




2016

# TAGDev Implementing Partners Planning Meeting



**Transforming African Agricultural Universities to meaningfully  
contribute to Africa's growth and development (TAGDev)**

**The MasterCard@RUFORUM, 2016**

## Table of Contents

Executive Summary .....	2
Introduction .....	3
1.1 Background.....	3
1.2 Meeting Purpose .....	4
1.3 Target participants .....	4
TAGDev Partners planning Meeting Proceedings.....	5
2.1 Call to full commitment and program delivery.....	5
2.2 TAGDev Program overview.....	5
2.3 Budget allocations .....	6
2.4 Implementing Universities preparation and readiness.....	7
2.5 Implementation plan .....	8
2.6 Monitoring and Evaluation for Development.....	8
2.8 Student recruitment and related issues .....	9
2.9 TAGDev Standard Operating .....	10
2.10 Financial guidelines .....	10
2.11 Branding and Communication.....	10
2.12 Knowledge Management support.....	12
2.13 TAGDev Project website .....	12
2.14 The Community Action Research Programs (CARPs).....	13
2.15 Partnerships for training, research and outreach for the TAGDev program .....	13
2.16 Establishing the Coordinating units.....	14
2.17 The MasterCard Foundation visit to Gulu University.....	14
2.18 Next steps, actions and timelines.....	14
Annexes.....	16

## Executive Summary

The TAGDev program aims at strengthening the capacity of African agricultural universities and their graduates to transform agriculture and accelerate growth and development of sustainable livelihoods in Africa. The program will achieve this through transformation of university curricula and allied components that strengthen university capacity to produce graduates with appropriate skills to engage with rural smallholder farmers, agricultural value chains, and communities and further support innovative research that addresses the needs of farming households, and facilitate entrepreneurship development at community level. The program also places a special consideration to linking universities and Technical Vocational Education and Training (TVET) institutions as part of enhancing educational value chain. Curricular of selected undergraduate and postgraduate programs will be reviewed and redesigned at the two early adopter universities (Egerton University and Gulu University) to meet the requirements of capacity development for entrepreneurship and rural community development.

Skills gaps assessment will be conducted especially in the areas of innovative pedagogy, experiential learning, and entrepreneurship among other component areas required to produce change agents, entrepreneurs, rural development professionals and proactive leaders. Based on skills gap analysis, short courses for retooling Faculty at the early adopter universities and TVET institutions will be developed and delivered. The program will operationalize an innovative Community Action Research Program (CARP+) and Entrepreneurship Challenge Program (ECP) through a competitive process that will facilitate greater university-community collaboration and partnership and university-industry-community linkages and inculcate the practical orientation to training of graduates. Best practices emerging from the early adopter universities and the program as a whole will be documented and shared globally as research and policy briefs, research papers in referred journals and conferences.

Implementing partner's workshop involving Egerton University, Gulu University and RUFORUM was held in Kampala from 8<sup>th</sup> to 9<sup>th</sup> August 2016 at the RUFORUM Secretariat to initiate the process of program implementation. This pre-inception workshop was focused on: (i) providing the implementing partners with the detail of the programme as finalized and approved by The MasterCard Foundation; (ii) discuss the budget allocations and budget implications; (iii) develop implementation plans; (iv) develop a draft Monitoring and Evaluation indicators and Strategy; (v) develop strategy and timelines for developing frameworks and guidelines for finalizing key implementation policy documents and strategies; (vi) agree on principles and timelines for establishment of The MasterCard Foundation coordinating offices at partner institutions; and (vii) plan for The MasterCard Foundation team visit to Gulu University.

The pre-inception workshop was undertaken with a range of deliberations and successes, timelines and deliverables developed. The meeting was also graced by the RUFORUM Technical Committee representative and regional mentor in-charge technical backstopping in community action research and development processes. Specific proceedings are documented in this report and relevant annexes have been provided.

## Introduction

### 1.1 Background

The Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) is a network organisation of 60 African Universities in 25 countries. It has over the last 11 years had a focused engagement on impactful capacity development in Africa. It has so far supported the training of 373 PhD and 1373 MSc fellows from across Africa within Africa. Further, RUFORUM has within its refreshed Strategic Business Plan (SBP 2015-2020) recognised that food and nutrition security will remain a key challenge in Africa, particularly with the intensification of climate changes and variability, rural–urban migration linked to a growing youth population, and their impact on human and environment health. As part of its strategic focus to escalate training and capacity building in Africa with a focus on youth from disadvantaged background yet deserving of opportunity to shine and contribute to the development of Africa, RUFORUM in collaboration with Egerton University and Gulu University developed a joint competitive proposal to the MasterCard Foundation for funding support.

The MasterCard Foundation has provided the applicant and its partner institutions a grant for a period of eight years to train a total of 220 students (110 under graduates and 110 masters). The Programme ***“Transforming African Agricultural Universities to meaningfully contribute to Africa’s growth and development (TAGDev)”*** is coordinated by the RUFORUM Secretariat. The TAGDev programme is focused at transforming 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. Through this overall alignment, the programme will contribute to the meeting the African Union human capacity and the Agenda 2063 and the strategic AU frameworks such as the STISA 2024, S3A and CAADP. Importantly, the programme will provide opportunity to the underprivileged yet deserving youth to realise their full potential and become agents of change within Africa.

The TAGDev programme is developed to achieve four broad areas of relevance to Africa’s transformation and development agenda in the 21<sup>st</sup> century. The Programme will accordingly; 1) pilot a new model of agricultural education at early adopter universities that connects tertiary agricultural education to rural communities, with an emphasis on smallholder farmers; 2) strengthen agribusiness/entrepreneurship at two universities and selected TVET institutions; 3) scale the new model for agricultural education to other agricultural universities and TVET institutions; and, 4) increase collaboration and mutual learning among institutions and agencies implementing and influencing innovative Tertiary Agricultural Education for rural transformation in Africa. Through this strategic action, it is hoped that the inability to transform smallholder agriculture, unutilized potential of universities to contribute to agricultural development, and the use of higher education to strengthen the education pipeline from primary through secondary to TVET and universities will be addressed.

## **1.2 Meeting Purpose**

This planning meeting constitutes a pre-inception meeting and is the first after the grant award to RUFORUM Secretariat by The MasterCard Foundation. The purpose of this meeting was to bring RUFORUM and the implementing partners-the two early adopter universities to discuss the action and framework programme. The meeting specifically focused on:

1. Providing the implementing partners with the detail of the programme as finalized and approved by the MasterCard Foundation
2. Discussing the budget allocations and budget implications
3. Developing implementation plans
4. Developing of Monitoring and Evaluation indicators and Strategy
5. Developing strategy and timelines for developing frameworks and guidelines for finalizing key implementation policy documents and strategies
6. Agreeing on principles and timelines for establishment of MasterCard Foundation coordinating offices at partner institutions, and
7. Planning for the MasterCard Foundation team visit to Gulu University

## **1.3 Target participants**

This meeting was internal to RUFORUM and implementing universities. Thus, it involved RUFORUM units including: the Executive Secretary's Office, Grants Management unit, Partnerships, Knowledge Management and Communication, Finance and Administration unit and Monitoring, Evaluation and Learning unit. It also involved the Gulu University and Egerton University bringing together respective key important persons of contact in the respective universities.

## **TAGDev Partners planning Meeting Proceedings**

### **2.1 Call to full commitment and program delivery**

The participants to the meeting were welcome to the RUFORUM Secretariat. In his address Prof. Adipala Ekwamu (Executive Secretary) reechoed to the implementing partners, RUFORUM's commitment to ensure that the program will be successfully implemented. He appreciated the foresighted and highly engaged University leadership at Egerton University and Gulu University for accepting to take part in this challenging yet noble task. As per the guidance from The MasterCard Foundation, Prof. Adipala advised the implementing partners to take into account the directives provided for by The Foundation. Accordingly he called on the partners to establish a coordination office to guide and coordinate the program activities as well as assure transparency. He further advised the partners that the central focus of The MasterCard Foundation is the student, as such, a buy in from all other sections of the university is essential to assure for spill-over benefits as well as opportunity for good psychosocial support. Prof. Adipala encouraged for open and deeper dialogue among the implementing partners.

### **2.2 TAGDev Program overview**

The TAGDev Program focus was discussed. The overall goal of TAGDev is 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. The Project will lead to economic growth and development and sustainable livelihoods in Africa. This project will contribute significantly to efforts aimed at escalating skilled human resources and capacity to meet the AU Agenda 2063 as well as other frameworks such as the STISA 2024, S3A and CAADP. The Program will extend the reach of the university into marginalized communities and provide transformative education that will develop the leaders and innovators to drive sustainable and inclusive economic growth in Africa. The Program will, through innovative approaches that are student centered, improve experiential learning, entrepreneurship skills, ethics and social service of graduates and their mentors and lead to strengthened local and regional institutions. It will support the strengthening and inclusion of TVETs within agricultural value chains and innovation systems.

The key issues arising from this deliberations included:

- I. How to deal with the phenomenon of students attending to farmers near the town and avoiding the far areas since they use a bicycle
- II. The need to understand the meaning of disadvantaged students by the team team vizaviz the MasterCard foundation.
- III. For Gulu and Egerton University, recruitment of students is at the end of August and time is going for students to be considered for the scholarship
- IV. How will the TVETs and universities work together
- V. How will the team document to show that the idea actually works

- VI. With respect to the 2007 Publication of the World Bank, there is need to plan for an additional publication for the project.

The implementing partners observed that;

- I. Most of the research work for undergraduate students will be near the university except for MSc students who will need to travel longer distances. The emphasis for undergraduates attending to small farms is to enable the students have the ability to replicate the business ideas elsewhere.
- II. For guidelines on student identification, the team could use existing ones like the statehouse scholarships.
- III. There is need for both universities to select from the current admissions
- IV. Students from TVETs could join the research teams at the universities
- V. For Gulu University, teams of students received funds to solve a problem of farmers finding difficulty in raising chicks of local chicken

### **2.3 Budget allocations**

Successful program implementation is dependent on the sound understanding of the project available and potential resource. Accordingly the budget allocations and budget shares ought to be well understood. It was noted that:

- i. For short skill enhancement trainings, students from other faculties like education and medicine will be considered to instil innovative thinking.
- ii. The budget for students' welfare is the same for both undergraduate and postgraduate students.
- iii. A lump sum figure exists and therefore there is need for a basis and justification for the difference in stipend of undergraduate and postgraduate students.
- iv. The details for the breakdown of the budget for items such as guild fee, sports fee are at the institutional level. The team at the secretariat will break down the budget.
- v. There is need for guidance on amounts of stipend to students since they will be meeting and sharing information, to avoid consequences that may accrue.
- vi. Any savings that may result from a given activity under the project may be used for recruiting additional students into the program
- vii. Capital expenditure is not funded by the MasterCard foundation
- viii. There is need to think of innovative ways of transporting students while dealing with farmers due to issues of accountability to The MasterCard foundation
- ix. In case of expenses above the budget limits, an inflation rate of 2 % was catered for under the budget to avoid any losses that could accrue from expenditures.
- x. Administrative costs for universities are catered for under student costs under items such as functional fees. In addition, the CARPS also have an administrative budget.
- xi. For Gulu and Egerton University, the coordinator and Projects Assistant needs to be recruited since documentation and record keeping is essential

## 2.4 Implementing Universities preparation and readiness

Egerton University and Gulu University presented their university preparation and readiness to host the students and engage in the entire program process. Each university has had commendable processes of planning and thinking through the program process and implementation requirements. The respective university positions are presented below:

**Gulu University:** The Management of Gulu University has been debriefed on the TAGDev program following the official announcement of the grant. The University Management has endorsed the program and a framework for successful implementation was instituted. This includes allocation of tasks and responsibilities to the Faculty of Agriculture as the lead unit and development of timeline for briefing the respective university system. The deliberations of the University Management were used to inform and constitute a Committee at the Faculty level. Three areas requiring dedicated personnel have been identified including: community engagement personnel, entrepreneurship and a project coordinator. These will be supported by additional staff from time to time. For financial management, finance personnel at the faculty will be utilized. It is hoped that the grant will go a long way in helping the university streamline some of its processes. Gulu University is also engaged with TVET institutions such as the Bobi PolyTechnic. The University Management is awaiting to receive The MasterCard Foundation visiting team.

The Gulu University Academic Registrar observed that:

- I. Students in desperate need may fail to apply to the university and hence miss out the scholarships, and hence there is need to request university administration to accept a special admission for needy students. To access the disadvantaged students, secondary schools and local councils will be requested for recommendation.
- II. In order to adequately service students from different educational systems, a bridging program could be developed at Gulu University and submitted to UNCHE for accreditation. This will only be done if it is absolutely necessary.
- III. In order to enhance participation of the targeted number of females in the program, female applicants will compete amongst themselves other than competing generally with the males. This will assure that the ring fenced opportunities for females are fully filled up.
- IV. The senate may be requested for a special admission and to ensure transparency during admission, the admitted students will have to be followed up to their home residences.

**Egerton University:** The University has taken specific interventions including project governance and structure. Efforts have been taken to secure students accommodation arrangements within the university considering the competitive nature of space allocation. Egerton University management has been debriefed following the official announcement and communication to the university. The Management tentatively suggests the MasterCard@Egerton program component will be hosted at Office of Vice Chancellor



Research and Extension given that it is a program that has a high research investment. The Faculty of Agriculture as host Faculty has had deliberations with Faculty. The Faculty has tentatively identified the cassava value chain, agroforestry, potato-carrot value chain and emerging livestock such as quails and guinea fowls as potential areas where the Faculty of Agriculture staff could develop community action research program proposals in response to the competitive call for proposals.

## **2.5 Implementation plan**

The meeting through a working session developed an expanded activity work plan. The drafting process was however not concluded with the RUFORUM Secretariat, program staff provided with timeline to complete the drafting. During the drafting a number of observations and suggestions including among others:

- I. Given that RUFORUM has a running contract with EARTH University, there is need for EARTH to be a partner in the project, in addition to another partner.
- II. During scholarship application by the students, The MasterCard Foundation will have to approve the procedure, followed by screening of applications by the universities. The admitted students will then be sent to RUFORUM.
- III. English language support be provided to students requiring it prior to the orientation period. The students needing English language support shall all undertake the first course at Egerton university while they await for the orientation program start date. The orientation will take place at Egerton University as indicated in the proposal.
- IV. There is need to budget for a baseline; this will also provide room for articulating the exact deliverables at implementation.
- V. Practical exposure to students will be achieved through the established agribusiness incubation centers will be established. Additionally, since the students develop business plans, opportunities exist for incorporating aspects of working with TVETs since universities have elements not provided by the university curriculum.
- VI. The CARP arrangement will help scale-out TVET activities of Gulu University and Egerton University.
- VII. There will be need to put in place a team that will generate the evidence base such as, the policy briefs needs to be established in order for policy makers to understand such aspects. This can be taken care of with the Faculty release time costs provided for in the budget.
- VIII. There is need to budget for overheads for the universities as it is a university requirement. However, it was also observed that there are several costs that are taken care of in the budget that make the budgeting for over heads quite tricky. A consultation with The MasterCard Foundation need to be undertaken to this respect.

## **2.6 Monitoring and Evaluation for Development**

Participants were taken through monitoring and evaluation for development components particularly because the CARP+ and the Entrepreneurship Challenge Fund will focus on working with the community and industry to achieve community level transformation. In this case it was vital that the participants and program implementers abreast themselves with the tenets required. Accordingly:

- I. A Clear distinction between outputs and outcomes especially for the CARPs was made.
- II. Participants were informed to be vigilant and collect data from farmers in the target districts every year such that by the end of the project, impact is clearly manifested and can easily be tracked.
- III. It observed that funders are often more interested in results at the farm level and therefore the CARPs have to contribute to production and marketing at the farmer level.
- IV. It will be essential to capture the number of stakeholders adopting the shared technologies in order to further devise innovative ways of scaling-up. In all TAGDev project interventions, it will be essential to receive feedback from farmers adapting and those adopting the promoted technologies through the CARP+ arrangement.
- V. A situational analysis will be critical in order to determine what makes research relevant to farmers, and what makes graduates dedicated to rural development. During data collection, there is need to ask farmers the previous situation before the intervention, and this can supplement and confirm the baseline data.
- VI. The impact pathways for the CARP+ is not clear and this will require a thorough thought through.

The above discussion was further expanded by the MEL program unit, with particular observations and recommendations including among others:

- I. The need for the program implementation team to devise specific actions aimed at achieving the outcomes of the TAGDev project.
- II. Developing networking platforms to provide space for students interaction and program level interaction with actors outside the program.
- III. Clearly articulating how students impact communities will be very critical to allow for measurable impact levels per student cohort.
- IV. It is important to make provision for guiding assumptions and risks in order to cater for instances such as failure to achieve the targets for the project.
- V. It will be essential to determine institutional changes at the universities that have accrued as a result of the program at the end of the program.

## **2.8 Student recruitment and related issues**

The meeting discussed and considered issues associated with student recruitment. Partners observed that it was vital to understand the differences in education systems and cycles. It will therefore be critical to provide guidance on how this process will be effected. It was observed that there may be challenges at implementation particularly where the applicant's education system is different from that of Kenya and Uganda. As such, the student application support budget line will be very critical in this process. It was further observed that The MasterCard Foundation prefers their students to complete all the stages of education and hence it may be necessary to collaborate with BRAC, CAMFED, Equity Group Foundation, Makerere University during student recruitment. There could be a possibility of exploring the Government Student schemes as they operationalize criteria for selecting disadvantaged students.

## **2.9 TAGDev Standard Operating**

Considering the breadth and time dimension of the program as well as the nested nature of the actors that are involved in the program as well as those that will be involved in the later time, there is a need for the Standard Operating Procedures (SOPs) to better guide program implementation. Accordingly, the first draft of the SOPs developed was shared with the participants in the meeting. The SOPs addresses the broad issues including the purpose of the program, governance and management, staffing and program unit offices establishment, financial management, monitoring evaluation and learning among others. It was observed that:

- I. The project steering committee needs to be revised based to take into consideration the various components and persons that may play a critical role.
- II. The roles and responsibilities of the students need to be clarified because they have deliverables expected at the end of the project.
- III. Students pass mark be placed at grade B for them to maintain their scholarship. This was deemed important right from the very beginning so that they will have a focused attention to their studies and the program deliverables.
- IV. There is need to finalise other associated documents and send through to the universities particularly the recruitment process and recruitment criteria. The universities need to make available the application templates for joining into the programs.

## **2.10 Financial guidelines**

The MasterCard Foundation financial guidelines were presented to the participants. The gist of the presentation was to disseminate the type of controls The Foundation expects the implementing partners to execute. The main focus issues included:

- i. All receipts of accountability must have a specific format as specified in The MasterCard Foundation eligible receipts. These must have address business location, item purchased, quantity and unit price of the item among other features.
- ii. The financial guidelines were all clarified. Those that remained sticky we to be raised with The Foundation; particularly on the non-payment of per diems and use of payment vouchers.
- iii. It was observed that the students will require sensitization on financial guidelines especially the receipts and adherence to the system to allow for program compliance.
- iv. Though tricky as per diems are not allowed, which conflicts with the standing university processes, the drivers that will be involved in the project at university level will need to be sensitized on the financial guidelines of The MasterCard Foundation.
- v. The current methods of accountability suggested by the Foundation are good internal controls that will help to shape institutional processes. However, there is need to request the Foundation for some flexibility in the processes as overly rigid processes often constrain delivery of activities at university level.

## **2.11 Branding and Communication**

The Partnerships and Business Management unit through the communications, marketing and branding officer oriented participants to the tenets of branding and communication. Key issues raised during this debrief included among others:

- i. All advertorials bearing The MasterCard Foundation Logo must be verified by The MasterCard Foundation for compliance to the guidelines and philosophy of the Foundation. The purpose is to protect The MasterCard Brand.
- ii. Photos of disadvantaged homes/individuals taken by the project must be taken in a format acceptable by The MasterCard Foundation. Photos need to be taken “as is” with written and verbal consent from the owner of the photo before they are used in any publication. Individuals in the photograph must be above 12 years of age and for mothers with children the focus must be on the mother and the child must be secondary to the photo.
- iii. The MasterCard foundation has particular brand guidelines, for example; the size of The MasterCard Foundation logo is very specific, the logo has a minimum free space, the logo must be in the authentic position and colors.
- iv. For purposes of brand identity The MasterCard Foundation shall always be referred to us “The MasterCard Foundation” or “The Foundation” BUT NOT “MasterCard Foundation.”
- v. When citing The MasterCard foundation, it is essential to quote; **“in partnership with”** instead of citing The MasterCard Foundation as a donor. The Foundation prefers to work as a partner. Additionally, when referencing The MasterCard Foundation, a timeframe exists for press releases. The document needs to be shared with The Foundation at least 2 weeks prior to publishing to allow for timely review.
- vi. The boilerplate must not change at all times especially in press releases where The MasterCard Foundation name is involved.
- vii. RUFORUM will develop a TAGDev applicable communication strategy that will allow to fit in The MasterCard Foundation communication guidelines whilst maintaining the RUFORUM Brand name.

In the meantime, the range of communication channels that will be used to disseminate project outputs may include among others:

- Meetings with key stakeholders particularly, RUFORUM Biennial Meeting and African Higher Education Week
- Briefs written and shared within RUFORUM’s weekly magazine;
- In-depth lessons and analysis shared through RUFORUM’s quarterly magazine;
- Feature stories shared through the RUFORUM blog and Youtube and other social media outlets including discussion forums;
- Sharing at workshops, meetings and policy makers at various levels including the African Union and selected Heads of State;
- Journal publications, proceeding articles and review articles (AJRD);
- Informally in meetings at the Secretariat and with partners;
- RUFORUM’s website and blogs. – Developing the Project Website
- For wider audiences through radio and newspaper will be used to communicate for major events held; and
- Greater engagement in social media including twitter, Facebook, Youtube etc. #TAGDev

## 2.12 Knowledge Management support

The RUFORUM has designated a Program Officer to support the TAGDev program with issues relating to knowledge management as [art of institutional processes and streamlining as well as increasing reach of program outputs. In this regard, participants were oriented to knowledge management tenets. It was particularly point out that the program will come up with a cocktail of knowledge products including among others: student theses, publications (journal articles, books), course materials, best practice guidelines, policy briefs, baseline studies, consultancy reports, student internship and attachment reports, progress reports, meeting reports and presentations, impact stories and lessons and experiences among others. It was therefore critical that knowledge management is integral to processes of TAGDev implementation so as to enhance: accountability, support decision making, learning, evidence gathering for advocacy, business continuity and business intelligence and forecasting.

Considering the centrality of knowledge management within the RUFORUM processes, RUFORUM Secretariat will thus support the TAGDev program through:

- Platforms for knowledge exchange (Dgroups, Biennial Conference, National Fora)
- Online platform for course delivery (Moodle)
- Supporting documentation of experiences and lessons
- Knowledge repository for document storage and access
- Project Information Management System (RIMS+)
- Synthesis of data/information/knowledge
- Dissemination of knowledge products (website, RUFORUM digest, blog, Twitter etc.)
- Foster enabling policy environment (e.g. Open access Vs Copyright)

It was observed that in order to ensure smooth coordination and implementation of the knowledge management processes and activities, it is vital that:

- i. A Knowledge management strategy be developed as specified in the proposal.
- ii. Gulu University and Egerton University have knowledge management committees with clear terms of reference.
- iii. Knowledge Management and Communication personnel at RUFORUM and at the Universities need to decode the information and make it user friendly to every audience.

## 2.13 TAGDev Project website

Efforts have been made to commence the project website development to allow for both timely project launch as well as project visibility. A draft structure and website was presented in the meeting. The website brings out the joint partnership between The MasterCard Foundation and RUFORUM as well as with the implementing universities. In order to further the website development, the following comments were raised:

- i. The developer needs to adhere to the specifications as presented in branding and communication apply to the TAGDev website.
- ii. The TAGDev program is outside the scholars program; therefore replace the word **“scholars”** on the **“Scholars Tab”** with **“students”** and do so in all the project website documents.

- iii. Between now and the end of the first quarter, there is need for outputs to populate the website. Implementing partners need to be proactive at delivering the outputs to be populated in the website.

#### **2.14 The Community Action Research Programs (CARPs)**

The CARPs remain very critical in RUFORUM's effort to engage with the communities and other actors particularly primary actors and industry. The CARPs offer such an innovative platform with a clear and trackable impact over time. The following key issues were of focus on the CARPs discussion:

- i. Community Action Research Programs will be managed in full cycle i.e. from development up to implementation.
- ii. There will be a call for concept notes; these will first be screened so as to identify those to invite for full proposal development. This allows for quality projects to be developed with potential for impact.
- iii. There are 12 CARPs projects under the TAGDev program. Four of which will go to the early adopter universities (Egerton and Gulu Universities); these are ring fenced. The other eight remaining will be available on a competitive basis.
- iv. The CARPs need to be rolled out quite early enough to allow for timely implementation within the time frame of the project as a CARP is implemented over a period of 4 years.
- v. For Gulu and Egerton universities, specific value chains and target research teams exist as these have already undertaken preliminary mapping of the focus areas they may wish to engage.
- vi. In the case of all CARPs, there will be a strong emphasis on the sustainability of the action/actions under the CARP.

#### **2.15 Partnerships for training, research and outreach for the TAGDev program**

The RUFORUM Secretariat and implementing partners are taking strategic and focused effort at building partnerships that will facilitate delivery of the project with considerable success and impact. Discussions with potential partners have been initiated to ensure that there is coordinated effort. These include:

- i. Equity Group Foundation and Makerere University to support with recruitment and some of the experiences and lessons from the recruitment and admission processes as well as with relevant contacts.
- ii. African Women in Agricultural Research and Development (AWARD) and Entrepreneurship for Impact Foundation (E4IMPACT Foundation) initiatives to support capacity building for staff and students in various areas including leadership, female mentorship and entrepreneurship.
- iii. EARTH University, initial discussions on what their likely role will be in the community engagement and entrepreneurship.
- iv. Shiloh Farms-support student attachments and community engagement in Uganda.
- v. There have been other varied efforts at to engage TVET institutions, research partners, technical partners, farmers and NGOs. These are still evolving and a better picture of the range of actors and partners in the implementation will be made available as the project implementation gears up.
- vi. It was observed that as universities develop proposals, they will need to determine partners they prefer to work with under the CARPs. The range of partnership that will have potential to deliver real and meaningful impact will be critical.

## 2.16 Establishing the Coordinating units

The meeting also discussed the need to establish coordinating units at respective institutions. At the RUFORUM Secretariat, the unit was already formed with a designate Regional MasterCard@RUFORUM coordinator appointed. The other remaining positions under the RUFORUM Secretariat will be filled in due course. On the part of implementing universities; initial discussions had been held at respective institutions with considerable progress on how the coordinating units will be structured. However, it was noted that following issues need to be addressed before concrete steps to establish the units is completed:

- i. There is need to have all necessary documentation completed as soon as possible as this will be the basis upon which the contact person at the University will engage Management to facilitate the establishment of either MasterCard@Gulu or MasterCard@Egerton coordinating offices.
- ii. Thus; the Letters of Agreement, the SOPs, work plans and other recruitment tools necessary need to be availed to the universities for endorsement.

## 2.17 The MasterCard Foundation visit to Gulu University

The implementing partners were informed that following the departure of Rolf Dietrich from The Foundation, a new team of contact persons was assigned into the TAGDev program. Accordingly they needed to gain a deeper knowledge of the implementing universities. As such, a team from The Foundation had proposed a visit to Gulu University. A concept note and program for the visit had been developed (See Annex 3). A similar visit will be arranged to Egerton University at a later date to be communicated by The MasterCard Foundation team.

## 2.18 Next steps, actions and timelines

Table below presents the agreed immediate actions that need to be fast tracked to ensure that the program is in position to takeoff.

No.	Action	Time frame	Person in-charge
<b>1</b>	<b>Background documents</b>		
1.1	SOPs-share with universities to give input	30 <sup>th</sup> Sept, 2016	Anthony Egeru
1.2	Develop Recruitment guidelines and share with the university	26 <sup>th</sup> Aug, 2016	
1.3	Ensuring youth policy in place at all implementing institutions.	Sept, 2016	
2	Letters of agreement	12 <sup>th</sup> Aug, 2016	Emmanuel Okalany
3	Logframe and indicator matrix	18 <sup>th</sup> Aug, 2016	Charles Owuor
4	Implementation plan	12 <sup>th</sup> Aug, 2016	Anthony Egeru
5	D-group for Management Committee	ASAP	Jackie Nnam
6		2 <sup>nd</sup> Sept, 2016	Nancy and

	Eligible programmes and descriptions		Duncan
7	Confirm list/structure of project coordination team/unit	2 <sup>nd</sup> Sept, 2016	Nancy and Duncan
8	Constitute project steering committee and communicate to VCs	ASAP	Moses Osiru
9	TORs for the coordinating unit	ASAP	Anthony
10	TORs for the Steering Committee	ASAP	Egeru
11	Partnership strategy	23 <sup>rd</sup> Sept, 2016	Emmanuel Okalany
12	Knowledge management strategy	23 <sup>rd</sup> Sept, 2016	Jackie Nnam
13	Communications and branding strategy	23 <sup>rd</sup> Sept, 2016	Joan Apio
14	Website finalization	23 <sup>rd</sup> Sept, 2016	Jacob Kato
15	Concrete description of CARP+ to be uploaded on the website	15 <sup>th</sup> Sept, 2016	Paul Nampala



## Annexes

### Annex 1: LIST of Participants in the TAGDev Partners planning meeting 8<sup>th</sup> to 9<sup>th</sup> August, 2016

No.	First Name	Other Names	Title	Institution
1	Nancy	Mungai	Prof.	Egerton University
2	Patience	Mshenga	Prof.	Egerton University
3	Joshua	Ogendo	Prof.	Egerton University
4	Patrick	Rubahaiyo	Prof.	RUFORUM Technical Committee
5	Moses	Osiru	Dr.	RUFORUM Secretariat
6	Olango Vincent	Ojuna	Mr.	Gulu university
7	Paul	Nampala	Dr.	RUFORUM Secretariat
8	George	Eshiamwata	Dr.	Egerton University
9	Anthony	Egeru	Dr.	RUFORUM Secretariat
10	Duncan	Ongeng	Dr.	Gulu university
11	Stephen	Kalule	Mr.	Gulu university
12	Geoffrey	Lamtoo	Mr.	Gulu university
13	Monica	Kapiripiri	Ms.	RUFORUM Technical Mentor
14	Joan	Apio	Ms.	RUFORUM Secretariat
15	Jacqueline	Nnam	Ms.	RUFORUM Secretariat
16	Moses	Waswa	Mr.	RUFORUM Secretariat
17	Charles	Owour	Mr.	RUFORUM Secretariat
18	Emmanuel	Okalany	Mr.	RUFORUM Secretariat
19	Jacob	Kato	Mr.	RUFORUM Secretariat
20	Juliet	Aweko	Ms.	RUFORUM Secretariat
21	Judith	Nakyobe	Ms.	RUFORUM Secretariat

## Annex 2: Meeting Programme and agenda

Day/time	Item of focus	Person in charge
7 <sup>th</sup> August, 2016	Arrival of implementing partners	Mr. Latigo
<b>8<sup>th</sup> August, 2016: Day One</b>		
8:00-8:15	Arrival at the Secretariat	Mr. Latigo
8:15-8:30	Opening remarks	Prof. Adipala
8:30-9:00	Over view of the TAGDev Programme	Dr. Osiru
9:00-9:15	Implementation arrangements	Dr. Egeru
9:15-10:00	Budget allocations and basis for budgeting	Mr. Okalany
<b>10:00-10:15</b>	<b>Health Break</b>	<b>Ms. Aweko</b>
10:15-10:30	Gulu University preparation and readiness	Dr. Ongeng
10:30-10:45	Egerton University preparation and readiness	Prof. Mungai
10:45-11:30	Discussions	Dr. Egeru
11:30-1:00	Work plans development	Dr. Osiru
<b>1:00-2:00</b>	<b>Lunch Break</b>	<b>Ms. Aweko</b>
2:00-4:00	Continuation of work plan Development	Dr. Osiru
4:00-4:15	Comprehensive work plan	Dr. Egeru
4:15-4:30	Gulu University work plan	Dr. Ongeng
4:30-4:45	Egerton university work plan	Prof. Mungai
4:45-5:30	Discussion of work plans	MR. Okalany
<b>9<sup>th</sup> August, 2016: Day Two</b>		
8:00-8:15	Arrival at the Secretariat	Mr. Latigo
8:15-8:30	M&EL indicators and framework	Mr. Owuor
8:30-10:00	MEL indicator Development	Mr. Owuor/Wasswa
<b>10:00-10:15</b>	<b>Health Break</b>	<b>Aweko</b>
10:15-11:00	MEL indicator presentation and alignment	Mr. Owuor/Wasswa
11:00-11:15	Implementation Guidelines required	Dr. Egeru
11:15-11:30	Communication Strategy	Ms. Apio
11:30-11:45	Knowledge management	Ms. Nnam
11:45-12:00	Partnership development-broader space	Mr. Okalany
12:00-12:30	Management of sub-grants and development of CARP+ model	Dr. Nampala
12:30-1:00	Discussion	Dr. Osiru
<b>1:00-2:00</b>	<b>Lunch Break</b>	<b>Ms. Aweko</b>
2:00-2:15	Establishing coordinating unit at RUFORUM	Prof. Adipala
2:15-2:30	Establishing coordinating unit Egerton University	Dr. Ongeng
2:30-2:45	Establishing coordinating unit at Gulu University	Prof. Mungai
2:45-3:00	Discussion	Dr. Ongeng
3:00-3:05	MasterCard Foundation visit to Gulu	Dr. Egeru
3:05-3:20	Gulu University preparedness and action	Dr. Ongeng
3:20-3:50	Discussion	Dr. Osiru
3:50-4:30	Defining the next actions and timelines	Dr. Egeru
<b>4:30-4:45</b>	<b>Closing</b>	<b>Prof. Adipala</b>

## Annex 3: Gulu University visit concept

### **Gulu University: A community Oriented University to Receive the MasterCard Foundation Program Team on Familiarization Visit**

*Concept note for a MasterCard Foundation Programme visit to Gulu University*

**Venue and Date:** Gulu University Main Campus, 15<sup>th</sup> August, 2016

**Contact Person:** Dr. Duncan Ongeng ([duncanongeng@gmail.com](mailto:duncanongeng@gmail.com); Gulu University) and Anthony Egeru ([a.egeru@ruforum.org](mailto:a.egeru@ruforum.org); RUFORUM)

#### Background

Gulu University is one of the sixty network universities of the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM). Gulu University was established as a public University in Uganda by an act of parliament in 2003. Right from its inception, Gulu University identified its niche as a community-connected University as opposed to the “Ivory Tower” orientation of most Universities around the world. This is well enshrined in its Moto “for community transformation”. The central tenet for community orientation of Gulu University is two-fold: (i) the location of the university in a post-conflict environment (Gulu) dictated by default heavy responsibility on the institution to strongly contribute to transformation of rural communities whose livelihoods were devastated by the 20 year-old armed conflict (from mid-80’s to mid-2000) in Northern Uganda; and (ii) the need for making the university relevant to the community (taking the university to the community) through University-Community engagement. Premised upon the stated background, the vision of Gulu University is to provide quality professional training for the delivery of appropriate services directed towards social transformation and conservation of the environment, while its mission is to contribute to positive transformation of the community and sustenance of the environment conducted through quality research and training.

Gulu University has five Faculties, i.e. Agriculture and Environment, Medicine, Business and Development studies, Education and Humanities, and Science, and two institutes, i.e. Research and Graduate Studies, and Peace and Strategic Studies. The student population stands at 4,000 composed of 90 % undergraduate, 10 % graduate levels. Gulu University has a small (1%) but growing proportion of international students. They come from diverse countries including Somaliland, Sudan, Egypt, Ethiopia, Germany, Mexico, United States, Kenya, and Nigeria. The institute of Peace and Strategic studies (IPSS) is of peculiar importance! Gulu University recognized right from the start that a peaceful environment devoid of disruptive conflict is a necessary precondition for sustained development in Africa. Therefore the IPSS was established to develop capacity for peace building in Uganda and other countries experiencing conflict such as South Sudan, Democratic Republic of Congo, Burundi, Somalia, among others. The IPSS has become a regional centre for conflict studies and is currently providing support to fragile states including South Sudan and Somalia. Some of the graduates from IPSS are employed with the International Criminal Court based in The Hague-the Netherlands.

The Faculty of Agriculture and Environment (FAE) which is the link Faculty to RUFORUM hosts six departments, i.e. Agronomy, Animal Production and Range Management, Biosystems Engineering, Environment and Natural Resources Management, Food Science and Postharvest Technology, and Rural Development and Agribusiness. These departments were carefully designed to provide for inter-disciplinary approaches and cross-fertilization in addressing community agricultural development challenges. There are four undergraduate programmes, i.e. Bachelor of Agriculture, BSc. Food and Agribusiness, BSc. Biosystems Engineering and BSc. Agri-entrepreneurship and Communication Management. At postgraduate level, two MSc. programmes are currently running, i.e. MSc. Agri-enterprises development and MSc. Food Security and Community Nutrition. In addition two MSc. programmes, MSc. Animal production and Marketing, MSc. Environmental Science and Natural

resources Management, and a PhD programme in Agricultural and Applied Biosciences have been accredited and due for launching in 2016/2017 academic year. These programmes emphasize student capacity for business development and community engagement. It is important to recognize that high rates of unemployment is a serious development problem in sub-Saharan Africa. This is more pronounced in the case of educated youth graduates from African Universities that are chronically unemployed or under-employed. In response, the business development component of the undergraduate training in FAE is meant to practically build entrepreneurial capacity of the student to enable him/her create employment for him/herself and others. Undergraduate level business development training in FAE is implemented under the Student Enterprise Scheme programme. In principle, with mentorship from academic staff, students in groups develop business plans which are rigorously evaluated and refined for competitiveness in terms of commercial soundness and economic viability. The students are facilitated with funding to implement the business plans after which they pay back the principal advanced to them with modest interest rate to cater for continuity. The outcome of business development training on the graduate is impressive but modest.

The growing demand for more community connected universities (as opposed to 'ivory tower' universities) is increasingly changing public attention to how university outreach services are formed and organized. The community engagement component of student training at FAE is meant to build capacity of the student to work with and give back to the community. Community engagement has been a component of practical training for all academic programmes right from the inception of FAE in 2005. However, in recent times this particular aspect has been evolving and benefited from refining with technical support from RUFORUM and EARTH University, Costa Rica. It is implemented under the framework of Student-Centred-Outreach Model (SCO). This model is already yielding positive results on the community and on the graduates. The results of a preliminary analysis conducted in Gulu indicate that the community really appreciates their interaction with the students in the delivery of extension services. Similarly, graduate tracer study conducted by the FAE in 2014, has shown that over 50% of the graduates from FAE prefer to work in rural areas in agricultural extension and extension related activities thus indicating that FAE's outreach model has a positive impact on the mind-sets of agricultural graduates in terms of staying and practicing agricultural extension in rural areas. This provides an opportunity for improving community agricultural productivity and hence rural transformation.

The "Transforming African Agricultural Universities to meaningfully contribute to Africa's growth and development (TAGDev)" Project involving Gulu University and Egerton University championed by RUFORUM is a result of a long collaboration between the two Universities and RUFORUM. The engagement has been anchored on institutional transformation processes initiated in the two academic institutions. Gulu University the host, has been at the forefront of driving student training that emphasizes gaining experience in the environment they are expected to work upon graduation as well as contributing to the learning by small holder farmers. This has been made possible by the unique location of Gulu University in the rural setting, uncommon to many Universities. Gulu University is committed to the successful implementation of the TAGDev) Project and welcomes the MasterCard Foundation team to its campus and Northern Uganda in general.

### **Purpose of the visit**

This is the first familiarization visit the MasterCard Foundation team is making to Gulu University after the approval of the Grant to RUFORUM and the early adopter universities. The visit will therefore focus on the following issues:

- I. Introduction of the Program team at The MasterCard Foundation
- II. Introduction/overview of the Gulu University and governance structure to the MasterCard Foundation Program team

- III. Meeting with Gulu University senior leadership
- IV. Familiarization with practical training approaches in the FAE

### Venue and Date

Gulu University, Main Campus, Gulu Town on the 15<sup>th</sup> August, 2016.

### Programme of the visit

Time	Item	Person in charge
15 <sup>th</sup> 5:00 am-12:00	Arriving Gulu Town	Anthony Egeru
<b>15<sup>th</sup> August, 2016</b>		
2:00-2:10	Arrival of Guests and courtesy call to the VC	Anthony Egeru/Duncan Ongeng
2:10-2:15	Introductions	Duncan Ongeng
2:15-2:25	Welcome remarks	VC. Gulu University Prof. Nyeko Pen Mogi
2:25-2:30	Message from RUFORUM	Moses Osiru
2:30-2:50	Introduction of MasterCard Foundation and team	James McIntyre
2:50-3:20	Introducing Gulu University and Governance Structure	Vice Chancellor
3:20-3:40	Interaction with the Senior Leadership, Gulu University	Vice Chancellor
3:40-4:00	Group photo, and health break	Duncan Ongeng
4:00-5:00	Familiarization with practical training approaches in FAE	Duncan Ongeng
5:00-5:30	Tea Break	
<b>16<sup>th</sup> August 2016</b>		
<b>9:00-12:00: MasterCard Meeting with Partners in Gulu.</b>		James McIntyre
2:00 onwards	Departure for Kampala	Anthony Egeru