assurance, and Manager Finance and Administration. We are still to fill two senior

staff positions (i.e. Manager Partnership and Business Administration & Manager Planning, Monitoring and Evaluation). We will in the coming period (2014/2015) also recruit other technical support staff.

TARGET MILESTONES FOR 2014/2015

The proposed key milestones for the coming period are:

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

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

Adipala Ekwamu

WHERE WE WORK



RUFORUM has
46 member
universities
in **18**
countries

VISION

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

MISSION

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

IMPACT STATEMENT

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

RUFORUM

THE REGIONAL UNIVERSITIES FORUM FOR CAPACITY BUILDING IN AGRICULTURE

BACKGROUND

RUFORUM is a consortium of 46 African universities operating in 18 countries spanning the African continent.

Resource Husbandry (FORUM) programme funded by the Rockefeller Foundation.

Established in 2004 by 10 member universities and coordinated by a Secretariat hosted by Makerere University in Kampala, Uganda, RUFORUM is registered as an International Non-Governmental Organisation (NGO) and has mandate to oversee graduate training and networks of specialisation in the Common Market for Eastern and Southern Africa (COMESA). As such, RUFORUM is an evolution from its predecessor, the Forum on Agricultural

RUFORUM supports universities to address the important and largely unfulfilled role that universities potentially could play in contributing to the well-being of smallscale farmers and economic development of countries throughout the Sub-Saharan Africa region. The consortium has several unique features for building Africa’s innovation capacity and for engaging universities in development process and practice:

RUFORUM is owned and managed by Africans.

RUFORUM enables joint action through joint faculty appointment for the 46 member universities, payment of local fees by graduate students and national mechanisms (National Forums) which ensure wider stakeholder participation in the RUFORUM programmes.

RUFORUM provides a wide array of training opportunities for stakeholders, and it is currently in the process of establishing credit transfer mechanisms among the member universities.

RUFORUM derives its agenda largely from the continent wide policy frameworks especially of the African Union - New Partnership for African Development (NEPAD), Comprehensive African Agricultural Development Programme (CAADP), The African Union Science, Technology Innovation Strategy for Africa (STISA 2024), The African Union Policy Framework on Revitalising Higher Education in Africa, the Sub-Regional Multi-Country Agricultural Productivity Programmes, and The National Poverty Reduction Strategy Papers (PRSPs) of the member states. As well as constant review of global trends and foresight planning to ensure Africa had the required capacity for global competitiveness.

See more at: www.ruforum.org/about-us



HIGH QUALITY REGIONAL
COLLABORATIVE DEGREE
PROGRAMMES

HIGH QUALITY REGIONAL COLLABORATIVE DEGREE PROGRAMMES

In 2008, RUFORUM launched an innovative regional approach of building capacity of member universities to offer quality graduate training programmes, and training Africa's next generation of agricultural scientists through mobilising regional capacities and international partnerships.

One component of this regional approach was the launch of the coursework-based PhD Programmes and MSc Regional Programmes. RUFORUM supported regional MSc and PhD programmes are designed in response to specific capacity gaps within the realm of agriculture in Eastern, Central and Southern Africa and in support of the Comprehensive African Agricultural Development Programme (CAADP).



RUFORUM's High Quality Regional Collaborative Degree Programmes

Specifically, the regional programmes are designed to address:

1. The need to build the teaching and research capacity of member universities in order to strengthen MSc programmes, initiate PhD programmes and improve the quality of graduates.
2. The need to enhance capacity for training and research that targets improving food and nutrition security, and access to knowledge.
3. The need to build capacity in important areas of agriculture which remained neglected during the ten years of the old FORUM programme of the Rockefeller Foundation.

ACHIEVEMENTS

KEY PERFORMANCE MARKERS FOR 2013/2014

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

IMPLEMENTATION OF REGIONAL PROGRAMMES

The regional MSc and PhD Programmes have been hosted at seven RUFORUM Member universities in Africa. These universities were selected because of their comparative advantage in terms of the technical staff and state of the art facilities to support the implementation of the programmes. Results from the recent RUFORUM tracer study commissioned in 2014 indicates that the postgraduate regional training programmes have contributed to rebuilding of staff numbers, skills and competencies for teaching and research at RUFORUM Member Universities; National

Agricultural Research Institutes, ministries and NGOs. To date, a total of 212 PhD students have been trained through the innovative regional PhD Programmes, 1283 MSc graduates trained in Member Universities and over 250 publications produced. Many of the graduates returned to their home countries where they have been appointed to senior university management leadership positions such as deanships and heads of departments. Thus promoting change in the region by contributing to RUFORUM's goal of building capacity for research and training.

PROVISION OF GRANTS TO SUPPORT THE REGIONAL PROGRAMMES

During the year, three categories of grants were awarded to support students enrolled in the RUFORUM Regional Programmes without funding for their tuition and/or

research. The table below indicates the categories of grants awarded in 2013/2014.

TYPE OF GRANT	STUDENTS AWARDED	NATIONALITIES
Doctoral Finalisation Grant	10	Kenya (3) Sudan (1) Uganda (3) and Malawi (3)
Doctoral Research 2 year Grant	11	Ethiopia (2), Kenya (2), Zambia (1), and Uganda (6)
Full grants for 3 years	8	Ghana (2), Nigeria (3) and Uganda (3)

BUILDING SCIENTIFIC CAPACITY FOR AFRICAN AGRICULTURE: START WITH BASIC SCIENCE

If the world was re-measured according to science output, Africa, the world's second largest continent in area and population, would disappear. This is worrying for Africa's development, considering that science and technology is essential for economic and social transformation of any society.

With agriculture as the key driver of most economies on the continent, Africa is focusing on optimising its agricultural sector. To achieve this a lot of emphasis has been placed on development and adoption of technologies to enhance productivity but without local scientists, this may remain a dream. With the declining popularity of sciences - particularly agricultural sciences - versus arts courses in schools the situation could worsen. Africa's shortfall in agriculture science expertise is well recognised and efforts have been made to remedy it through supporting training at the tertiary level. However, little attention has been paid to the basic sciences which provide the basis for all science disciplines including agriculture. How can Africa increase its pool of agriculture scientists?

To bring science to the forefront of agricultural transformation, the African Union Commission has conceived the Science Agenda for Africa Agriculture (S3A) an initiative being led by the Forum for Agricultural Research in Africa (FARA). Speaking at the 4th RUFORUM Biennial conference, FARA's Executive Director, Dr. Yemi Akinbamijo, described the Science Agenda as a *"reference articulating the science, technology, innovation, policy and social learning that Africa needs to meet its goals of agricultural transformation."* One of its pillars is developing capacity at the national level through developing and sustaining basic science.

The Science Agenda seems to have one foot in the door as ministers from Ghana, Mozambique and Uganda who also spoke at the event stated that their countries are already taking action to promote science education whose popularity seemed to be dwindling vis-à-vis the arts. Ghana, for example has a policy requiring that university admissions comprise of 60% of students science, although it has not been reached. In Mozambique, the government supports the education of children with potential to pursue science and technology courses.

Three key actions to promote basic science:

- Demystify science, technology and innovation as something everybody can do
- Extend reforms in science teaching down to the lower education levels
- Encourage specialisation in the various science disciplines only at the higher levels

The development of basic science expertise will not only benefit agriculture, but other science disciplines as well. Careers in agriculture should therefore be aggressively marketed so as to become attractive to the budding generation of scientists. It would be a loss to the cause of the Science Agenda if Africa were to train scientists who end up shunning agriculture at the stage of specialisation. Furthermore, as agriculture is a convergence of many scientific disciplines like engineering, biotechnology and medicine the sector should devise means to take advantage of expertise in these disciplines to compliment its interventions if a technologically-driven transformation is to be realised.

TRAINING IN AGRICULTURAL INFORMATION AND COMMUNICATION MANAGEMENT AT HARAMAYA UNIVERSITY IN ETHIOPIA

The RUFORUM Secretariat secured funding to train 10 students under the Agricultural Information and Communication Management (AICM) Programme hosted at Haramaya University, Ethiopia. Out of the 10 nominations, five have been given to Ethiopians who

will join the course as local students and the remaining five have been distributed as follow; two Ugandans, two Tanzanians and one Botswanian. The students will begin the first semester in the beginning of the financial year 2014/2015.

SUPPORTING THE CAPACITY DEVELOPMENT FOR SOKOINE UNIVERSITY OF AGRICULTURE IN TANZANIA

Since March 2012, the RUFORUM Secretariat has been subcontracted by the American Ohio State University under the USAID's Feed the Future Programme to coordinate a five-year post graduate exchange programme for 30 Tanzanian MSc Students. So far 32 students have been placed at the various RUFORUM member universities.

The placement has been done in phased approach which has a total of three cohorts. Accordingly, for the 2013/2014 financial year, RUFORUM made placements of the last

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

LAUNCH OF THE GRADUATE TEACHING ASSISTANTSHIP

In September 2013, the vice chancellors through the Board of Trustees agreed to launch a joint training programme to support the capacity building of their own staff members through Graduate Teaching Assistantship (GTA), which is a staff exchange facility for training at master and doctoral levels. Priority has been given to doctoral training focusing on the RUFORUM regional post-graduate training programmes as well as other existing university programmes in line with each member university's priority need for academic staff development.

Key milestones

1. 35 member universities endorsed the MOU on GTA agreement
2. Two sensitisation meetings on GTA held with Deans of Faculty of Agriculture at the RUFORUM member universities.
3. A total of 165 skills gaps identified by the member universities to be addressed by the GTA
4. A total 63 GTA slots have been confirmed from September 2013
5. An online application form for GTA has been prepared and shared

TRAINING IN MASTER OF SCIENCE IN RESEARCH METHODS AT JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY

RUFORUM secured funding to support the MSc training at Jomo Kenyatta University of Agriculture and Technology (JKUAT). During the year, 14 scholarships were awarded for training under the 5th cohort of the MSc Research Methods Programme. The new online application form attracted 441 applicants who all created accounts in the online RUFORUM Information Management Systems. Out of

these, 169 completed their accounts fully. The 14 students who were awarded the scholarships are from Burundi, Ethiopia, Malawi, Kenya, Rwanda, Namibia, Sudan, Tanzania, Uganda, Zambia and Zimbabwe. Additional resources were mobilised from ACP/SHARE project to support six other students to be trained in this programme.

SKILL ENHANCEMENT TRAINING COURSES

Skill enhancement training courses are provided to RUFORUM postgraduate students and university staff to broaden their opportunities and knowledge in developing and strengthening the necessary skills in the chosen area/field of study. The skill enhancement trainings have also

proved to fill out the gaps in the academic growth curve of both students and staff at the RUFORUM member universities. During the year, six skill enhancement training courses were executed for both staff and students.

RUFORUM's Skills Enhancement Training Courses

- **Scientific Data Management** in July 2014 in Kampala Uganda.
28 postgraduate students under the regional programmes were trained
- **Proposal Development** in October 2013 at Makerere University in Uganda.
A total of 28 postgraduate students were trained.
- **Proposal development** In October 2013 at Lilongwe University of Agriculture Natural Resources, Malawi.
A total of 20 postgraduate students were trained.
- **Value Chain Training** course in December 2013, Entebbe, Uganda.
A total of 25 scientists and students were trained
- **Food Systems and Nutrition** in December 2013, Entebbe, Uganda.
A total of 22 scientists and students trained
- **Proposal Writing and Journal Publication** in April 2014 at the University of Nairobi.
A total of 50 postgraduate students for the Faculty of Agriculture and Veterinary Medicine were trained
- **Scientific Data Management** in March 2013 at Sokoine University of Agriculture in Tanzania.
A total of 35 students were trained.

STAFF EXCHANGES

With an aim to provide collegial exchanges that will enhance the faculty teaching and research and cross learning of programmes in Eastern, Southern and

Western Africa, four staff exchanges were facilitated by the RUFORUM Secretariat during the year:

NAME, POSITION AND INSTITUTION	PURPOSE OF VISIT
Professor Jibrin from Bayero University, Nigeria	Visited the College of Agriculture and Veterinary Science of the University of Nairobi. The aim was to explore opportunities for collaboration and in particular discussions regarding staff from University of Nairobi's Drylands Programme supporting University of Bayero to set up a similar programme
Professor Love Akonye, Dean Faculty of Agriculture, University of Port Harcourt, Nigeria	Visited Makerere University with an objective to develop collaborative arrangements between Makerere University and University of Port Harcourt. The discussions included building training programmes for students and staff at the University of Port Harcourt, sharing approaches and lessons learned for quality assurance measures for student training and research, and opportunities for future joint actions between the two universities.
Professor Patrick Rubaihayo, the Coordinator for the PhD Plant Breeding and Biotechnology Programme – Makerere University, Uganda	Visited University of Ghana to explore opportunities for collaboration and staff and student exchanges.
Professor Thomas Adjadeh, Head of the Department of Soil Science, School of Agriculture at University of Ghana	Visited Makerere University in September 2013. He visited the College of Agriculture and Environmental Sciences. Discussions were held on opportunities for collaboration in areas such as staff and student exchange as well as joint proposal development.

The staff exchanges build relationships between universities that enable future transfer of skills and experience; facilitating and sharing knowledge and best practices; building capacity; joint resource mobilisation and fostering professional development for individuals with potential for

accelerated learning. One of the year's major achievements from the staff exchange initiative was the joint proposal development that led to the award of USD 10.5 million by European Union through the Intra ACP Mobility Scheme 2013.



INNOVATIVE RESEARCH
THROUGH COMPETITIVE
GRANT MECHANISMS

INNOVATIVE RESEARCH THROUGH COMPETITIVE GRANT MECHANISMS

RUFORUM implements its mission through a range of activities but at its core is the Competitive Grants System (CGS). The CGS is directed at the increased contribution of graduates and research products from RUFORUM member universities to smallholder livelihoods and rural development. The objective is to produce high-quality innovative and entrepreneurial graduates and dynamic

universities that are strong actors in national innovation systems and that champion the production of quality graduates, research outputs and policy information that underpin poverty alleviation and economic growth.

The CGS incorporates a number of different competitively awarded grant programmes including:

RUFORUM'S COMPETITIVELY AWARDED GRANT PROGRAMMES

1. Graduate Research Grants (GRG) for projects
2. Community Action Research Programme (CARP) to establish a platform for universities to link with communities and other stakeholders in action research Field Attachment Programme Awards (FAPA) to intern with prospective employers and work with the clients of their research on uptake, after handing in their theses.
3. Doctoral Grants that provide a range of scholarships and grants
4. Nurturing Grants
5. Field Attachment Programme Awards (FAPA)

Through these grants, RUFORUM contributes to improving the quality and relevance of its research and students, to university outreach, and to its potential as an impartial national and regional platform for all stakeholders to engage in the value chain. Most of the awards also require working with undergraduate research assistants to expose them to the opportunities and issues to be addressed in further studies.

The CGS emphasises participatory action research, linking faculty and students with rural communities, promoting inter-disciplinary research and encouraging multi-agency teams to create impact across the region. The CGS provides the opportunity for universities to encourage participatory research by faculty and students working in partnerships with the farmers and other agencies involved in research and development.

ACHIEVEMENTS

KEY PERFORMANCE MARKERS FOR 2013/2014

GRADUATE RESEARCH GRANTS AND DOCTORAL GRANTS

The Graduate Research Grants (GRGs) are the primary focus of the RUFORUM Competitive Grant System and studies have shown a high completion rate of students, over 97% remaining in Africa, high employment rates, and significant impact of their research on rural livelihoods.

The doctoral grants include a range of grants and scholarships that are targeted at expanding the CGS to include more doctoral students. It was motivated by the need to support field activities during PhD studies and to ensure that there is an emphasis on participatory, action research. It is also a mechanism to provide opportunities for regional students to attend courses outside their home countries and give impetus to upgrading, and diversifying, the qualifications of faculty throughout the region.

Over 50% of 2009 and 2010 projects have finalised activities and for the remaining half, no-cost extensions were granted to enable the research teams' to wind-up and submit the final reports, which are expected in June 2015. The 2011 and 2012 projects are all on schedule and they are expected to close in 2015. The implementation of competitive grants schemes for the GRGs has so far yielded 60 completed theses, and over 250 publications

including journal articles, extended abstracts, policy briefs, working papers, etc. Publications and testimonies of most significant change arising from implementation of GRG projects have been shared widely.

The 2009 and 2010 principal investigators have documented their experiences and profiled 13 of these captured as most significant experiences and testimonies of implementing participatory research. In addition to the three PhD students supported under the CARP Projects, Doctoral Research Grants were initiated with support from the Carnegie Corporation. With this support, 10 students (four females and six males) have been awarded completion grants and another eight (two females and six males) awarded full scholarships. The 2-year grant from Carnegie is supporting an additional 11 students (three females and eight males). This compliments the PhD training programmes, which are designed to generate a cadre of scholars to support the process of building and implementing quality Masters Programmes at member universities. The PhD training programme was reported in more details under the Training and Quality Assurance Unit. For the GRGs, the 5th Call for Proposals was published and processed and 26 projects have been selected for funding.

GRADUATE RESEARCH GRANTS AND DOCTORAL GRANTS

The Field Attachment Programme Awards (FAPAs) are designed to encourage students to follow through with the

dissemination of their research and enable them to link more closely with the agencies working in the area where

their research was carried out. It is established for those students who have developed a useful intervention, product or service as part of their Project. A total of 52 FAPAs have so far been awarded and implemented. The FAPA is only awarded to students who are at their final stage of thesis completion and the Activity Year 2013/14 had more of the awards because many students had moved to completion status of their MSc studies. Based on feedback from stakeholders, the FAPA is viewed as an effective approach for dissemination of research outputs and there is strong interest in the programme by non-academic actors in ARD.

FAPA is meeting its objectives of linking thesis research findings and recommendations to application and use at community level. The FAPA grants are intended to provide opportunity for dissemination of research outputs with a view to inform policy development and hone students skills in participatory (with communities) problem identification and articulation of complex research. Policy briefs and newsletter articles from FAPA implementation have been generated and published. In the coming year activity year, at least 10 FAPA projects will be awarded.

INSTITUTIONAL STRENGTHENING/NURTURING GRANTS

The Nurturing Grants are allocated to provide additional Graduate Research Grants proposal submission support to new member universities and to provide grants with greater mentoring input. As such, the Nurturing Grants are intended to enhance broader participation in the CGS by all Member Universities in general and newer members to

the network, women Principal Investigators (PIs), and those universities historically only accessing a few of the GRGs in particular. This allows the quality and competitiveness of the GRGs to be maintained while also allowing for broader inclusion and greater equity. In addition to nine on-going grants, eight Nurturing Grants were awarded as follows:

AWARDED NURTURING GRANTS

1. Strengthening crop-livestock value chain research in dryland ecologies of Ethiopia and related ecologies at Mekelle University
2. Reinforcing efforts towards establishing postgraduate Programme at University of Burundi
3. Innovative engagement of rural communities through student internship programme at Egerton University
4. Launching MSc. Agri-Enterprise development and MSc. Food Security and Community Nutrition at Gulu University
5. Finalising development and piloting a regional MSc. Monitoring and evaluation hosted by Uganda Martyrs University
6. Strengthening University outreach and Agri-entrepreneurship training for community transformation in Northern Uganda
7. Institutional support to the National University of Lesotho
8. Development of appropriate financing models for smallholder holder agricultural enterprises prioritisation of summative entrepreneurship models through participatory action research at Makerere University

In terms of nurturing grants at member universities, a total of 16 nurturing grants are on-going covering topics including climate change; gender; agricultural information

and communication management and these are designed to train at least nine staff at PhD level and 48 at MSc level.

COMMUNITY ACTION RESEARCH PROGRAMME

The Community Action Research Programme (CARP) grants have been designed to encourage universities to develop and invest in more comprehensive and sustained action research and to establish a platform for engagement with all the stakeholders. Each CARP is required to focus on a particular geographic area, or in a selected commodity, and to nest their research along the full value chain. The CARP was designed based on the successful scaling out of GRGs by some member universities and faculty members with GRG projects that have demonstrated potential are particularly encouraged to apply.

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

The pilot CARP projects are expected to provide lessons and experiences relevant for integrating and influencing aspects of experiential learning into the university research and training programmes. They have proved to be a powerful mechanism for outreach to end-users along different value chains. For instance monitoring and fields visits have reveal that the Moi University (now University of Eldoret) CARP project had effectively engaged over 18,000 farmers working with farmer groups to address constraints in legume-based cropping systems; the Bunda College

(LUANAR) Team have reached out to over 600 farmers and have effectively demonstrated various aspects of fish farming to communities; and the Makerere University Team are engaging farming communities to promote technologies for improving legume-cereal technologies. RUFORUM facilitated the CARP Projects at LUANAR and University of Eldoret to mobilise additional resources and these efforts were successful.

In addition to these resources, the two teams at LUANAR and University of Eldoret have also presented plans for a supplementary grant to establish Innovation Platforms for outreach. The Makerere University team has linked up with Grameen Foundation and is in the process of exploring use of ICTs for effective engagement and deployment.

RUFORUM hopes to promote projects under the CARP by building on lessons from partners with longer experience and greater success at running such programmes, such as EARTH University in Costa Rica and Wageningen University and Research Center (WUR) in the Netherlands. However, an important component will also be the sharing of experiences from the pilot participating African universities (Makerere University, Moi and LUANAR) in Eastern, Central and Southern Africa (ECSA) and other RUFORUM member universities. The three teams have already been involved in a meeting together and also with representatives from EARTH University, and WUR to explore opportunities for collaboration.

In the next activity year, the scope of community action research programme at RUFORUM will expand with a focus of scaling up the pilot initiatives to other RUFORUM Member universities in Tanzania and Ethiopia; as well engage with Livestock research. This expansion in scope and scale of activities has already been initiated in 2013/2014 and will be

continued in 2014/2015 with finalisation of existing projects (the three CARP projects) as well as granting process of three more CARP Projects (focusing on three commodity value chains – cassava, wheat, livestock) and preparation for future CARP projects in livestock under the envisaged supplementary support to RUFORUM for sub-granting.



RUFORUM has engaged member universities to participate in National Forum convening activities with emphasis on ensuring contributions to the Comprehensive African Agricultural Development Programme (CAADP) process. National Forum meetings during the reporting period were held in four countries – Uganda, Burundi, Democratic Republic of Congo and Swaziland. Efforts have been initiated to launch National Forums in Ethiopia, Namibia and Lesotho. There will also be focus in the coming activity

year to rejuvenate existing National Forums and link these to the CAADP process in each country.

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

As part of networking, RUFORUM Secretariat has during the period continued to nurture collaborations with several partners including AGRINATURA through the EU–EDULINK and ACP Projects. The linkages with non-academia and other actors in ARD has been strengthened through engagements with the Platform for African European Partnerships in Agricultural Research and development (PAEPARD). Through the PAEPARD, RUFORUM Secretariat

has brought together in the past one year over 30 thematic research teams comprising faculty from RUFORUM member universities to develop networking activities with other actors in various aspects of agriculture and food commodity value chains. Part of the outcome of these convening is the establishment of several Communities of Practice (CoPs) focusing on commodity value chains of interest which have now been established in Eastern and Southern Africa.

IMPLEMENTATION ISSUES

INNOVATIVE RESEARCH THROUGH COMPETITIVE GRANT MECHANISMS

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

- There has been challenges of mobilising effective teams with champions to take lead of RUFORUM Projects and this in away conflicts with the spirit of competitive granting processes. While the Secretariat has desisted from commissioning studies, there has been efforts to reach out to specific research teams to solicit for proposals in response to Calls. This was done through communication to all Deans of member universities.
- Effective engagement of less participating universities continues to be a big challenge but the strategy has been to twin the less participating with the proactive members. This has brought out the value-add of networking and collaboration.
- Efforts to ensure universities in Africa conduct relevant research and training. This can be achieved through promoting experiential learning grounded on Action Research for the various university research teams. Furthermore the experiences of the CARP team can

be used to influence university outreach, teaching and research practice at African universities with a focus to ensure community engagement;

- The pilot CARP projects have proved an effective University based outreach approach for strengthening entrepreneurship amongst smallholder farmers; the pilots now need to be up scaled and this should be part of the design of subsequent projects under the CARP.
- How CARPs can contribute to improving both the quality and relevance of university research and how this experiential based training can be structured to produce effective change agents in society. The CARPs require researchers to package their outputs in ways that are effective for non-scholarly audiences (multi-stakeholder groups along the agricultural and food value chain, including farming communities, private sector and civil society) as well as inform policy in agricultural sector. We will in the coming year scale out, share and deepen this approach with initial focus in Ethiopia, Tanzania and Uganda.



CROSS CUTTING
SUPPORT THROUGH:
MONITORING &
EVALUATION AND
INFORMATION AND
COMMUNICATIONS
TECHNOLOGY

ACHIEVEMENTS

KEY PERFORMANCE MARKERS FOR 2013/2014

NETWORKING & PARTNERSHIPS FOR ENHANCING RUFORUM AS A NETWORK

RUFORUM continuously uses networking as a key tool for enhancing the already existing network and creating value for the member universities and its stakeholders. To ensure dynamic and productive networking, RUFORUM tracks the collaborations and platforms for coordination and learning among the members universities. At the wider network level, RUFORUM monitors signs indicating that the RUFORUM network is becoming a regional reference point for agricultural research and higher agricultural education in Africa. In order to achieve the targets for the above the RUFORUM Secretariat:

1. Organises, supports and implements a number of networking activities.

2. Facilitates sharing of information and knowledge on agricultural research and agricultural higher education in Africa via the repository and other avenues.

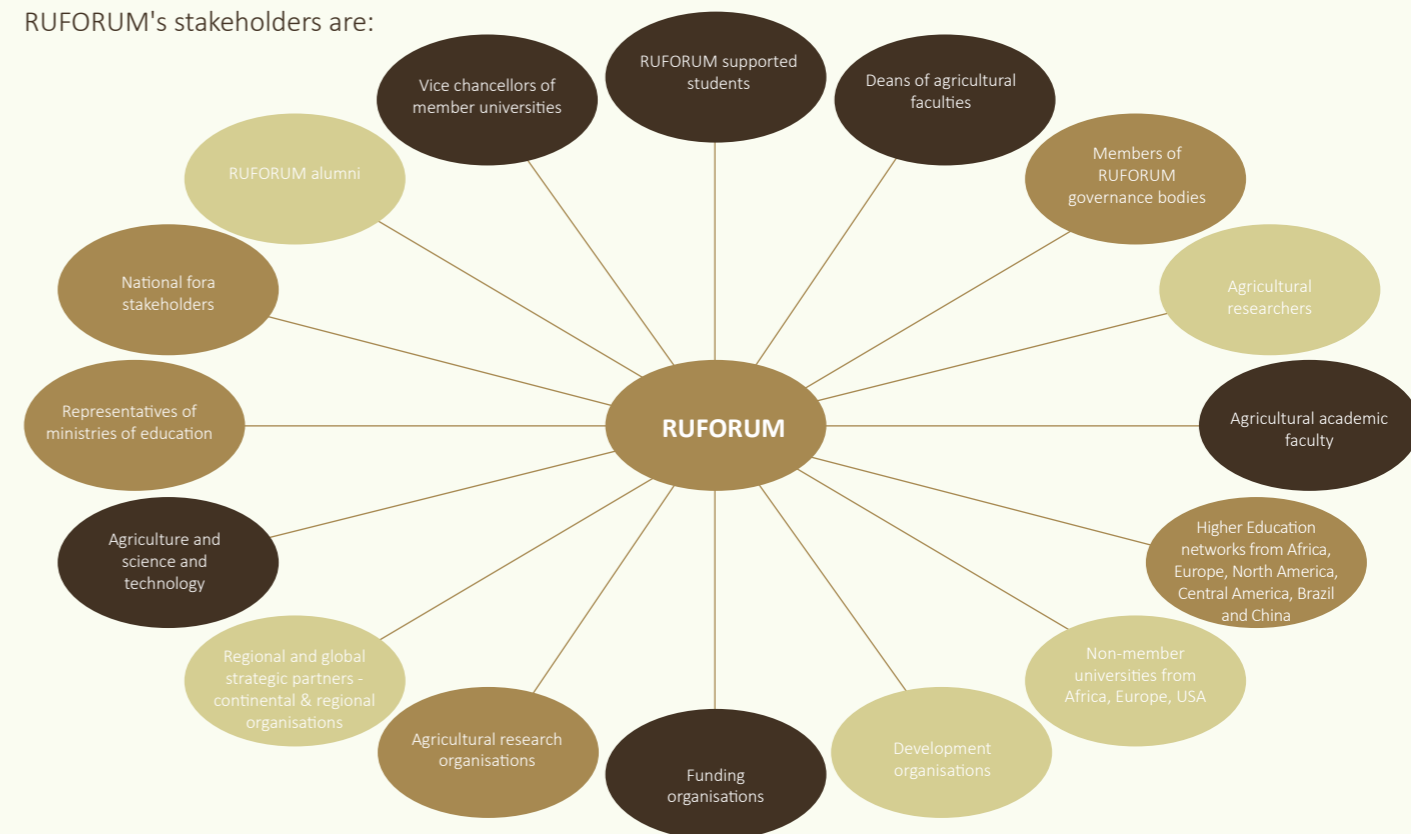
RUFORUM uses its electronic and face-to-face networking platforms to achieve the following goals:

Networking and partnership goals

1. Build professional agricultural research and education communities
2. Engage in policy advocacy – specifically to link to tertiary agricultural education & research policy agenda at continental, regional, and national levels
3. Mentor agricultural post-graduate students so that they champion agricultural development programmes and agricultural research that is responsive to national/ regional development goals
4. Support the participation and voice of women in agricultural research and production
5. Implement common agenda after the identification of common threads
6. Learn and share lessons and best practices in agricultural research and education
7. Engage with non-research actors

WHO ARE WE NETWORKING AND PARTNERING WITH?

RUFORUM's stakeholders are:



OUTCOMES OF RUFORUM'S NETWORKING AND COLLABORATION

INCREASED VISIBILITY During the year, we have witnessed increased visibility of RUFORUM as a key reference platform for higher agricultural education.

The RUFORUM Secretariat is regularly consulted by the United States Agency for International Development (USAID), African Union Commission (AUC), the World Bank, Regional Economic Communities (RECs) as part of joint action amongst member universities and other actors

among several others.

INCREASED COMPETITIVENESS The RUFORUM Network has increasingly become more competitive. Most competitive grants under ACP-EU EDULINK (Africa, Caribbean, Pacific - European Commission), ACP-S&T (Africa, Caribbean, Pacific Science & Technology) and ACP-EU (Africa, Caribbean, Pacific- European Commission) Intra Academic Mobility continue to be won by the RUFORUM member universities.

The RUFORUM Secretariat was consulted and participated in the development of the Pacific Higher Education Network.

STRONG RELATIONS Numerous successful linkages have been brokered by the RUFORUM Secretariat including:

- Haramaya University (Ethiopia), University of Gezira (Sudan), Makerere University (Uganda), University of Nairobi (Kenya), and University of Free State (South Africa) are collaborating to deliver a Master degree in Agro-meteorology
- Makerere University (Uganda), Egerton University (Kenya), Sokoine University of Agriculture (Tanzania), Montpellier SupAGRO (France), University of

Copenhagen (Denmark) and Wageningen University of Research (The Netherlands) are collaborating to deliver a doctoral programme in Agricultural Rural Innovations

- The University of Nairobi (Kenya), Lilongwe University of Agriculture and Natural Resources (Malawi) and Institutions in Ghana and Benin collaborated on a project to promote Neglected and Underutilised Species
- The Platform for African and European Partnerships in Agricultural Research and Development (PAEPARD) to strengthen African Agricultural Research and Development capacities of stakeholders to participate in European-led development initiatives that are more responsive to Africa's development.

SIGNIFICANT NETWORKING EVENTS SINCE 2005

10 RUFORUM ANNUAL GENERAL MEETINGS (AGMs) have been held since 2005. The AGM is one of the seven main governance organs. It is designed to promote ownership of the organisation by the member universities while at the same time ensuring good international practices and quality. The average attendance is approximately 200 leaders in Higher Agricultural Education and Research.

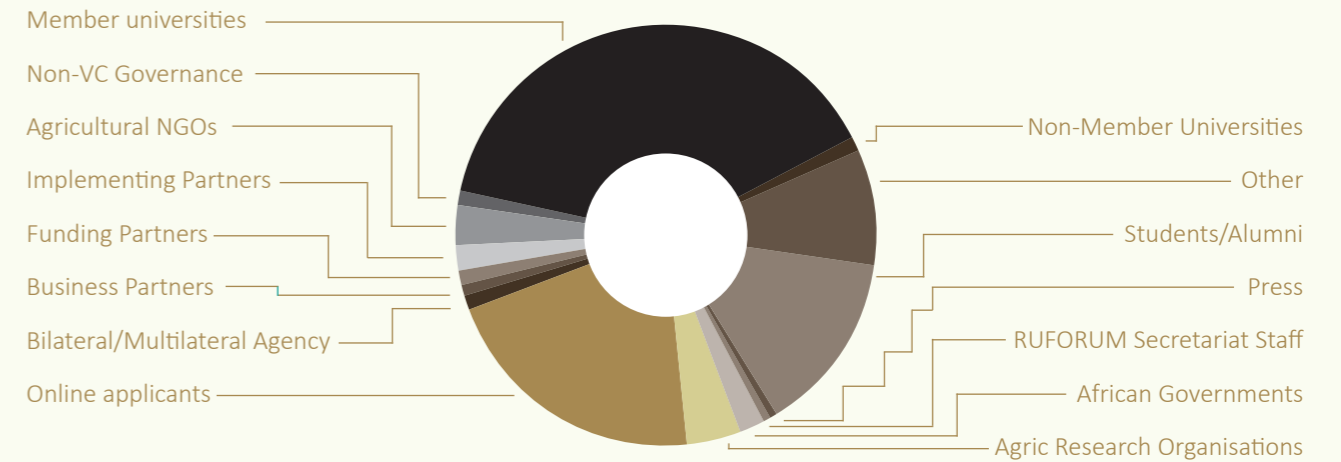
RUFORUM BIENNIAL CONFERENCES have been held every two years since 2008. The Biennial Conference is RUFORUM's most comprehensive meeting for stakeholders in agriculture. It is especially dedicated to graduate students and their supervisors, grantees in RUFORUM member universities and alumni. It is also a platform for peer review, quality control, mentorship, networking and shared learning. In 2014, over 700 participants from 45 countries attended the conference.

THE MINISTERIAL CONFERENCE ON HIGHER EDUCATION IN AGRICULTURE IN AFRICA (CHEA) was held in November 2010 in Kampala, Uganda. It attracted 600 participants from 55 countries. The focus of the conference was advocacy for investments in Tertiary Agricultural Education. CHEA created global visibility of RUFORUM.

MEASURING THE DYNAMISM OF THE RUFORUM PLATFORM

CONTACTS DATABASE AND STAKEHOLDER DIVERSITY The RUFORUM contacts database has 6755 records - 2,648 contacts are RUFORUM university members, 166 are

contacts from African government ministries and 275 from agricultural research organisations.



STATISTICS FROM THE RUFORUM ONLINE PLATFORMS

Website visitors - Between the period of 1st July 2013 and 30th June 2014, a total of 10,489 users visited the RUFORUM website with a total of 26,896 page views.

Social Media Platforms - The RUFORUM social media platforms have become increasingly vibrant – with over 1000 Facebook likes, an alumni membership reaching over 500 members and over 830 following the RUFORUM twitter profile. All these indicate that the work of the RUFORUM network is well-recognised.

REQUESTS FOR COLLABORATION – The RUFORUM Secretariat received a number of requests to collaborate including:

- A memorandum of understanding was signed between the African Union Commission and RUFORUM for cooperation in the areas of S&T research, human capacity development and academic exchange programmes and engaging African governments in higher agricultural education policy issues.
- RUFORUM and CCARDESA signed a memorandum of understanding to collaborate in the areas of human resource development towards increasing agricultural productivity. The RUFORUM Secretariat is in the process of signing a memorandum of understanding with ICRISAT and there are plans to involve students in ICRISAT's work in Africa and elsewhere.

- RUFORUM Secretariat was recently invited by Access Agriculture to sign a memorandum of understanding and to collaborate in promoting the sharing and use of training videos in support of sustainable agriculture, natural resource management and markets in developing countries.

Pomona, Iowa State, and ICRISAT invited RUFORUM to consider signing up to be a member – the collaboration is aimed at revitalising global agricultural education, capacity building and technology transfer. The consortium has already initiated a pilot project in India that will put to practice their concept of developing extensive Massive Open Online Courses (MOOCs) for all service providers and farmers around the world.

Recently the One Science One Agriculture consortium involving University of Florida, Michigan State, Cal Poly

PROGRESS TOWARDS BECOMING A REGIONAL REFERENCE POINT FOR AGRICULTURAL RESEARCH AND HIGHER AGRICULTURAL EDUCATION IN AFRICA

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

MONITORING & EVALUATION

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

The two main roles for the PMEL Unit are:

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

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

DEMAND-DRIVEN RESEARCH, COMMUNITY ACTION, AND INSTITUTIONAL STRENGTHENING GRANTS

Secretariat units were supported to review and refine data collection tools, in line with the RUFORUM Theory of Change (TOC), as and when needed, based on the lessons

learned. This also includes the template for reporting for the students under the regional programmes and the CGS. A major activity this year was to support the development

of the RUFORUM Information Management System (RIMS) by providing necessary guidance and feedback on what is needed for the design of the RIMS module for monitoring the grants and reporting by the Principal Investigators (PIs).

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

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

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

MAINTENANCE OF THE M&E SYSTEM

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

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

M&E ACTIVITIES

The Secretariat, particularly the PMEL Unit, invested much time in migrating data from MS Excel sheets, MS Word documents, and hard copy documents into the RIMS. As a result, the following have been integrated:

- All grants data (290 records: 47 nurturing grants, 237 GRGs and six CARPs)
- The PIs (290) and students for all grants

- Records of about 70% of the 1283 students trained since 1992
- 6300 contacts of various RUFORUM stakeholders
- GO4IT final evaluation (April to July 2013)
- NUS final evaluation (May to December 2013)
- Outreach final evaluation (April to July 2013)

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

Other M&E activities for the period including final evaluations of projects under the three ACP S&T projects:

DISSEMINATION AND ADVOCACY

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

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

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

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

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

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

M&E CAPACITY BUILDING

M&E capacity building is positioned as a core activity in RUFORUM 2011-2016 Business Plan. To develop an M&E capacity building strategy, RUFORUM has collated university specific and regional M&E capacity, capacity needs and demand studies and workshops. The strategy targets capacity strengthening at the Secretariat and at the member Universities, and a draft curriculum for MSc in M&E, which will be launched at the Uganda Martyrs University (UMU) in September 2014, after the approval by the National Council of Higher Education (NCHE) in July 2014.

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

HARNESSING ICT FOR IMPROVED PERFORMANCE AT THE SECRETARIAT AND UNIVERSITIES

The PME unit has worked with the ICT unit to fast-track the development of the RIMS for monitoring purposes for the grants and also for tracking the indicators that relate to the networking function and performance of RUFORUM. Some examples include: monitoring the use of the RUFORUM website, engagement of RUFORUM Secretariat with various

institutions, and citations of RUFORUM as a source of information on higher agricultural education and agricultural research in Africa. The ICT unit has also supported the design of some of the data collection tools/sheets, particularly those in Survey Monkey.

IMPLEMENTATION ISSUES

IN MONITORING AND EVALUATION

The main challenge for the PMEL unit was the fact that the unit had only one staff for much of the time during the year. The demands for systematically organised data that is accurate and complete were high and yet the one staff was also engaged in many other important activities such as overseeing the implementation of the tracer study, three project final evaluations, and preparing project periodic

reports to various donors, amongst others. However the hiring of, initially an intern (who left for further studies in November 2013) and then a data clerk (in March 2014) to support the data migration into RIMS has gone a long way in enabling the unit be able to provide timely and accurate data. The unit is also still being supported by the local firm NIDA, to implement some of the M&E activities.

INFORMATION AND COMMUNICATION TECHNOLOGY

RUFORUM's Information and Communication Technology (ICT) programme forms the backbone of all the programmes being managed by the Secretariat. It also aims to inspire the network member universities to harness ICT opportunities and use them to do business innovatively for the achievement of the intended educational outcomes. During the year, considerable progress has been made to strengthen management information systems through the implementation of a computerised financial management system and the RUFORUM information management system. The key outcomes have been that grantees are able to submit their reports online, students are able to apply for scholarships online and the RUFORUM contacts database with over 6,000 members is accessible online.

The RUFORUM Institutional Repository, indexed by CABI, Google scholar and others, is growing to become the

regional reference point for Higher Agricultural Education in Africa. The RUFORUM website continues to be improved in terms of ease of navigation and the quality of updates. The RUFORUM social media platforms have become increasingly vibrant – with facebook likes reaching over 1000, alumni membership reaching close to 500 members and over 900 following the twitter profile indicating that the work of the RUFORUM network is well-recognised.

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

KNOWLEDGE MANAGEMENT AS A SERVICE TO MEMBER UNIVERSITIES

This component includes the development, review and strengthening of the RUFORUM Communication Strategy and the continuous review of the RUFORUM website. A follow up on the 2009 ICT situation analysis with a focus on colleges of agriculture is planned. The results from the ICT situation analyses will be used to provide information to universities so that they are able to gauge their progress. It is evident that social media platforms offer an alternative method of communicating and the RUFORUM Secretariat will devise ways to keep its platforms active.

Virtual Interns from the Master of Science AICM could be recruited as part of their practical learning to support the RUFORUM online community platforms. Working

with appropriate governance structures and network universities to draft and implement new IPR and open access guidelines and policies as well as e-learning/OER policies is a priority. There are opportunities to draw on the CARPs and GRGs and scale out various ICT methodologies. The Institutional Repository offers opportunities for member universities to profile their research outputs – the ICT programme aims to explore with member universities how best they can make use of the new RUFORUM Institutional Repository. Knowledge continues to be shared through the newsletter, publications, and the institutional repository. The ICT working group is being strengthened to support the RUFORUM ICT Programme.

THE INFORMATION, COMMUNICATION AND KNOWLEDGE MANAGEMENT (ICKM) PROGRAMME IN THE RUFORUM SECRETARIAT

The RUFORUM Secretariat requires a strong ICT platform, which includes a local area network (LAN), access to the Internet, properly licensed software for Secretariat functions and computerised management information systems. In 2013 RUFORUM committed US\$117,000 to

cover aspects of grants, M&E and the contacts databases. A number of key modules remain outstanding--project management; institutional document archiving; tracking the networking function; training and quality assurance; administration and human resources.

AN INNOVATIVE APPROACH TO E-LEARNING

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

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

IMPLEMENTATION ISSUES

IN INFORMATION AND COMMUNICATION TECHNOLOGY

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

- Funding for the ICT infrastructure and systems at the Secretariat - The move towards electronic based systems at the Secretariat requires that we ensure that there are adequate budgets to maintain these systems – both in the form of license fees and technical capacity to maintain and continuously improve the systems.

- Change management needs to be handled carefully - The Principal Investigators (PIs) continue to submit their reports online – skype has been used to engage PIs that have experienced challenges using the online RUFORUM Information Management System.
- E-readiness of member universities - The challenges of engaging Sokoine University of Agriculture in the Agshare II Open Educational Resources project has taught us that it is important to consider the e-readiness of member universities before selecting them as partners in ICT related projects.

STRENGTHENING THE SECRETARIAT, THE BOARD AND ITS COMMITTEES

The RUFORUM Board met as scheduled throughout the year and the Board Members engaged in resource mobilisation activities as well as supporting the process of building strategic partnerships. The Board has continued to reflect and build consensus on issues of importance to the network.

During the year, the issue of quorum which was in the past a constraint to holding successful board meetings was resolved. The quorum is now over 30% of the board members. The Board members agreed to provide opportunity for staff and student mobility that will support PhD training of faculty at member universities. Undertake a Graduate Teaching Assistantship at the host university. The RUFORUM Graduate Teaching Assistantship programme was subsequently launched at the RUFORUM Annual General Meeting held in Kigali, Rwanda in September, 2013.

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

New partnerships were developed or strengthened with EARTH University, Agrinatura, APLU, CTA, IFS, AGRA, CGIAR, ASARECA, SADC, CORAF, NEPAD, AUC, the World Bank, and

relevant networks in Brazil, China and India during the year. In addition, MoUs have been developed with WUR, NRI, Agrinatura, FARA, ATPS, FARNPAN among others. MOUs were signed with CTA and the Indian Agricultural Universities Association. RUFORUM will convene a side event during the September 2014 Biennial to strengthen partnership with Brazilian and Chinese agricultural institutions.

In line with the resource mobilisation strategy and the RUFORUM Business Plan, 15 proposals were submitted over the period to Carnegie Corporation of New York, IDRC, EU EDULINK, ACP S&T, African Union Research call, and the Intra ACP Mobility Programme. Discussion were initiated with the Master Card Foundation and Apsara. Resource mobilisation will remain a key focus thrust of the subsequent period. RUFORUM continues to work with universities to institutionalise the management of the regional training programmes. One important outcome has been the agreement by the Uganda National Agricultural Research Organisation through the Ministry of Agriculture Animal Industries and Fisheries (MAAIF) to train 30 of their staff at RUFORUM member universities.

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



FINANCIAL REPORT

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

COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2014	2014 in USD	2013 in USD
Income	9,090,536	6,063,891
Expenditure	(7,907,302)	(4,943,793)
Operating Surplus	1,183,234	1,120,098
Net Finance Income	9,630	82,029
Surplus for the year	1,192,864	1,202,127
Other comprehensive income	-	-
Total comprehensive incomes	1,192,864	1,202,127

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

RUFORUM's net Finance income includes bank interest and foreign exchange gains. Expenses like staff costs dropped significantly in the current year due to the staffing gap at the Secretariat.

The overall expenditure went up by 60% due to the general increase in administrative expenditure caused by the following:

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

FINANCIAL POSITION AS AT 30 JUNE 2014	2014 in USD	2013 in USD
ASSETS		
Non-current Assets		
Equipment	85,420	179,954
Current Assets		
Advances to member universities	2,466,965	4,618,483
Receivable - member subscriptions	315,353	395,820
Other receivables	14,478	32,439
Cash and bank	3,809,993	272,937
Total current assets	6,606,789	5,319,679
Total assets	6,692,209	5,499,633

ACCUMULATED FUND AND LIABILITIES

Accumulated fund		
Accumulated fund	6,374,842	5,181,978
Current liabilities		
Payables and accruals	317,367	317,655
Total accumulated fund and liability	6,692,209	5,499,633

LIST OF MEMBER UNIVERSITIES AS ON 30TH JUNE 2014

Region	Country	No	University
Central	Burundi	1	University of Burundi
	DRC	2	Universite Catholique De Bukavu
	DRC	3	Universite Evangelique en Afrique
Eastern	Ethiopia	4	Haramaya University
	Ethiopia	5	Mekelle University
	Kenya	6	Egerton University
	Kenya	7	Jomo Kenyatta University of Agriculture
	Kenya	8	Kenyatta University
	Kenya	9	Moi University
	Kenya	10	University of Eldoret
	Kenya	11	University of Nairobi
	Rwanda	12	University of Rwanda
	South Sudan	13	John Garang University
	South Sudan	14	University of Juba
	Sudan	15	University of Gezira
	Sudan	16	University of Kordofan
	Tanzania	17	Sokoine University of Agriculture and Technology
	Tanzania	18	Nelson Mandela Insitutue of Science and Technology
	Uganda	19	Gulu University
	Uganda	20	Kyambogo University
	Uganda	21	Makerere University

Location	Year of joining RUFORUM	Year of establishment	Membership Status	Category
Bujumbura	2009	1964	Full Member	Public
Bukavu	2009	1989	Full Member	Private
Bukavu	2014	1991	Full Member	Public
Alemaya	2009	1954	Full Member	Public
Mekelle	2009	1991	Full Member	Public
Nakuru	2004	1987	Full Member	Public
Nairobi	2004	1981	Full Member	Public
Nairobi	2004	1985	Full Member	Public
Eldoret	2004	1984	Full Member	Public
Eldoret	2013	1946	Full Member	Public
Nairobi	2004	1970	Full Member	Public
Butare	2009	1963	Full Member	Public
Bor, Jonglei State	2014	2006	Associate	Public
Juba	2010	1977	Full Member	Public
Wad Medani	2009	1975	Full Member	Public
Al Ubayjid	2009	1990	Full Member	Public
Morogoro	2006	1984	Full Member	Public
Arusha	2014	2012	Full Member	Public
Gulu	2009	2002	Full Member	Public
Kampala	2009	2003	Full Member	Public
Kampala	2004	1970	Full Member	Public

Region	Country	No	University
Eastern	Uganda	22	Uganda Martyrs University
	Uganda	23	Busitema University
	Uganda	24	Uganda Christian University
	Uganda	25	Ndejje University
Southern	Botswana	26	University of Botswana
	Lesotho	27	University of Lesotho
	Madagascar	28	University of Antananarivo
	Malawi	29	Lilongwe University of Agriculture and Natural Resources (LUANAR)
	Malawi	30	Mzuzu University
	Mozambique	31	Eduardo Mondlane University
	Mozambique	32	Universidade Catolica de Mozambique (UCM)
	Namibia	33	University of Namibia
	South Africa	34	Stellenbosch University
	South Africa	35	University of Venda
	South Africa	36	University of Free State
	South Africa	37	University of Pretoria
	Swaziland	38	University of Swaziland
	Zambia	39	University of Zambia
	Zambia	40	Copperbelt University
	Zimbabwe	41	Lupane State University
Zimbabwe	42	Africa University	
Zimbabwe	43	University of Zimbabwe	
West	Benin	44	University d'Abomey Calavi
	Ghana	55	University of Cape Coast
	Nigeria	46	University of Port Harcourt

Location	Year of joining RUFORUM	Year of establishment	Membership Status	Category
Nkozi	2009	1993	Full Member	Private
Tororo	2014	2007	Full Member	Public
Mukono	2014	1997	Full Member	Private
Luwero	2014	1992	Full Member	Private
Gaborone	2009	1982	Full Member	Public
Roma	2009	1945	Full Member	Public
Antananarivo	2014	1955	Full Member	Public
Lilongwe-Bunda	2012	2012	Full Member	Public
Luwinga, Mzuzu	2010	1997	Full Member	Public
Maputo	2004	1962	Full Member	Public
Reitoria	2010	1996	Full Member	Private
Windhoek	2010	1992	Full Member	Public
Stellenbosch	2013	1866	Full Member	Public
Limpopo	2014	1982	Full Member	Public
Bloemfontein	2014	1904	Full Member	Public
Pretoria	2014	-	Full Member	Public
Matsapha	2009	1964	Full Member	Public
Lusaka	2006	1966	Full Member	Public
Kitwe	2014	1987	Associate	Public
Bulawayo	2014	2005	Associate	Public
Mutare	2004	1988	Full Member	Private
Harare	2004	1952	Full Member	Public
Abomey-Calavi	2014	1970	Full Member	Public
Cape Coast	2014	1962	Full Member	Public
Port Harcourt	2014	-	Full Member	Public



RUFORUM SECRETARIAT

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