



**Regional Universities Forum for Capacity Building in Agriculture
(RUFORUM)**

RUFORUM Deans and Principals Meeting



Deans and Principals from RUFORUM member Universities

Rotana Hotel, Khartoum, Sudan, 8-10th June, 2015

Executive Summary

RUFORUM held a Principals/ Deans committee meeting in Khartoum, Sudan from 8-10 June, 2015. The purpose of the Deans meeting was to provide an opportunity to consult with Deans/ principals of African schools of agriculture and agricultural related sciences from the RUFORUM 46 member universities to provide input on RUFORUM programing. Specifically, the meeting was organized to give member universities the opportunity to improve the draft Strategic Business Plan and to draft its implementation plan to be finalized during the Deans' meeting to be held in Namibia in August 2015. The meeting also engaged member universities in the World Bank International Development Assistance (IDA) supported African Higher Education Centers of Excellence as well as Erasmus+ funded by European Union. In line with the RUFORUM vision, the meeting provided opportunity for enhancing collaboration within the network while supporting the development of competitive regional bids. The main objective of the meeting were

1. Review the updated RUFORUM Strategic Business Plan (2015-2020) and provide opportunity for further input to the revised document;
2. Draft the new RUFORUM Strategic Business Plan Implementation plan
3. Receive information on the upcoming RUFORUM Annual General Meeting (AGM) to be held in Windhoek, Namibia and the 5th RUFORUM Biennial Conference;
4. Receive information about joint ASTI-RUFORUM data collection activity
5. Receive update on the African Higher Education Centers of Excellence and Erasmus+, discuss modalities for collaboration amongst member universities, strategic orientation and preparation for competition;
6. Provide input into the Draft RUFORUM Communication Strategy
7. To hold a closed-door Deans and Principals meeting

The Dean and Principals meeting provided input into the RUFORUM Strategic and Business Plan in terms of What is good in the Business Plan and has to be emphasized; What issues/things that need Improvement? and Issues or things that are missing?. The key Observations/recommendations from the Deans and Principals were summarized into thematic areas as follows:

What is good about the SBP:

- (i) The SBP has a Continental agenda,
- (ii) the SBP talks about Engagement of women,
- (iii) the SBP used a participatory approach in it development,
- (iv) the SBP recognises the need for Diversification of funding,
- (v) the SBP focus on Phased expansion and
- (vi) the SBP well articulated Strategic goals and focus.

However, there were some issues that were indicated that need improvement which included Clarification on expansion rationale, Programatic areas, unding and fundraising strategies and Monitoring and evaluation issues.

Th following were observed to missing in the strategic plan.

- (i) targeting of the interventions,
- (ii) new finance avenues,
- (iii) further expansion to North Africa,
- (iv) alignment to the strategic goals and objectives,
- (v) harmonization and
- (vi) linkage with industry, government and civil society.

The discussion on the implementation of the Strategic and Business Plan focussed on how RUFORUM can enhance its resource mobilisation efforts to fund the Secretariat activities. Some of the suggestions were to advocate for AU to request member countries to commit at least 1% of their respective GDPs to funding higher education and for them to fulfil their commitments to allocate 3% budget to research. The Deans and Principals further urged RUFORUM Secretariat to work with the member universities to increase opportunities for collaborative postgraduate training and research through establishment of regional training nodes that work with other universities (regional centres of leadership or anchor universities) to support skill development for the wider region. Such Nodes (Anchor universities) would work collaboratively with other satellite institutions to address specific skill gaps areas and research themes. The Deans also proposed that RUFORUM should engage with like-minded agricultural related associations/organizations to mobilize funding for agricultural research in the respective member countries. They further suggested formation of an association to advocate and mobilize funds for RUFORUM involving holding donor roundtable discussions and –crowdfunding.

RUFORUM Secretariat then presented to the Deans and Principals updates on various activities namely/: the ASTI-RUFORUM data collection which was meant to collect data on Member University strengths and capacities; updates on the preparation and requirements for the Annual General Meeting that to be held in Windhoek, Namibia from 27th to 29th August, 2015. There was also an update on the upcoming World Bank call for Universities to establish African Higher Education Centers of Excellence. An opportunity was also accorded to Member Universities to broker partnerships. In addition, the draft communication strategy was presented and comments received.. The University of Stellenbosch made a presentation on the venue preparations for the planned Bi-ennial meeting for 2016 in South Africa. Finally a presentation was made on the Standard Bank Centre for Agribusiness Leadership and Mentorship Development, and International Food and Agri-Business Management Association (IFAMA) and how these will enrich the theme of the forthcoming biennial conference.

The Deans and Principals made declaration titled “The Deans and Principals of RUFORUM Member Universities on revitalizing higher education in agriculture for Africa’s future” to be tabled during the AU Session in higher education. The declaration demands for the following:

- I. (African Union to organize a side session on Higher Education at the next Heads of States Summit to engage African Presidents to take steps to strengthen higher education in Africa;
- II.) African governments to increase investments in higher education institutions, including through the full implementation of previous agreements as articulated in the CAADP (10% to agriculture); Education (1%

- to education) and research (2% to research) to strengthen higher education and promote the wider African development agenda;
- III. African philanthropists to take a lead role in supporting transformative programs that pilot ‘best practice’ on the continent;
 - IV. African governments to request regional economic communities to enhance sub-regional cooperation to strengthen higher education;
 - V. African governments to strengthen mechanisms for collaboration between ministries of agriculture and education to strengthen higher agricultural education in Africa;
 - VI. African Union to establish
 - a. continental ‘accreditation standards and credit transfer system’ to widen their exposure and enhance inter-African cooperation in scientific fields;
 - b. An ‘academic mobility scheme’ and strengthen centers of excellence and enhance mobility, regional level training and enhance economies of scope and scale;
 - c. African governments to support local and international partnerships which address critical capacity needs for sustainable agricultural development. This includes partnerships amongst universities and engagement with communities, private sector and the African Diaspora’s; and
 - d. African stakeholders, including Agricultural Research and Knowledge Institutions, the private sector civil society organizations, and financial institutions, to support the achievement of the provisions of this Declaration.

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1. Background

1.1. Introduction

RUFORUM's 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 governments. RUFORUM envisions African universities fully integrated and contributing to national development goals. RUFORUM's work contributes directly to the Comprehensive African Agricultural Development Program (CAADP) and the Science, Technology and Innovation Strategy for Africa (STISA, 2024) of the African Union that highlight the importance of agriculture as a means of stimulating economic development and eradicating poverty on the continent. They also emphasize the need for and importance of high level capacity, particularly postgraduate level training and research including the escalation of PhD training in Africa to which RUFORUM responds.

Following celebrations to mark 10 years of RUFORUM¹, the next phase of RUFORUM's evolution is being mapped out in a new Strategic Business Plan (SBP 2015-2020). Currently in draft form, the SPB highlights the key directions that RUFORUM will take in the next few years, including the modalities for implementation and how to sustain the operations of the network in an increasingly complex environment, with continuously changing funding opportunities for agricultural higher education in Africa. What is emerging is the importance of balanced growth of the network, taking into account increasing memberships, geographical scope and concentration, and delivery of services including knowledge. The Plan describes how sustainability will be achieved in the short, medium and long-term.

Deans and Principals are critical to the functioning of RUFORUM and the Deans and Principals Committee constitutes an important organ of RUFORUM. Deans are the 'gatekeepers' of higher education programs and play an important function in academic enhancement at universities. Within RUFORUM thus Deans and Principals are central to the design, implementation and monitoring of programs within the network. During the Khartoum meeting, RUFORUM Deans and Principals will have opportunity to deliberate on key issues, and also to meet (in a closed setting) as the Deans Committee to provide input to the Secretariat and the Board of Trustees. The Deans Committee is an organ of the RUFORUM Governance Structure comprising of Deans of participating faculties/colleges. Its functions are to: (a) provide advice to the RUFORUM Secretariat on activity progress and issues emerging at individual university and country levels and (b) Review of issues from the National Forums and Regional Thematic Groups and feedback of information to the Secretariat and Technical Committee.

Previous Deans/ Principals meetings have been held during 2014 – in March in Entebbe, Uganda and in November 2014, in Johannesburg South Africa. At both those meeting, the Principals/ Deans provided input into the draft Strategic Business Plan. Recommendations from the Principals/ Deans meeting are used to inform Secretariat operations, to engage with

¹ RUFORUM celebrated 10 years of existence at the recently concluded Biennial Conference held 21-25 July, 2014 in Maputo Mozambique.

the Vice-Chancellors, who make up RUFORUM's Board of Trustees, and to guide strategic direction for the network, through input to the updated draft of the SBP.

1.2. Rationale for the Khartoum meeting

RUFORUM held a Principals/ Deans committee meeting in Khartoum, Sudan from 8-10 June, 2015. The Deans meeting provided an opportunity to consult with Deans/ principals of African schools of agriculture and agricultural related sciences from the RUFORUM 46 member universities to provide input on RUFORUM programing. Specifically, the meeting was organized to give member universities the opportunity to improve the draft SBP and to draft its implementation plan to be finalized during the Deans' meeting to be held in Namibia in August 2015. The meeting also engaged member universities in the World Bank International Development Assistance (IDA) supported African Higher Education Centers of Excellence as well as Erasmus+ funded by European Union. In line with the RUFORUM vision, the meeting will provide opportunity to enhance collaboration within the network while supporting the development of competitive regional bids.

1.3. Khartoum Deans/Principals Meeting Objectives

The overall objective of the Deans/ Principals meeting was to obtain input from member Universities on RUFORUM (collaborative activities/programs of regional nature to strengthen higher agricultural education) activities and programs. Specifically, the following objectives will be pursued:

- a) Review the updated RUFORUM Strategic Business Plan (2015-2020) and provide opportunity for further input to the revised document;
- b) Draft the new RUFORUM SBP Implementation plan
- c) Receive information on the upcoming RUFORUM Annual General Meeting (AGM) to be held in Windhoek, Namibia and the 5th RUFORUM Biennial Conference;
- d) Receive information about joint ASTI-RUFORUM data collection activity
- e) Receive update on the African Higher Education Centers of Excellence and Erasmus+, discuss modalities for collaboration amongst member universities, strategic orientation and preparation for competition;
- f) Provide input into the Draft RUFORUM Communication Strategy
- g) To hold a closed-door Deans and Principals meeting

1.4. Approach

The Khartoum Deans meeting was hosted by the University of Gezira in collaboration with Kordofan University and the Government of Sudan. Participants will be the RUFORUM Deans/ Principals from the 46 RUFORUM member universities and staff from the RUFORUM Secretariat. The meeting was facilitated by Dr. Paul Nampala and Dr. Solange Uwituze to guide the discussions on issues outlined in the program. Following opening speeches and presentations on issues of strategic importance, Participants were engaged in plenary discussions, group work, and report back sessions. A field trip on the River Nile was organised. A meeting program is attached as Annex 3.

A meeting of the Deans/Principals Committee was held. Synthesis of discussions and proposals from the meeting will be presented to the AGM meeting in August 2015, Namibia.

2. Opening Remarks

2.1. Welcoming Remarks-Professor Adipala, Executive Secretary, RUFORUM

The Executive Secretary RUFORUM (Professor Adipala Ekwamu) welcomed and thanked all participants for making time to attend the RUFORUM Deans and Principals meeting. He started by thanking the government and people of Sudan and in particular the Ministry of Higher Education and Scientific Research and Ministry of Agriculture and Forestry for hosting the RUFORUM Deans and Principals in Khartoum, Sudan. He also thanked the Ministry of internal affairs for facilitating visas for all the external participants. He also thanked the two RUFORUM member Universities (University of Gezira and University of Kordofan) for accepting to finance accommodation, diners and providing other logistical assistance to the organization of the meeting. He also thanked the Agricultural Research Corporation and ZADNA Agricultural Company for their support to the meeting

Professor Adipala then highlighted the contribution that RUFORUM has made to Sudan in form of capacity building. He said, RUFORUM has trained 76 Masters and PhD Graduates (SCARDA = 14 Masters, Kordofon = 18, GU = 32, Intra-ACP = 6 MSc); and PhD = 4. RUFORUM has also engaged the two member Universities in a skills enhancement training focusing on strengthening ICT competencies among faculty and students and building Research Teams in Leadership and Scientific Publications

Professor Adipala then announced the result of the 6th RUFORUM GRG call. He announced that 116 proposals were submitted, 108 were compliant and 29 have been selected for funding. Proposals were received from 20 of the 46 member universities. He also announced that Nelson Mandela African Institute of Science and Technology has been awarded US\$300,000 to support a Community Action Research Project (CARP) on Livestock Value Chain in Tanzania. RUFORUM is funding five other CARPs in Ethiopia (Wheat value chain), Uganda (2, one on cassava value chain and the other on rice-soybean value chain), Malawi (Fish value chain) and Kenya (Soil enhancement and cereal marketing).

Professor Adipala also informed the meeting of three important upcoming events which are the Prof. Adipala made the official announcement that the RUFORUM Annual General Meeting will be held from the 27th – 29th August 2015 in Windhoek and the 5th African Higher Education Week with the theme “*Linking Universities to Industry & Civil Society*”, Cape Town, South Africa, Sept. 2016, Namibia. . He then provided a progress report on the Graduate Teaching Assistantships (GTA) that indicated that 70 training slots have been offered by 16 member universities out of 46. So far there have been 40 applicants through the RUFORUM Information Management System (RIMS) and that 8 students have so far been successfully placed by June 2015 translating into \$520,000 invested by sending and receiving member universities

Lastly, he called upon the delegates to mobilize resources to sustain RUFORUM activities, enhance quality of graduate research & training, ensure timely completion and graduation and facilitate academic mobility across the continent

2.2. Remarks by Professor Ahmed Agab Eldoor, Vice Chancellor, University of Kordofan

The VC of Kordofan expressed his pleasure and gratitude for being given the opportunity to co-host the Deans and Principals meeting with the University of Gezira. He extended a warm welcome to all the delegates to Sudan, Khartoum. He then thanked Prof. Adipala and RUFORUM for organizing the event in Sudan which is aimed at discussing the RUFORUM Strategic and Business Plan and other activities..

He then gave a brief history of the University of Kordofan, in which he indicated that the University will this year be celebrating its silver jubilee. The University of Kordofan has over 23,000 students, 13, faculties and Institute spread over 6 campuses. The University is a product of Higher Education Devolution in Sudan. The University started with only one faculty of Natural Resources and Environment but now it has expanded to 13.

The VC indicated that Kordofan was the first Sudanese University to join RUFORUM in 2007. Since 2007, the University has benefitted a lot as some of its staff have been trained in Kenya (Kenyatta University), Rwanda (National University of Rwanda) and in Tanzania (Sokoine University). Kordofan has been a very active member of RUFORUM and is currently training 12 Masters Students supported by RUFORUM. At this juncture he reiterated the wish of University of Kordofan to engage more and participate in the activities of RUFORUM and also collaborate with other member Universities in the network.

Lastly, he thanked all the delegates for coming to Sudan and he especially thanked the two ministers for gladly accepting to officially open the meeting as their first official engagement since being appointed as Ministers in their portfolios. He then invited all the delegates to visit Kordofan and warmly welcomed.

2.3. Remarks by Professor Muhammed Warrag Omer, Vice Chancellor, University of Gezira

The VC, Gezira University started by welcoming the two ministers to the meeting and for accepting to officially open the meeting as their first official engagement as Ministers. He indicated that Gezira has been honored to co-host the meeting of Deans and Principals as this is the first time that such a meeting is taking place in Sudan. He indicated that the University of Gezira has benefited a lot from RUFORUM membership in many ways. One of the ways has been through the interaction that it has had with other member universities at board level and through annual general meetings and other activities and conferences that have been organized by RUFORUM.

He pointed out that staff from Gezira University have been given the opportunity to study their MSc and PhD studies with support from RUFORUM. Just recently, in the past six

months, RUFORUM has provided training in E-learning and other IT training to University of Gezira. The VC indicated that the University of Gezira is offering training to students from other RUFORUM member countries at its institute of Water Management and Irrigation. He also mentioned the collaboration between Makerere University and University of Gezira as a result of the MOU that was signed by the two universities. In order to operationalize the MOU, Gezira staff visited Makerere in April and likewise Makerere faculty have just been to Gezira.

He expressed his gratitude to the Minister of Higher Education and Scientific Research for following up on her pledge when Prof. Adipala visited Sudan to host and support the RUFORUM Deans and principals meeting. The support of the Ministry of Higher Education has contributed to the success of the meeting. He also expressed thanks to Agriculture Research Corporation (ARC) and University of Kordofan for supporting the various activities in the meeting. He briefly provide a history of University of Gezira by saying that it was established in 1975. The University has 23,000 undergraduate students, 5,000 graduate students, 4,000 students are distant education students and 4,000 undertaking their Diploma studies. The University has 21 Colleges and institutes. Finally, he welcomed and invited all the delegates to visit the University of Gezira and would be warmly welcomed.

2.4. Remarks by Professor Ibrahim Adam El-Dhekheri, Minister of Agriculture and Forestry, Government of Sudan

The Minister indicated that he was greatly honored by the invitation to come and address the meeting as his first official engagement after being sworn in as the Minister of Agriculture and Forestry the previous day. He said that he has been involved in RUFORUM activities in his former capacity as the Director of the Agricultural Research Corporation (ARC). The Minister indicated that he was happy that meeting will help strengthen the relationship between Agriculture and Education. He then reminded participants the important role that agriculture plays in African economies including Sudan. Agriculture supports the livelihoods of the majority of the population in Africa including Sudan and he thanked RUFORUM for contributing to the development and transformation of the Agricultural sector.

The minister pointed out that a few years ago, he worked with RUFORUM to engage Universities to support National Agricultural Institutes and the Agricultural Research Cooperation (ARC) in Sudan. The mission of ARC is to plan and implement research that produce technologies and systems to ensure food security in Sudan. The ARC plays an important role in Sudan in addressing the constraints faced by smallholder farmers. It is one of the oldest Research Institutes in Sudan as it is over 100 years old. The Minister reiterated that if we have to address the needs of smallholder farmers, we must focus on capacity building and Research.

The Minister then congratulated RUFORUM for the successful 2014 biennial conference that was held in Maputo, Mozambique which was attended by the VCs of the two member

Universities from Sudan (Gezira and Kordofan). One of the major outcomes of the conference was the offer by Her Excellency Madam Zuma, The Chairperson of the African Union to organize a side session meeting on Higher Education of African Head of State and Government.

He indicated that despite the progress that has been made so far by many African countries, there is still a long way to go to address the major challenges of underdevelopment, unemployment and food insecurity among others. By 2015, the population in Africa will have reached the 1 billion mark and in order to address their needs, African governments must focus on education, employment creation and other social sector such as health and water. African needs to produce the technologies that will address the various challenges that we face as a continent.

Africa is rich in natural resources and our development path has been extractive and shipping the raw materials to the West and Asia for processing without adding any value. Time has come to move away from that approach and ensure that our products are processed and exported to create more employment for our youth.

To create wider impact and increase inter-African collaboration, the Minister advised RUFORUM Secretariat to develop a Programme where lead universities in different African countries would provide regional training programmes to support postgraduate training for students from different African countries. Such a programme needed to respond to priority skill gap areas under the CAADP such as strengthening agricultural extension delivery, developing programmes that would provide multi-skills to support agricultural rural innovations and value chains, strengthening food systems and adding value through post-harvest management practices. There should be collaborative training to respond to issues of climate change and variability.

Lastly, he pledged his support and that of the government of Sudan to RUFORUM activities in Sudan. He also thanked RUFORUM for inviting him to participate in the opening session of the meeting.

2.5. Opening Remarks by Professor Sumia Abo Kushwa, Minister of Higher Education and Scientific Research, Government of Sudan

She started by welcoming all the Deans and Principals to meeting and in Sudan in particular. She also thanked RUFORUM and the two Sudanese member Universities for a job well done in the organization of the meeting. She also particularly thanked the local organizing committee at the Universities of Gezira and Kordofan and the government of Sudan (the Ministry of Higher Education and Scientific Research) for facilitating and coordinating all the arrangements of the meeting including the financial support that was provided.

She also reiterated that the meeting objectives are of special interest to the Ministry of Higher Education & Scientific Research and Agriculture. These include the discussion on the Strategic and Business Plan, the facilitation of academic mobility and the preparation of the Universities for the World Bank funded African Centres of Excellence call for proposals. She

assured the meeting of her Ministry's support in the promotion and development of higher education, research and Agriculture including science and technology development for the benefit of the African continent. It was her hope that more Sudanese Universities will participate in RUFORUM activities by benefiting from graduate training and grants that are being offered.

She then announced that Sudan is open to train students from other African countries and Universities through RUFORUM. Her Ministry and the Sudanese government is prepared to provide the necessary financial and material support to these prospective students. She informed the meeting that Sudan has 31 Public Universities and 14 private universities that are willing to train student from other African countries. She also announced that this year, Sudan has offered 5,000 scholarships to students from other African Countries to study in various Sudanese Universities. Despite the international sanctions that were imposed on Sudan, the government still endeavors to help other African countries. In fact she indicated that Sudan has a special University called African International University that is dedicated to training of students from other African countries. At this University, only 20% of the students are Sudanese while 80 percent are from outside Sudan.

Lastly, she wished all the delegates a successful meeting and wished everybody a happy stay in Sudan.

2.6. RUFORUM Draft Strategic Business Plan

Dr Osiru indicated that one of the key objectives of the meeting in Khartoum was to enable Deans and Principals to provide feedback on the draft Strategic and Business Plan. Dr Osiru informed the meeting that that the plan builds on what RUFORUM has done over the past 10 years.). It outlines the strategic evolution of development into an established organization ready to serve a wider mandate (Science, Technology, and Innovation in Africa). It highlights the achievements of RUFORUM since it was established in 2004 in terms of Training and research, institutional strengthening, network services and Policy and outreach. The major elements of the draft SBP are the same but at some point it has veered off to take advantage of the emerging issues and opportunities.

The draft SBP starts by providing the accomplishments of RUFORUM. It then provides the four core areas Institutional strengthening, Network services, Network events such as the bi-annual and Annual General meeting. Why does RUFORUM need a new Strategic and Business Plan? This Plan is being called a refreshed plan to take into account the new strategic elements. These new elements include the expansion of membership base from 10 Universities to 46 Universities. Also recognizing that the Board of RUFORUM recommended that by 2020, member universities should not be more than 60. Other strategic elements that have changed are the number of countries from 5 when it started as a project increasing to 12 countries and now 22 countries. The question that the business plan is asking is whether we are expanding further in terms of countries or universities within countries. The plan is an adaptable plan that will be reviewed after 3 years. Other developments that have necessitated the development of the plan include the new demands to maintain services to members, call for impact at national level and the expansion to three countries in West Africa. At continental level, there have been demands to align RUFORUM with continental frameworks. Since a large portion of RUFORUM funding comes from the Gates Foundation, there is also a need for RUFORUM to deliver its BMGF grant milestones and commitments which call for building a sustainable network, showing impact and working with Anchor countries (Ethiopia, Uganda and Tanzania). RUFORUM also signed an MOU with the African Union to support the implementation of the STISA 2024.

Moving forward, choices have to be made whether to grow and spread to more African Countries or in-country expansion-Balanced Growth. RUFORUM started as a Rockefeller funded project to revitalise MSc training in East and Southern Africa. In 2004, RUFORUM was initiated and the network become a multi-donor funded. There was also a change in focus to link research to farmers. The change also involved better connecting Universities with civil society, governments, private sector and communities, becoming a financially sustainable network, strengthening governance and focus more staff/student mobility in Sub-Saharan Africa.

RUFORUM vision and Mission have remained the same with a few additions. RUFORUM vision is *A vibrant agricultural sector linked to African universities that can 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 while* its mission is *to strengthen the capacities of Universities to foster innovations responsive to the demands of smallholder farmers and value chains through the training of high quality researchers, the output of impact-oriented research, and the maintenance*

of collaborative working relations among researchers, farmers, market actors, national agricultural research and advocacy institutions, and governments. The strategic goals are Masters and doctoral programs responsive to stakeholder needs and national/regional development goals: Shared research and education/training facilities and capacities rationalised for enhanced economies of scale; Innovative education/training research and outreach activities supported by adaptive management structures in universities contributing to policy and development practice; Operational capacity and approaches for innovative, quality and impact-oriented agricultural R4D mainstreamed in universities; Increased participation and voices of women in education/ training, research and production and marketing of knowledge; Increased use of technology to support effective, decentralised learning and sharing of knowledge and A dynamic regional platform for policy advocacy, lobbying, coordination, and resource mobilization for improved education/ training, research and outreach by universities.

The Theory of Change (ToC) defines how RFORUM will impact its different stakeholders. RUFORUM Secretariat enables the institutionalization of improved training and research in member universities, builds university capacity to work with research, business and development partners to transform ideas into innovations; serves as a key actor in platforms for national and continental integration of R4D and as a backbone for university interaction and serves as an envoy of higher education and a voice for wider attention to agriculture through convening's, publications and evidence-based policy papers. At University level, this will lead to RUFORUM member faculties producing more relevant and user oriented research; produce proactive and skilled graduates; Universities institutionalize enabling policies, principles and practices and Universities mainstream new approaches in pedagogy and academic management. To the wider network, this will lead to RUFORUM member universities being strong institutions that shape the agricultural sector in positive ways; RUFORUM alumni are pro-active and dynamic change-makers in the agricultural sector and RUFORUM becoming a continental reference point for agricultural research and higher education. The impact statement is High Performing African universities that produce skilled, proactive graduates, demand driven research outputs and innovation in response to national, regional and continental agricultural development priorities.

The Plan provides the basic model for RUFORUM's strategic design and implementation. It is based on the principles of: **Grounding** agricultural research in the hands of a well-informed critical mass of locally based professionals; **Quality** postgraduate training; **Relevance** of research, training and related services responsive to farmer needs and innovation opportunities; **Regionality** as a Network of 46 Universities across 22 countries for collective action supported by governments through commitment to regional action; **Affordability** by maintaining costs and salaries at levels, which are sustainable from regional resources; **Retention** of capacity within the region through enhanced regional mobility, acceptance of credentials, farmer and employer demand; **Scaling out** through joint University programmes, networks and partnerships and **Financial Sustainability** through recovery of all direct and indirect costs for staff and operations.

The RUFORUM programme portfolio during 2015-2020, places increased weight on quality assurance and on forging alliances with agriculture development agencies for turning research results into innovations of value to small-scale producers and the private agro-enterprises and

agro-industries that serve them. The identified programmes under training and research are the Graduate Research Grants with more focus on value chains, Community Action Research programmes, mentoring especially women, internships and attachments. The programmes under institutional strengthening are twinning emerging and elite universities, focus on research methods, emerging topics, Graduate Assistantship Exchanges and Quality Assurance. The network services will include communication and technology platforms, knowledge management, biennial conference and Strengthened M&E. Under Partnerships and policy outreach, the programmes will include National forums, partnerships with African governments, private sector, RECS, SROs, and other continental bodies.

a) The Strategic Business Plan then develops a Business Model.

The essence of its business model is that RUFORUM must generate enough support from its various customer segments to be sustainable. “Club members” pay contributions that ensure the continuation of the organization and the general services and contacts they receive. Employers of the “New Graduates” pay market rates to the individual graduate that may include a quality premium. Development partners contribute to the organization because of the value of public goods and its services as a bridging organisation among Universities, NARIs, extension and the private sector, which is needed for policy making. Each customer segment may have expectations of other services of interest to it that RUFORUM could possibly provide if extra funding became available. Increasingly, the key to sustainability will be the commitment of African governments to fund gains captured by their national systems and of regional coordinating bodies to embrace regional collaboration in higher education. The customers are divided into RUFORUM members (Member Universities, Staff, Students and Alumni), RUFORUM users (African Governments, NARIs, NGOs and other Civil Society Organizations, Private sector including local small and medium enterprises, international business and Smallholder Communities and Extension Agencies. The global and regional partners are Sub-Regional Organizations and CGIAR Research Programmes, Regional Economic Communities, African Continental Organizations, Global Research and Policy Institutes, and Universities and International Funding Agencies. The business Model identifies the key customer segments of RUFORUM, value proposition to the customer, the Gain to RUFORUM, the resource implications and the issues under each of these customers.

RUFORUM is obliged to explore alternative scenarios for its organisational development strongly linked to demand. The four pathways identified were firstly *Focus on ECSA Niche, but with limited reach to West Africa*, secondly *Meeting Regional Demand for Advisory Services on Enhanced Performance of Agricultural Higher Education*, thirdly *Developing as a Continental “Framework” Organization: Influencing Policy at the Top* and lastly *Balanced Growth Strategy*. Among these RUFORUM chose the balanced growth strategy which will have three key features-Linking Resource Mobilisation to impact, tangible and clear benefits to policy makers and financial sustainability.

Ressource Mobilisation linked to Impact

The key issues are Brand Identity as a Network of *“High performing universities connecting (agricultural) science to impact”*; Political Support with Clear and tangible benefits to policy-makers, training national-based scientists and the importance of regional public goods of

interest to RECs; Effective Partnerships; Financial Stability and Growth focusing on new measures such as private sector, and alumni, Service fees and leveraging new African philanthropies

The detailed presentation can be accessed through the following link [SBP presentation to Sudan Principal Deans meeting.odp](#)

b) Financing Projection by Judith

As we look forward to the new SBP, there is need for all stakeholders to mobilise resources to implement the plan. The SBP provides the projected 5 year budget and funding source for the network. The basis for the five year budget is the current sources of funding. The current year budget stands at US\$8.8 million with a large proportion of this being funded by BMGF. Other sources of funds are Carnegie Corporation of New York, membership subscription, and the EU among others. In the financial year 2015/16, the conformed funding is lower than the budgeted resources of US\$9.7 million. The assumption is that the budget will grow by 10 percent. The total budget over the next five years is estimated at US\$70. Out of this total, US\$27 million will go enhancing capacity building through research, \$2.3 million is for institutional strengthening, \$3.9 is for network services, \$6.0 million is for partnerships and policy out-reach and about \$31 million is for operating costs.

The question is how will the projected \$70 million be generated. The largest percentage (85%) is from external donors, followed by African governments, member universities and the private sector. There is need for a concerted effort to reduce the overreliance on international donors by 50% while increasing the contribution of African governments, Universities, Alumni and private sector

c) Knowledge Management

The secretariat is trying to improve its knowledge management and communication to ensure that its knowledge products are usable by the network and the network as a whole. The strategies for knowledge Management will include Creating knowledge products that deliver value to customer segments; Enhancing access to knowledge through the development and use of open educational resources (OER) and MOOCs; Building capacity for knowledge sharing; Promoting a culture of learning and knowledge sharing aimed at improving policy and practice being a major regional repository in agriculture in sub-Saharan Africa

d) Communication and Marketing

The strategies will include matching medium and messaging with target customers; Communications corresponding to national/continental debates and creating two-way channels for customer dialogue

e) Planning, Monitoring, Evaluation and Learning

A result-based measurement framework in place including a detailed programme logframe, Results tracker and a management Information System in place. The Goal is to monitor performance of Business Plan, improve current and future activities, document lessons learnt, and provide a rationale for scaling up where appropriate and model best practices to become a support for universities wishing to build their own PMEL capacity. This will be done through 2 External Reviews: Mid-Business Plan and in final year

f) Critical Success Factors for the Strategic and Business Plan

The factors key to the success of the business plan are Enhancement of Brand, Commitment to excellence, high Functioning Strategic Partnerships and Sustainability by maintaining “salience, credibility, & legitimacy”

g) Summary

The SBP is a Rolling” Plan with a base year of 2015-2016 grounded in the reality of 2014-2015. It will pursue a Balanced Growth boosting university nodes of excellence while exploring expansion of geographic, subject matter and mandate; Growing the financial base of support with focus on national/regional governmental bodies; enhancing Board role in to set platform for advocacy; Flexibility in jumping across geography or stepping down to deepen collaboration at the national level and Repositioning of RUFORUM by not exceeding 20% of total expenditure for non-core initiatives

h) Process of Developing the SBP

The SBP is a result of a long process that started in Entebbe, Uganda in March 2014 when the secretariat informed Deans and Principals of the idea of developing a new Strategic and Business Plan as the old one was expiring. Strategic Planning was initiated and secretariat received ideas in various forms. The secretariat then packaged the information and ideas that were received in a draft SBP. There was also another meeting in Maputo in 2014 where there was again a discussion on how things were shaping up. Another round of discussion was also called in Johannesburg where a larger forum of Deans gave feedback on the SBP. This was how the plan was developed. It involved several rounds of consultations with all RUFORUM governance organs. All this then culminated into the Khartoum meeting where Deans were being requested to verify if the SBP contains the issues that the RUFORUM wider network wants to be addressed.

2.7. Plenary and Feedback on the Strategic Business Plan by the Deans and Principals

i. Comments/Questions and Clarifications on the Presentation

- It was recommended to avoid using the term weak universities but call them emerging universities

- The SBP is tending to academic side rather than the problem solving side: Solving African chronic problems?
- What is the equivalent to ARC in other countries? The response was that it was a NARO

ii. Group work to answer three questions: What is good in the Business Plan and has to be emphasized? What issues/things that need Improvement? and Issues or things that are missing in the Plan?

a. What is good about the Strategic and Business Plan

- a) Africanisation of RUFORUM to include Anglophone and francophone
- b) Expansion of RUFORUM to other countries encouraging
- c) Accountability superb
- d) Women agricultural research training , production and marketing
- e) Strategic goals objectives and plan are clearly outlined
- f) Private Sector Partnership
- g) Sources of funding is only not dependent on international funding but local sources
- h) Adaptive research
- i) Stakeholder customer approaches to the BSP
- j) Option profiling well done
- k) Good exciting about the BSP
- l) Expanding in controlled manner- high value network
- m) Diversification of the funding streams
- n) Resources increasing over years in the plan and merging universities
- o) Holistic focus on the regional and international agenda
- p) The BSP was developed through a participatory manner
- q) SBP is demand driven , need based, problem focused
- r) Diversification of the funding streams
- s) It incorporates many actors eg governments, NGO and other donors
- t) The TOR remained a pillar of the BSP
- u) Moving away from dependency of foreign funding
- v) Expanding universities
- w) Grant offered by different donors is encouraging
- x) Diversification of sources by engaging local national governments

iii. What needs Improvement in the Strategic and Business Plan

- Better Branding by member universities
- Diversity of Revenue sources
- Improved communication
- Focus more on influencing policy
- More engagement with government
- Balanced engagement
- Focus on excellence
- Development of regional collaborative research and training programmes

iv. What is missing in the Business Plan

- Synchronization of academic frameworks among universities
- No clear articulation of translating Knowledge management into policy
- Risk register does not indicate the risk owners i.e. those to carry out risk mitigation
- Balanced engagement with governments, networks and members is missing
- Lack of implementation roles and responsibilities below the Secretariat
- Identification of piloting universities
- Linkage with other networks such as REESAO, CAMES doing the same activities is missing
- Bricks linkage through South Africa for financing RUFORUM is missing
- Emphasis on enterprise and innovative skills development
- Effective communication of research and outputs to end users
- Linkage with end users including policy and private sector
- Skills gaps assessment
- Some strategic goals lack corresponding objectives
- It is not clear who is responsible for what
- Strategy to address emerging issues such as climate change and youth employment is not clear

v. Summary of Key recommendations for SBP improvement by the Deans and Principals

The key recommendations from the group discussions above were summarized into thematic areas as follows:

vi. What is good about the SBP

- The SBP has a Continental agenda
- The SBP talks about Engagement of women
- The SBP uses a participatory approach
- The SBP recognises the need for Diversification of funding
- The SBP will focus on Phased expansion
- The SBP has well articulated Strategic goals and focus

vii. What Needs Improvement (Despite the good things about the SBP) there were also some issues that were pointed out that needs improvement

- Expansion
- Programmatic issues
- Funding issues
- M&E

viii. Issues that are missing in the SBP

- Targeting
- New finance avenues
- Further expansion to North Africa
- Allignment to the strategic goals and objectives
- Harmonization
- Linkage with industry, government and civil society

ix. Development of regional training programmes that address regional priority issues needed to strengthen agricultural productivity and transform smallholder agriculture

- Building capacity for risk management and climate change resilience
- Strengthening postharvest handling and value addition
- Strengthening reseach skills and data management
- Food Sstems, Nutrition and Health nexus
- Strengthening Enterpreneurship across faculties, not only for agricultural students
- Agricultural Engineering and Irrigation
- Programme to train Agribusines, agricultural economists and policy analysts
- Foresight Planning
- Programme to build multi-disciplinary skills to facilitate rural innovations
- Thematic areas that could be addressed through regional mobility programmes such as;
 - a) Sustainable Agricultural Intensification
 - b) Postharvest Handling and Value Addition
 - c) Markets and Institutional Arrangements
 - d) Harnessing ICTs for Agricultural transformation
 - e) Water Resources Management, Irrigation and Agricultural Mechanization

2.8. Business plan implementation

The new Business Plan seeks to position RUFORUM as a lean and strong sustainable institution with full ownership by its members that leads to impact on smallholder agriculture in Africa through the enhanced contribution of universities. The Plan identifies four strategic areas in which services will be provided to members to achieve this. These are presented in a 'Capacity building framework' and are 1) Training and Research, 2) Institutional strengthening, 3) Network services, and 4) partnerships and policy and outreach. The key areas have been identified building on the previous experience of RUFORUM operations and specifically through consultation with universities, including in the previous Principals/ Deans meetings held March, 2014 in Entebbe and November 2014 in Johannesburg. The more recent meeting to discuss the draft Strategic Business Plan, clearly identified the need to enhance ownership of SBP proposed initiatives for sustainability. An analysis of RUFORUM current funding identified that over 60% of current funding is from the Bill and Melinda Gates Foundation and that it was imperative that RUFORUM takes steps to broaden its funding base and ownership. It was agreed the universities themselves rather than a change in donor

strategy should be the single factor that must influence the vision and mission of the organisation. Based on the foregoing, a small group was tasked to identify potential funding strategies to present for consideration by the Deans/ Principals in Khartoum.

2.9. Proposed sustainability mechanisms

At its heart, a full cost recovery approach is suggested for implementing the new Strategic Business Plan (2015-2020). The following propositions were made for the different levels of the RUFORUM Network operations.

2.10. RUFORUM Secretariat

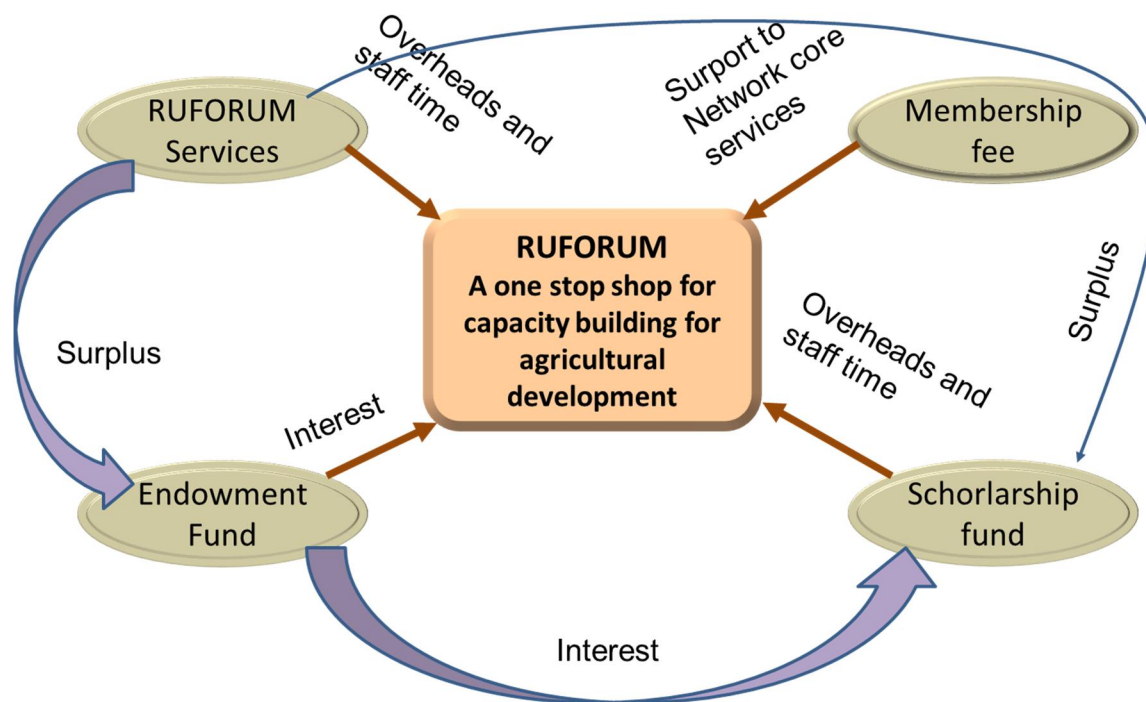
Being a service unit, the RUFORUM Secretariat core services² should ideally be fully funded by its member universities. Projections on the required funds for financing the Business Plan indicate a need for an average of \$8m per year for the Secretariat to effectively service the 46 members in 22 countries. Core services could be estimated at a much smaller proportion, but much higher than current contributions from members. Current membership contribution is only \$0.23m about 2.9% of the required budget. The funds from members need to be increased, as also funds from other sources such as governments and individuals (See Table 1).

Table 1: Estimated Share of Total Funding by Source (Source: RUFORUM SBP)

Funding Source	Indicative Elements Supported	Percent of 2014/15 Budget	Target Percentage
Member Universities, Alumni	Membership fees, attendance at meetings, fellowships, GTAP, alumni services	5	10
African Governments	Global public goods; training for own public servants, research and syntheses, boundary spanning activities	7.5	20
Private Sector and NGOs	Student internships, training for own staff, joint research/outreach expenses	0	10
African SROs, Continental Organizations, CGIAR	Boundary spanning services, interaction with regional organisations	2	10
International Funding Organizations	Fellowships for trainees in aid programmes, institutional support, global public goods, research and synthesis of experience	85.5	50
Total		100%	100%

² Core services refer to the basic services that RUFORUM Secretariat provides to its members, including a core complement of staffing, and networking services.

The foreseen funding mechanism is summarized in the figure below



The purpose of this session is request the Deans/ Principals to take greater ownership of the network and suggest funding modalities of RUFORUM.

a. Discussion questions

How can RUFORUM broaden its funding base? For each suggested category below, the participants were asked to indicate how this would increase income to RUFORUM and how to implement them and to clarify the role of universities/ Secretariat.

- Membership categories and fees
- Government contribution
- Alumni contribution
- Donations
- Endowment fund (what sources?)
- Crowd sourcing
- Partnerships with SROs, CGIAR, NGOs, and private sector e.g. banks, seed companies, CSRO
- Proposal writing
- RUFORUM Services that generate resources (keeping in mind we are an NGO)
- What are the implications of the change proposed?

2.11. Group discussion on the BSP implementation

a. Roles and responsibilities

- Proposal assessment criteria to acknowledge partnerships/collaboration between emerging and established universities
- University engagement with private sector
- Participatory job market identification study
- Involvement in participation

b. Measures of Success

- Increase in partnerships and collaboration between emerging and established universities
- Increase in research outputs from emerging Universities
- Increase in staff mobility between emerging and established universities
- Increase in the proportion of fund allocation to emerging universities
- Increase in capacity building activities/facilities of emerging universities

c. Improving Linkages

- Intensify joint programmes through institutional mentoring aiming at weaning later
- Intensify –RUFORUM socialization programme –intensify awareness of RUFORUM to faculty members
- Introduce affirmative action/ring fencing of some funds for emerging universities
- Speed up CTS implementation
- Facilitate mobility of exchange of staff and staff

d. Measures of Success

- No. of MoUs signed between universities
- No of beneficiaries (staff and students)
- Quantity and quality of outputs/outcome e.g. publication, technologies etc.

2.12. Servicing the RUFORUM network (Resource Mobilization)

a. Membership categories and fees

- Revise membership categories and fees according to size of university, duration of membership
- Include affiliate membership and membership and partnering organization
- Maintain one category of membership
- Increase the fees in a phased manner (start with 7,500)

b. Government

- Lobby AU to engage to request member countries to commit funds to commit at least 1% of their GDP to RUFORUM support
- Government to fulfil their commitment of 3% budget allocation to research
- Use VCs to seek the respective countries
- Establish country offices
- Reach out to different organization and line ministries for direct funding

- Crop related associations/organizations to fund agricultural research in the respective countries
- c. Alumni**
- Form an association to advocate and mobilize funds for RUFORUM
 - Have database of the alumni
 - Alumni working with donors and development partner organizations should be used to lobby for support to the Network
 - Alumni should be engaged to mentor students
- d. Donations**
- Seek direct donations from EU, USAID, JICA etc.
 - Programmes should align to focus areas of these organizations
 - Hold donor roundtables to present RUFORUM agenda
 - Explore more organizations with potential to donate
- e. Crowdfunding**
- Launch the campaign
- f. Partnerships**
- Partner with various research institutions to lobby from big funding agencies e.g World Bank
 - Continue seeking for partnerships and work as implementing arm for the partners
- g. Proposal writing**
- Proposal writing : RUFORUM to facilitate proposal writing and research implementation at an agreed admiration fee
 - Strengthen Secretariat and Network member capacity to write proposals
 - Focus on programme development rather than projects
- h. RUFORUM services**
- Establish infrastructure like hotels for Secretariat use that generates income that goes to endowment fund
 - Establish a consultancy unit that sources expertize in the network
 - Establish research and training facilities that generate funds

How to promote university engagement with private sector, government, civil society and farmers, Use of the network/university to improve monitoring of GRG/CARPs and Improving quality of student training (teaching content and delivery, mentorship) at MSc and PhD levels		
Strategic plan item	Roles and responsibilities	Measure of success
Engagement of universities with the private sector	<ul style="list-style-type: none"> • Participatory job market identification study 	Number of adopted research uptake Provision of training role

	<ul style="list-style-type: none"> • Involvement in participatory research topic identification (problem identification) • Topic of research to be funded by universities to come from private sector • University to provide advocacy once problems are identified • Develop a resource center where we refer to when you want to track research already done • Students employed in private sector Training students' employment in private sector. Research outputs: innovations, products, patents, outreach programmes, demand driven research 	<p>Increased demand for the trainees</p> <p>Number of publications and patents going up</p> <p>Number of active MoU and MoA</p> <p>Number of consultancies, publications, students employment</p> <p>Number of farmers adopting innovations</p>
Monitoring and networking	<p>Provide human, finance and time resources</p> <p>Curriculum development and review Teaching and supervision</p>	Completion of research plan/programme on time
Quality of student training	<p>Curriculum development and review</p> <p>Provision of well-trained/quality staff</p>	<p>Number of approved curricula</p> <p>Number of successful GRG/CARP</p>

How to strengthen partnerships and collaboration among member universities beyond RUFORUM's Interventions?

- University visits
- MoUs
- MoUs implementation plan and strategy
- Fund mobilization
- Government engagement
- Partnership for external examination review (joint proposal review)
- Writing proposals for collaborative research
- Staff and student exchange

- Development of regional hubs for specific disciplines
- Joint development of academic programmes

Strategies to be put in place to transform National Forums into active and vibrant entities?

- Identify responsible body (able to mobilize other institutions with RUFORUM support)
- Secure seed funding to start coordination supported by RUFORUM
- Align with other national forums
- Universities should own national forums
- Diversification of funding
- Strengthening of funding
- Strengthening the participation of private sectors in the National fora
- RUFORUM should play a pivotal role in sensitizing of members in countries where the for a are not active
- Disseminating of good practice among stakeholders in national for a
- Reporting mechanism by national for a so as to ensure accountability (not only budgeting but activities as well)

The presentation on Strategic and Business Plan Implementation can be accessed through the following link [Implementation of the Strategic Business Plan.pptx](#)

3. RUFORUM Updates

3.1. ASTI-RUFORUM data collection by Charles Owuor

The objective is to better understand the strengths and capacity needs in Member University. ASTI collects Statistics on existing capacities in NARIs (e.g., number of staff, student populations). The Maputo RUFORUM Board Meeting (2014) approved collaboration with ASTI in order to

- Allow for analysis on the existing capacities in HE and R&D in member universities
- Identify gaps and challenges that universities across the region are facing and inform response strategies.
- For RUFORUM: Linking with ASTI/IFPRI would benefit from the expertise that ASTI has built over more than two decades
- ASTI and RUFORUM Complimentary mandate to strengthen capacity at NARS and Universities in agric R&D respectively

The data to be collected include # of staff by degree and gender; # of Professional staff by position and gender; Enrollment and graduation data of students by degree and gender; Degree programs being offered; General budget information for university/faculty; and # Grants for research projects. An email was sent to all the member Universities to send the above information but only a few have responded. The Secretariat was advised to update the list of Universities that had provided the information as the presented information was outdated. Deans were requested to provide the information by **20th June, 2015**. The detailed presentation can be accessed through the following link [ASTI Presentation Khartoum 8 June 2015.ppt](#)

3.2. Update on AGM 2015 by Dr Itenge & Prof Mause

The team from Namibia presented their preparation for the AGM which will take place in Windhoek between 27th and 29th August, 2015. The issue that was emphasized was that all visitors to Namibia require a visa except those coming from other SADC countries. The detailed presentation can be accessed through the following link [NAMIBIA RUFORUM AGM PROGRESS REPORT PRESENTATION.pptx](#)

3.3. Update on Africa Higher Education Centres of Excellence

There will be an upcoming call from the World Bank for Universities to establish African Higher Education Centres of Excellence. The rationale of ACEs is to enable Africa to develop contextual research agenda and Link real development challenges with high-level skills training, Support emerging higher education systems in small and fragile countries and Strengthen institutional capacity for delivering high quality training and applied research.

There are ten countries that are part of the Eastern and Southern ACE II: Burundi, Ethiopia, Kenya, Malawi, Mozambique, Rwanda, Tanzania, Uganda, Zambia and Zimbabwe. The ACEs will focus on 4 priority areas Science, Technology, Engineering and Mathematics (STEM), Agriculture, Health and Science, Technology and Innovation (STI) Capacity Development. It is expected that the call will come out in July, 2015 and Universities were urged to start preparing their proposal now. Another critical things that Universities need to do is the identification of partners both national and international including the private sector. The detailed presentation can be accessed through the following link [ACE II Presentation Khartoum.pptx](#).

After the presentation, Universities were given an opportunity to indicate their areas of interest in the ACEs and also try to broker partnerships with other Universities that are doing similar things. The areas of interest of the RUFORUM member universities is shown in Annex

3.4. Update on Erasmus+ by Dr Nampala

Dr Nampala presented on another opportunity (expected call) that member Universities to take advantage of, Erasmus +. This call is a will be a combination of various other EU call such as EDULINK, Erasmus Mundus etc. The objectives of the program are

- To improve the mordenisation and quality of Higher education and relevance for the labour market and society
- Improve competences and skills in Higher Education Institutions via innovative education programs
- Enhance the management, governance, and innovation capacities as well as the internationalization of Higher Education Institutions
- Foster regional integration and cooperation between different regions of the world

Examples of projects that will be funded include curriculum development, university governance and management etc.

The detailed presentation can be accessed through the following link [Erasmus presentation.pdf](#)

3.5. Increasing Our Regional Reach: RUFORUM Communication Strategy: 2015-2019 by Joan Apio

It was indicated that the RUFORUM Visibility Survey conducted in 2014 informed the development of the Communication Strategy. The strategy aims to increase **external regional and global knowledge** and **awareness of RUFORUM** among its stakeholders through the timely, targeted and accurate dissemination of information. The specific objectives are

1. To develop a **consistent** and **vibrant web and social media** presence.
2. To ensure a reliable and **supportive communications** infrastructure.
3. To increase the **communications, timely, targetted**, visibility and credibility.
4. To produce **relevant and accessible communication materials**.
5. To recruit, develop and retain excellent staff.

The Detailed presentation can be accessed through the following link [CPM Presentation to Deans Meeting Joan Apio.ppt](#)

3.6. Presentation by University of Gezira

There was a presentation on the status and structure of the University of Gezira. University of Gezira was established in 1975. The University has 23,000 undergraduate students, 5,000 graduate students, 4,000 students are distant education students and 4,000 undertaking their Diploma studies. The University has 21 Colleges and institutes. It offers both undergraduate and postgraduate degrees in Engineering and Applied Sciences, Medical and Health Sciences, Economics and Rural Development, Textile Engineering, Agricultural Sciences, Education, Mathematics and Computer Science and animal production among others.

The detailed presentation can be accessed through the following link [University of Gezira.ppt](#)

3.7. Presentation by University of Kordofan

There was also a video presentation by the University of Kordofan. The video highlighted that the University of Kordofan is one of the largest universities in Sudan located in Al-Ubayyid 560 km to the southwest of Khartoum. It was founded in 1990. University of Kordofan is recognized as one of the top universities in Sudan. It features several institutes, academic units and research centres including Gum Arabic Research Centre, Centre for Intermediate Technology in Agriculture and Deanship for Research and Postgraduate Training. The University has the following faculties; Deanship for Research and Postgraduate Training; Faculty of Natural Resources and Environmental Studies; Institute of Accounting, Banking and Information Systems; Centre for Intermediate Technology in Agriculture; Gum Arabic Research Centre; Faculty of Commercial Studies and Business Administration; Faculty of Medicine and Health Sciences; Faculty of Education; Faculty of Engineering and Technical Studies and Faculty of Science and Humanities. The details of the University can be accessed through the following website [kordofan.edu.sd](#)

4. DECLARATION OF DEANS AND PRINCIPALS OF RUFORUM MEMBER UNIVERSITIES ON REVITALIZING HIGHER EDUCATION IN AGRICULTURE FOR AFRICA'S FUTURE

Preamble

We, the Principals and Deans of RUFORUM 46 member Universities in 22 African Countries, having held consultative meetings on Strengthening Higher Agricultural Education in Africa in Entebbe (March, 2014) and Johannesburg (November, 2014) met in Khartoum from 8 – 10 June, 2015 to deliberate on actions required to strengthen the higher agricultural education sector in Africa. The Khartoum meeting reviewed outputs of previous meeting including that of the 1st African Higher Education Summit on Revitalizing Higher Education for Africa's future held on March 10 – 12, 2015, Dakar, Senegal. The 65 Principals and Deans explored issues and mechanisms required to strengthen higher agricultural education in Africa.

1. Recognising that:

- a. African countries have experienced unprecedented economic performance and growth over the last decade, with GDP above the world average. This offers opportunity for poverty eradication on the continent and planned engagement of its young and growing population in line with the global Sustainable Development Goals;
 - b. Agriculture continues to play an important role in African economies, employing over 60% of their populations, and contributing on average over 30% to GDP. Agriculture in Africa will continue to play a critical role in national economic growth strategies. However, agricultural productivity remains low, characterised by low use of knowledge and technology;
 - c. Higher Education provides high returns to investment in SSA (latest studies show up to 21%), higher than that for primary and secondary education with potential to support future employment for the growing youth population and respond to the need for job creation to boost agribusiness and development;
2. **Cognisant that** The African Higher Education sector is evolving rapidly, now characterised by a proliferation of higher education institutions, an increasing demand for access and a differentiating labour market. Higher Education and the use of science and technology for innovation are a key strategy for achieving African Union's Agenda 2063, as highlighted in the Science, Technology and Innovation Strategy for Africa 2024 (STISA 2024);
3. **Acknowledging that** Africa's higher education institutions have innovated in patterns of access, enrolment and equity, systems of management, governance and accountability, financing and budgeting models, quality of teaching and learning pedagogies and infrastructures, levels of training for academic staff and research productivity, and forms of national, regional and international collaborations and partnerships;

4. Aware that:

- a. the Higher Education sector faces critical challenges including low quality, inadequate staffing and infrastructures, outdated curriculum and pedagogies, inadequate funding, low research output, and low global competitiveness;
- b. Africa's Higher Education institutions differ in the nature of their relations with the state, practices of institutional autonomy and academic freedom, linkages with society and industry, and ability to produce graduates needed by the economy;

5. Noting that African governments and Heads of States through the Malabo Declaration (2014) re-committed to the CAADP principles and values including a) enhancing investment finance in agriculture; b) ending hunger in Africa by 2025; and c) enhancing resilience of livelihoods and production systems to climate change and other related risks.

Taking into account:

The RUFORUM Vision of,

a vibrant agricultural sector linked to African universities that can 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,

And RUFORUM Mission,

to strengthen the capacities of Universities to foster innovations responsive to the demands of smallholder farmers and value chains through the training of high quality researchers, the output of impact-oriented research, and the maintenance of collaborative working relations among researchers, farmers, market actors, national agricultural research and advocacy institutions, and governments,

And guided by RUFORUM Strategic Business Principles:

- a) Grounding agricultural research in the hands of a well-informed critical mass of locally based professionals
- b) Quality postgraduate training
- c) Relevance of research, training and related services responsive to farmer needs and innovation opportunities
- d) Regionality as a Network of 46 Universities across 22 countries for collective action supported by governments through commitment to regional action
- e) Affordability by maintaining costs and salaries at levels, which are sustainable from regional resources.
- f) Retention of capacity within the region through enhanced regional mobility, acceptance of credentials, farmer and employer demand
- g) Scaling out through joint University programmes, networks and partnerships
- h) Financial Sustainability through recovery of all direct and indirect costs for staff and operations.

Recognising the need for the following specific actions in order to transform the higher agricultural education sector in Africa to better contribute to the vision of African Heads of States and Governments:

1. Increasing investments to higher education, in line with previous commitments, to ensure adequate staffing, infrastructure, and facilities by national governments and the necessary expansion of the sector;
2. Ensuring attainment of gender parity in postgraduate education in agriculture and related sciences;
3. Strengthening regional mechanisms for the rationalisation of existing resources on the continent through the creation of regional centres of excellence and specialisation, increased staff and student mobility, infrastructure and promoting differentiation of higher education institutions;
4. Harmonising support to higher education, including that from development partners and other funders;
5. Developing robust, transparent, and fair systems of assessment to measure student learning outcomes, research, and performance of academic staff, administrators, and other staff for continuous improvement;
6. Promoting the use of ICT for decentralised teaching and learning as well as to enhance quality assurance, accreditation processes as well as to strengthen university responsiveness to community needs.
7. Promoting multi-disciplinary approaches in teaching, research, innovations and outreach activities, and share good research and training practices across universities in Africa and outside
8. Supporting the establishment of an African Credit Accumulation and Transfer System to enhance the internationalisation of the higher education system;
9. Supporting a regional quality assurance mechanism building on experience from other regions of the world and those of national and sub-regional quality assurance agencies.
10. Strengthening policy engagement to effectively sustain efforts in higher education as drivers of agriculture and society development.

The Principals and Deans Call on:

1. The African Union to organise a side session on Higher Education at the next Heads of States Summit to engage African States to take steps to strengthen higher education in Africa;
2. African governments to increase investments in higher education institutions, including through the full implementation of previous agreements as articulated in the CAADP (10% to agriculture); Education (1% to education) and research (2% to research) to strengthen higher education and promote the wider African development agenda;
3. African philanthropists to take a lead role in supporting transformative programs that pilot ‘best practice’ on the continent;
4. African governments to request regional economic communities to enhance sub-regional cooperation to strengthen higher education;
5. African governments to strengthen mechanisms for collaboration between ministries of agriculture and education to strengthen higher agricultural education in Africa;
6. African Union to establish
 - a. A continental ‘accreditation standards and credit transfer system’ to widen their exposure and enhance inter-African cooperation in scientific fields;

- b. An ‘academic mobility scheme’ and strengthen centres of excellence and enhance mobility, regional level training and enhance economies of scope and scale
7. African governments to support local and international partnerships which address critical capacity needs for sustainable agricultural development. This includes partnerships amongst universities and engagement with communities, private sector and the African Diaspora’s;
8. African stakeholders, including Agricultural Research and Knowledge Institutions, the private sector civil society organisations, and financial institutions, to support the achievement of the provisions of this Declaration.

5. The Standard Bank Centre for Agribusiness Leadership and Mentorship Development by Johan Van Rooyen, University of Stellenbosch

The presentation centred on the growing importance of Agri-Business in Africa and how they can be linked to farmers in Africa. The presentation also suggested how this initiative can be linked to RUFORUM activities especially what agri-business companies want from Agricultural educational institutions. The type of graduates that these agri-business companies want these institutions to produce the drive the agribusiness sector in Africa. This will help African Agricultural Institutions to re-orient their curricula to the needs of the industry. International Food and Agri-Business Management Association is composed of **40%** academics, educators, students –Universities, Colleges, Business Schools (Harvard, AABS, RUFORUM, SA Univ, Wageningen, Purdue, Texas ANM, RAU, Insead, China, Latin America, Australia, NZ, Scandinavia, etc.etc); **35%** Agri/Food businesses execs (AgBiz, John Deere, Monsanto, DuPont, Unilever, Rabbobank, Standard Bank, Novus.....) and **25%** Government agencies, NGO’s, councils. The Organisation head office is based in Washington DC. There are however plans to establish an African Chapter of the organisation.

The detailed presentation can be accessed through the following link [IFAMA AFRICA.ppt](#)

6. RUFORUM Biennial 2016 to be hosted by Stellenbosch University, South Africa by Prof. Danie Brink

He gave a brief background of Stellenbosch University, that it has 10 faculties: Agriculture, Science, Engineering, Economics and Management Science, Medicine and Health Science, Arts and Social Science, Education, Law, Theology and Military Science. The University has over 28,000 students from 111 Nationalities and that 54 percent of the students are African. The University will host the 2016 RUFORUM biennial whose proposed theme is Linking Agricultural Universities with Private Sector, Governments and Other Stakeholders in Support of Agricultural Development in Africa. The sub-themes are

- Innovation for sustainable systems within value chains that improve smallholder incomes;
- Public private partnerships: a driver for higher education for market pathways and product uptake

- Building capacity for university research, outreach and community engagement: Integrating universities into national agricultural innovation systems
- Academic mobility, quality assurance and credit transfer across the continent: the game changers

The proposed dates (which will be confirmed) are 19-23 September, 2016. A local organizing Committee formed consisting of; Chairperson: Dean AgriSciences, Corina du Toit (Head: African Doctoral Capacity Programme), Prof. J van Rooyen (President: IFAMA) and a Conference Organising Agency will be appointed to assist the organisation of the meeting. The detailed presentation can be accessed through the following link [RUFORUM SU presentation Khartoum small.pptx](#)

7. Presentation on the Agricultural Research Corporation (ARC)

This is the National Agricultural Research Organization of Sudan. The Detailed presentation of ARC can be accessed through the following link [Agricultural Research corporation.ppt](#)

8. Closing Remarks

Prof Adipala Ekwamu-Thanked all the Deans and Principals who were present at the meeting. Particularly he thanked the Government and the People of Sudan, the two RUFORUM member Universities (University of Gezira and Kordofan) for hosting the Deans and Principals Meeting.

He thanked all the staff of the University of Gezira and University of Kordofan who worked extremely hard, both in the foreground and background. He also thanked the Agricultural Research Corporation (ARC) and ZADNA Agricultural Company for the support.

He then thanked the Guests of Honor, Honorable ministers of Higher Education and Scientific Research and Agriculture and Forestry for gracing the occasion with their presence.

Annex 1. DECLARATION OF DEANS AND PRINCIPALS OF RUFORUM MEMBER UNIVERSITIES ON REVITALIZING HIGHER EDUCATION IN AGRICULTURE FOR AFRICA'S FUTURE

Regional Universities Forum for Capacity Building in Agriculture

Khartoum, Sudan from 08-10 June 2015

Preamble

We, the Principals and Deans of RUFORUM 46 member Universities in 22 African Countries, having held consultative meetings on Strengthening Higher Agricultural Education in Africa in Entebbe (March, 2014) and Johannesburg (November, 2014) met in Khartoum from 8 – 10 June, 2015 to deliberate on actions required to strengthen the higher agricultural education sector in Africa. The Khartoum meeting reviewed outputs of previous meeting including that of the 1st African Higher Education Summit on Revitalizing Higher Education for Africa's future held on March 10 – 12, 2015, Dakar, Senegal. The 65 Principals and Deans explored issues and mechanisms required to strengthen higher agricultural education in Africa.

6. Recognising that:

- a. African countries have experienced unprecedented economic performance and growth over the last decade, with GDP above the world average. This offers opportunity for poverty eradication on the continent and planned engagement of its young and growing population in line with the global Sustainable Development Goals;
- b. Agriculture continues to play an important role in African economies, employing over 60% of their populations, and contributing on average over 30% to GDP. Agriculture in Africa will continue to play a critical role in national economic growth strategies. However, agricultural productivity remains low, characterised by low use of knowledge and technology;
- c. Higher Education provides high returns to investment in SSA (latest studies show up to 21%), higher than that for primary and secondary education with potential to support future employment for the growing youth population and respond to the need for job creation to boost agribusiness and development;

7. **Cognisant that** The African Higher Education sector is evolving rapidly, now characterised by a proliferation of higher education institutions, an increasing demand for access and a differentiating labour market. Higher Education and the use of science and technology for innovation are a key strategy for achieving African Union's Agenda 2063, as highlighted in the Science, Technology and Innovation Strategy for Africa 2024 (STISA 2024);

8. **Acknowledging that** Africa's higher education institutions have innovated in patterns of access, enrolment and equity, systems of management, governance and accountability, financing and budgeting models, quality of teaching and learning pedagogies and infrastructures, levels of training for academic staff and research productivity, and forms of national, regional and international collaborations and partnerships;
9. **Aware that:**
 - a. the Higher Education sector faces critical challenges including low quality, inadequate staffing and infrastructures, outdated curriculum and pedagogies, inadequate funding, low research output, and low global competitiveness;
 - b. Africa's Higher Education institutions differ in the nature of their relations with the state, practices of institutional autonomy and academic freedom, linkages with society and industry, and ability to produce graduates needed by the economy;
10. **Noting that** African governments and Heads of States through the Malabo Declaration (2014) re-committed to the CAADP principles and values including a) enhancing investment finance in agriculture; b) ending hunger in Africa by 2025; and c) enhancing resilience of livelihoods and production systems to climate change and other related risks.

Taking into account:

The RUFORUM Vision of,

A vibrant agricultural sector linked to African universities that can 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,

And RUFORUM Mission,

To strengthen the capacities of Universities to foster innovations responsive to the demands of smallholder farmers and value chains through the training of high quality researchers, the output of impact-oriented research, and the maintenance of collaborative working relations among researchers, farmers, market actors, national agricultural research and advocacy institutions, and governments,

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- j) Quality postgraduate training
- k) Relevance of research, training and related services responsive to farmer needs and innovation opportunities
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- m) Affordability by maintaining costs and salaries at levels, which are sustainable from regional resources.
- n) Retention of capacity within the region through enhanced regional mobility, acceptance of credentials, farmer and employer demand
- o) Scaling out through joint University programmes, networks and partnerships
- p) Financial Sustainability through recovery of all direct and indirect costs for staff and operations.

Recognising the need for the following specific actions in order to transform the higher agricultural education sector in Africa to better contribute to the vision of African Heads of States and Governments:

11. Increasing investments to higher education, in line with previous commitments, to ensure adequate staffing, infrastructure, and facilities by national governments and the necessary expansion of the sector;
12. Ensuring attainment of gender parity in postgraduate education in agriculture and related sciences;
13. Strengthening capacity for Foresight planning and data management to inform policy
14. Strengthening regional mechanisms for the rationalisation of existing resources on the continent through the creation of regional centres of excellence and specialisation (Anchor Universities), increased staff and student mobility, infrastructure and promoting differentiation of higher education institutions;
15. Harmonising support to higher education, including that from development partners and other funders;
16. Developing robust, transparent, and fair systems of assessment to measure student learning outcomes, research, and performance of academic staff, administrators, and other staff for continuous improvement;
17. Promoting the use of ICT for decentralised teaching and learning as well as to enhance quality assurance, accreditation processes as well as to strengthen university responsiveness to community needs.
18. Promoting multi-disciplinary approaches in teaching, research, innovations and outreach activities, and share good research and training practices across universities in Africa and outside
19. Promoting Youth employability and entrepreneurship through Agribusiness and Entrepreneurship skill development
20. Supporting the establishment of an African Credit Accumulation and Transfer System to enhance the internationalisation of the higher education system;
21. Supporting a regional quality assurance mechanism building on experience from other regions of the world and those of national and sub-regional quality assurance agencies.
22. Strengthening policy engagement to effectively sustain efforts in higher education as drivers of agriculture and society development.

The Principals and Deans Call on:

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11. African philanthropists to take a lead role in supporting transformative programs that pilot 'best practice' on the continent;
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 - a) A continental 'accreditation standards and credit transfer system' to widen their exposure and enhance inter-African cooperation in scientific fields;

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- 15. African governments to support local and international partnerships which address critical capacity needs for sustainable agricultural development. This includes partnerships amongst universities and engagement with communities, private sector and the African Diaspora's;
- 16. African stakeholders, including Agricultural Research and Knowledge Institutions, the private sector civil society organisations, and financial institutions, to support the achievement of the provisions of this Declaration.

Annex 2: List of Participants at the RUFORUM Deans and Principals Meeting held at Rotana, Hotel, and Khartoum, Sudan

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Annex 3: Meeting Program

Time	Program / agenda items	Responsible
Day 1	Monday 8th June 2015	Overall Facilitator: Paul Nampala & Solange Uwituze
Session 1: Opening		
08.00	Introduction	Sylvia & Juliet
08:30	Welcome Remarks: RUFORUM Secretariat,	Prof. Adipala
08.40	Welcome Remarks: Chairperson of the Principals and Deans Committee	Prof. Thomas Chiconela
08.50	Remarks by University of Kordofan	VC of Kordofan
09.00	Remarks by University of Gezira	VC of Gezira
09.07	Remarks on Sudan Agriculture	Honorable Minister of Agriculture/Sudan
09.17	Remarks by Guest of Honor	Honorable Minister of Education/ Sudan
09.37	Health Break and Group Photo	Joan and Wycliffe
Session 2: RUFORUM Draft Strategic Business Plan		
10.00	Presentation of the Draft Strategic Business Plan	Dr Osiru & Judith
10:30	Quick Plenary Discussion	Dr Nampala
11.00	Group Discussions on the Plan	Drs Paul & Solange
12.00	Group reports in plenary	Drs Paul & Solange
12.45	Lunch Break	Wycliffe, Juliet & Sylvia
Session 3: Brainstorm on the SBP Implementation Plan		
13.45	Setting the Scene	
	Summary of Key recommendations for SBP improvement	Dr Madola, Charles, Emma
	IP presentation	Dr Osiru & Charles
	Group work to develop the IP (along the Strategic thrusts)	Dr Egeru and Judith
15.00	Funding opportunities for the SBP	Dr Madola, Charles, Emma
15:30	Feedback from groups: Suggestions on the SBP IP	Prof Charles Mutisi
16.00	Health Break	Wycliffe, Juliet & Sylvia
Session 4: RUFORUM Updates		
16:30	Update on AGM 2015	Dr Itenge & Prof Mause
16.45	ASTI-RUFORUM data collection	Mr Charles Owuor
17:15	Summary of Day 1	Dr Madola, Charles, Emma
17.30	End of Day 1	All
18:30	Official Reception Dinner	University of Gezira and Kordofan
Day 2	Tuesday 9th June 2015	
Session 5		
8:30	Update on ACE	Drs Osiru, Nampala, and Solange

Time	Program / agenda items	Responsible
9.30	Q&A session	Drs Osiru, Nampala, and Solange
10:00	Update on Erasmus+	Dr Nampala& Solange
10:20	Planning for Higher Education, Heads of State & Government Summit; Progress and Feedback from Deans and Principals	Dr Moses Osiru
10:30	Group work and feedback	
11:00	Health break	
11.30	RUFORUM Communication Strategy	Joan & Jackie
12.00	Feedback in plenary	Dr Egeru
12:25	Introducing IFAMA	Prof Johan Van Rooyen - Stellenbosch University
12:35	Summary of Day 2	Dr Madola, Charles& Emma
13:00	Lunch Break	
14.00-17.00	Deans closed door meeting	Prof. Chiconela& Prof. Mause
18:30	Dinner	Director General of Agricultural Research Cooperation
Day 3	Wednesday 10th June 2015	
9:00 -11-00	Presentation - Introducing University of Gezira, Kordofan University and the Agricultural Research Corporation	Dean/ Agric/ University of Gezira, Prof. Muna
11:00-11:30	Health break	University of Gezira and Kordofan
12.00-15.00	Trip along the Nile and lunch on boat	University of Gezira and Kordofan
17:30-19.00	Tour and dinner	Zadna Agricultural Company
Day 4	Thursday 11th June 2015 Departures	

Annex 4: Welcome remarks by Professor Adipala, Executive Secretary, RUFORUM

Selected Key Highlights: RUFORUM Deans and Principals Meeting

- Appreciation to Government of Sudan
- Specific request to host meeting made by GoS through Minister of Higher Education & Scientific Research
- Ministry of Internal Affairs facilitated visa issue
- Logistical support provided
- Two member universities (UoG and KU)
- The ARC, Sudan
- Zadna Agricultural Company

RUFORUM Contribution to Sudan

- Training of 76 Masters and PhD Graduates (SCARDA = 14 Masters, Kordofon = 18, GU = 32, Intra-ACP = 6 MSc); PhD = 4
- Skills enhancement training at both KU and UoG focus on strengthening ICT competencies among faculty and students
- Building Research Teams in Leadership and Scientific Publications
- We appreciate the strong engagement of the two member universities and ARC in RUFORUM activities

6th RUFORUM GRG Call

116 submitted, 108 Compliant, 29 selected for funding

Community Action Research

- Nelson Mandela African Institute of Science and Technology awarded US\$300,000 to support a Community Action Research Project (CARP) on Livestock Value Chain in Tanzania
- RUFORUM is funding five other CARPs in Ethiopia (Wheat value chain), Uganda (2, one on cassava value chain and the other on rice-soybean value chain), Malawi (Fish value chain) and Kenya (Soil enhancement and cereal marketing).

Upcoming Events

- RUFORUM Annual General Meeting – 27 – 29 August 2015 in Windhoek, Namibia
- Tentative Heads of State & Government Session on Higher Education in Africa – Date to be confirmed
- 5th African Higher Education Week: Linking Universities to Industry & Civil Society, Cape Town, South Africa, Sept. 2016

Progress on Graduate Teaching Assistantships (GTA)

- Regional academic staff mobility launched by VCs in July 2014
- 70 training slots offered by 16 member universities out of 46
- 40 applicants through the RUFORUM Information Management System (RIMS)
- Interested applicants have included Asia, Europe and Britain
- successfully placed by June 2015 translating into **\$520,000** invested by sending and receiving member universities

Call for Action

- Mobilize Resources to sustain RUFORUM activities
- Enhance quality of graduate Research & Training
- Ensure timely completion and graduation
- Facilitate Academic Mobility across the continent

Annex 5: Opening Remarks by Professor Sumia Abo Kushwa, Minister of Higher Education and Scientific Research

Vice Chancellors

RUFORUM Executive Secretary, Prof. Adipala Ekwamu

RUFORUM Deans and Principals

Representatives of Universities and other institutions of learning

The Research Community

Media Representatives

Distinguished Ladies and Gentlemen

Ladies and Gentlemen

It is indeed an honour for me, on behalf of the Government of Sudan, to make these opening remarks at the Principals / Deans meeting of RUFORUM. I should inform you that this is one of my very first assignments as Minister of Agriculture, Sudan and I am indeed honoured. Sudan considers both education and agriculture as important sectors to strengthen our national development and we are pleased to host this important meeting of the academia from all over the continent.

This meeting is also particularly important for me because it helps to strengthen the linkages between the agriculture and education sectors in Africa. As we all know, there is a large potential to make use of science and technology for improving agricultural production. Agriculture continues to contribute the largest proportion to GDP of most African economies, including Sudan and its improvement is critical to our shared development. We don't see this changing soon.

I recall a few years ago, working with RUFORUM to engage universities in Africa to support our national agricultural research institute, the Agricultural Research Cooperation (ARC). The mission of the ARC is to plan, develop and implement research designed to produce technologies and systems that are required to ensure high and sustainable crop productivity and food security in Sudan. To play out this mission, scientific capacity and staffing are a pre-condition, and we rely on African universities to support this capacity building. We were pleased to participate together in the SCARDA program, supported by DFID and many of our scientists who were trained by the program have now completed their studies. I thank RUFORUM for this, and call on the network to continue to support the strengthening of human capacity in Sudan. I hope that we will continue to work together to strengthen the capacity of the ARC.

In this vein, I take this opportunity to congratulate RUFORUM on the recently held Biennial Conference in Maputo in 2014 at which both the Vice chancellors of Gezira and Kordofan represented us. We take note of the recommendations of the meeting and the offer by Her Excellency Madam Nkosazana Dlamini Zuma, the Chairperson of the AUC to organise a side session on higher education at the next Heads of State Summit. I have been informed there is a session that has been organised as part of this meeting tomorrow to discuss further the recommendations to Heads of States. I hope that there will also be specific consideration to the area of agriculture – since you are largely from the agricultural sector. I want to confirm that I will ensure that HE, the President of the Republic of Sudan is kept updated on the final recommendations and will on your behalf request him to support recommendations that are of importance to the Republic of Sudan.

Ladies and Gentlemen

There is general consensus that Africa is in a much better position today than at the start of this millennium, when marginalization and underdevelopment defined its place in the world. This is therefore a good moment to discuss the future we want, to set milestones and discuss what we must do today to achieve that future.

By 2050, our population will cross the 2 billion mark, the majority of whom will be young. To reap this demographic dividend, we must therefore focus on health and education, and access to basic services such as water, sanitation, shelter, ICT, public transport and social security.

Africa is rich in natural resources: land, minerals, energy, oceans, rivers, lakes and forests. Unfortunately, our development path of the last few hundred years have been extractive with our raw materials beneficiated elsewhere. We not only import the finished products at high costs, but we also export jobs and value is created in other regions. In a continent where millions of young people are unemployment or underemployed, this is simply unsustainable.

For both these elements, education is important. To add value to our natural resources, to grow the African businesses and manufacturing, to industrialise, we therefore need skilled people and we need infrastructure. African agriculture should and must do much better, to ensure our collective food security, to reverse the trend of being a net importer of food, to create jobs and to contribute towards industrialisation.

The higher education sector has a critical role to play in all the above, producing the knowledge, research, the technologies, and innovations.

I applaud RUFORUM which is a network of 46 universities for its effort to foster regional centers of excellence and academic exchanges to train the next generation of scientists; connecting universities to national agricultural research systems, private sector and rural communities; and championing national and regional policies supporting postgraduate training and research. I will continue to explore avenues to support RUFORUM.

Lastly, but not least, I wish the meeting fruitful discussions and look forward to the outcomes of your deliberations.

I Thank you

Annex 5: ACE 11 and Areas of Interest by RUFORUM Member Universities

University	Areas of interest in ACE II
Universite' Evangelique Afrique	<ul style="list-style-type: none"> • Climate change and land suitability • GIS and Remote Sensing in Agriculture
John Garang University	<ul style="list-style-type: none"> • Climate and Environmental Smart Agriculture • Agribusiness • Seed science and Technology
University of Antanarivo	<ul style="list-style-type: none"> • Food science and engineering e.g. designing food productions adapted to technological and socio-economic context (SME) • Biodiversity management I.e. partnership with Rwanda and DRC • Environment and climate smart agriculture with focus on soil fertility • Environment economics e.g. carbon trading, REDD, • Natural resources management (ICT) e.g. partnership with DRC, UCB
University of Mzuzu	<ul style="list-style-type: none"> • STEM • Energy • Hydrology and water purification • ICT • Agriculture and water resource management • Aquaculture and Fisheries • Climate and environment smart agricultural
Egerton University	<ul style="list-style-type: none"> • Agribusiness management • Climate and environment smart agriculture • Potential partners (Kyambogo Universities, John Garang university, university of Juba, • STEM

<p>Makerere University</p>	<p>Integrated animal resources development and food safety</p> <ul style="list-style-type: none"> • Potential partners. International: Malawi, Rwanda, Burundi, Ethiopia • International: Tufts, Minesota, Missisipi, ILRI • National: NARO, Busitema and Muni University <p>Zoonosis and biosecurity</p> <ul style="list-style-type: none"> • International partners: University of Minisota • Regional partners: Haramaya university of Zambia • National: UVRI and MAAIF <p>Climate smart agriculture</p> <ul style="list-style-type: none"> • Environmental sustainability • Integrated farming systems • Organic farming and food systems • Climate change and risk <p>Agriculture value chain and agri-business</p> <ul style="list-style-type: none"> • Plant breeding and seed systems • Agri-business development • Post-harvest and food safety • Agricultural policy • Agricultural information and knowledge support systems <p>Innovative e-services in health and agriculture and education</p> <p>Innovative AI applications to detect and predict human, crop and animal diseases, smart communications and smart electricity grids</p> <p>Digital preservation of indigenous knowledge (agric and health)</p> <p>Collaborators</p> <ul style="list-style-type: none"> • National (Engineering, Health sciences, agriculture and environment, education and veterinary sciences) • International partners (university of Gezira, university of Stellenbosch, Uganda matyrs, university Zambia and Uganda Christian university) • STEM • Partners in STEM: UNZA and EMU • Health (Molecular biology) • Partners in Health (UNAM, UNZA) • Pharmacology • Partners (Moi, Gezira, EMU, Mbarara, Busitema, Catholic university of Bukavu, university of Juba)
<p>Ndejje university</p>	<ul style="list-style-type: none"> • Energy generation from municipal solid waste (STEM)
<p>Jomo Kenyatta University of Agriculture and Technology</p>	<ul style="list-style-type: none"> • Food and Nutrition Security current programs (MSc and PhD Food science of nutrition and MSc. Research methods) • Suggested partners: Stellenbosch university – S. Africa and Universite Catholique De Bukavu

University of Juba	<ul style="list-style-type: none"> • Agri-business • Climate and environment smart agriculture • Water resource management • Hydrology and irrigation • Application of GIS in cropping partners in drought prone agro-ecological zones • Development of value added GAPS FOR HORTICULTURAL EXPORTS <p>Potential partners: Egerton university, University of Gezira, University of Khordofan, University of Capecoast, Ghana, Haramaya university, Gulu university</p>
Uganda Martyrs University	<p>Agro-ecology and food systems</p> <ul style="list-style-type: none"> • Environment and climate smart agriculture <p>Partners</p> <ul style="list-style-type: none"> • Mekelle university • Kyambogo • Universite of Abomey Calavi • University of western cape • Swedish university of Agriculture • University of Namibia • Uganda Christian University <p>Programmes</p> <ul style="list-style-type: none"> • MSc/PhD in Agro-ecology • MSc in M&E • PhD in Rural development and climate change • MSc. In development economics
Kenyatta University	<ul style="list-style-type: none"> • Material science and applications in renewable energy • Agricultural biotechnology applications in climate smart agriculture • Health: Medicinal plants research • Other interests (ICT applications in agricultural, quality of education – STEM, Applied statistics) • Material science/Application in Renewable energy (have very good global linkages with EU, SA and USA but seek regional and national partners) • Agricultural biotechnology/applications in climate smart agriculture with linkage towards agri-business <ul style="list-style-type: none"> ○ Have good global linkages, have established regional centres. ○ Seek to establish links with bio-security/biosafety aspects • Potential partners are Catholique university of Bukavu • Health: Medicinal plants resources (seek partners for this)

	<ul style="list-style-type: none"> • Interested in partnerships with ICT applications in Agriculture • Applied statistic/Math • Quality of education
University of Swaziland	<ul style="list-style-type: none"> • Agri-business • Value chains • Climate/environmental smart agriculture • Food science and nutrition
National university of Lesotho	<ul style="list-style-type: none"> • Climate and environmental smart agriculture • Agribusiness
Busitema University	<ul style="list-style-type: none"> • STEM: Hydrology, Water and ICT • Agriculture: (Environment and climate change, water/irrigation) • Health: (Fisheries, aquaculture, bio-medical technology) • Partners: NARO, CURAD, Makerere University, Malawi
Nelson Mandela African Institute of Science and Technology	<ul style="list-style-type: none"> • Agriculture: Animal health, diagnostics, disease control • Agronomy: Agricultural intensification, focusing on nitrogen fixation • Health: Medical engineering (vaccines, immune bio systems, medicinal plants, adjuvants)
The Copper belt university	<p>Specialization</p> <ul style="list-style-type: none"> • Natural resource management • Forestry, Fisheries and aquaculture, agro-forestry, wood science, wildlife management, plant science • Value chain <p>Interests</p> <ul style="list-style-type: none"> • All aspects health lead by school of medicine • Agri-business • Climate change and environmental smart agriculture
Gulu University	<p>Interest</p> <p>Agribusiness and food systems</p> <p>Specialization</p> <ul style="list-style-type: none"> • Entrepreneurship with focus on linking universities to communities. Mobilization of small holders, studying business models • Value chain expertise and cooperate environment (potential for MBA, law, economics MSc and PhD students) <p>Thematic areas will include</p> <ul style="list-style-type: none"> • Smallholder linkages to value chain models and micro enterprises • Sustainable investment models • Competitiveness studies • Business proposals – enterprises/challenges • Gender/Youth studies (enterprises action research etc)

	<p>Potential partners</p> <ul style="list-style-type: none"> • Gulu university • Stellenbosch universities • Makerere Universities • University of Swaziland • Earth University • Standard bank • African Fellowship Trust/Royal Agricultural University • UK Group
University of Eldoret	<p>Seed science and technology</p> <ul style="list-style-type: none"> • Sustainable (efficient) land resources through integration of agriculture, forestry and fisheries (Collaborators: Kwazulu Natal, Sokoine University, Wageningen, Mekelle, Moi university) • Water and waste management (Potential partner: Uganda Christian University) • STEM (Technical education and sports science: empowering youth through integration of sports in Higher Education to foster peace (Potential partners: Kyambogo, Moi universities)
Uganda Christian University	<ul style="list-style-type: none"> • Waste Management (solid waste), water and sanitation and water resources management (Partner: University of Eldoret) • Agribusiness (Partner: Stellenbosch) • STEM: Information systems (Makerere university ICT)
Moi University	<p>STEM</p> <ul style="list-style-type: none"> • Renewable energy • Textile engineering • Analytical chemistry • Electronics (Gezira/Juba) • Potential partners (Stellenbosch, Busitema university, University of Eldoret) <p>Health (Potential Partners: Mbarara university, Makerere University)</p> <p>Plant pathogens diagnostics, entomology, parasitology</p> <p>Potential partners: Makerere University</p>
University of Rwanda	<p>Climate and Environment smart agriculture</p> <ul style="list-style-type: none"> • Biodiversity (Potential partners: Madagascar, DRC) • Water Resources Management, aquaculture and fisheries (Potential partners: Lilongwe University of Agriculture and Natural Resources, Mzuzu university, Stellenbosch, Uganda) • Hydrology and irrigation (Potential partners: Malawi) • Veterinary medicine (Potential partners: Ethiopia, Uganda, Kenya)

	<ul style="list-style-type: none"> • Food security
Mekelle University, Ethiopia	<ul style="list-style-type: none"> • Climate and Environment smart agriculture (Potential partners: University of Nairobi, Kyambogo university) • Water resources management (flood water harvesting) (Potential partners: University of Gezira) • Agricultural land management (Catholic university of Bukavu)
Lilongwe University of Agriculture and Natural Resources (Malawi)	<p>Water management (Aquaculture and fisheries) Potential partners</p> <ul style="list-style-type: none"> • National partners: Mzuzu university • Regional partners: University of Rwanda, Copperbelt university, Zambia, Eldoret university, Makerere university, university of Juba, Busitema university • International partners: Rhodes university, university of Stellenbosch, Oregon university, Oregon state university, Texas • National partners: National aquaculture centre, MALDECO, NASFAM
University of Nairobi	<ul style="list-style-type: none"> • One health (Encompassing agriculture, veterinary medicine, human medicine (Potential partners: Wildlife and environmentalists, Haramaya university, Makerere university, University of Khordofan, Sokoine university of Agriculture, National University of Rwanda) • Innovations in climate smart agriculture (Potential partners: University of Khordofan, Mekelle university, Kyambogo university)
Haramaya university	<ul style="list-style-type: none"> • Climate and Environment smart agriculture • Agri-business • Veterinary medicine <ul style="list-style-type: none"> ○ Zoonoses (one health) ○ Wild life health ○ Epidemiology and biostatistics • Potential partners: University of Juba, Mekelle university, National University of Rwanda, Makerere university, Stellenbosch for agribusiness)
University of Gezira	<ul style="list-style-type: none"> • Climate and environment smart agriculture (Partners: Makerere University, Uganda) • Agri-business (Partners: Egerton university, Kenya) • Agricultural land management (Partner: Mekelle university) • Water resource management (partners: Makerere university and Mekelle university)