



## **FIRST SIX MONTH PROGRESS REPORT**

**Grant Contract Identification Number:**

**9-ACP-RPR-12#33**

**Submitted by**

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

**Kampala, Uganda**

**May 2009**

## Part I. Particulars for the Project

Name of beneficiary of grant contract	Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), Kampala, Uganda.
Name and title of the contact person	Prof. Adipala Ekwamu, Regional Coordinator
Name of Partners in the action	<p><b>Partners:</b></p> <ol style="list-style-type: none"> <li>1. Makerere University, Uganda</li> <li>2. Egerton University, Kenya</li> <li>3. Jomo Kenyatta University of Agriculture and Technology, Kenya</li> <li>4. University of Malawi, Malawi</li> <li>5. University of Zambia, Zambia</li> <li>6. Sup Agro, Montpellier, France</li> </ol> <p><b>Associate Partners:</b></p> <ol style="list-style-type: none"> <li>1. Network of European Agricultural (Tropically and sub-tropically oriented) Universities and Scientific Complexes Related with Agricultural Development (NATURA), Belgium</li> <li>2. Forum for Agricultural Research in Africa (FARA), Ghana</li> <li>3. The Inter-University Council of East Africa, Uganda</li> </ol>
Title of the Action	Strengthening Capacity of Universities in Eastern, Central and Southern Africa to offer Quality Graduate Programmes
Contact number	Office: +256 414 535939 Mobile: +256 772601875
Start date and end of the reporting period	29 <sup>th</sup> September 2008 - 28 <sup>th</sup> February 2009
Target countries or regions	Kenya, Uganda ( Eastern Africa), Malawi and Zambia ( Southern Africa) as main targets with engagement of universities in Burundi and Rwanda ( Central Africa) and France ( EU)
Target groups	Higher Education Institutions ( Universities), their students, Lecturers and Managers
Final beneficiaries	Policy makers, Farming communities, post secondary education, agriculture and food security sectors

## **Part II.**

### **Assessment of implementation of action activities**

#### **2.1 Activities and results**

##### **Activity 2.1: Project Inception planning meeting**

This report has been submitted past the expected date for a number of reasons:

In the Edulink 3<sup>rd</sup> call proposals, RUFORUM secured funding for two actions (Enhancing Research in Eastern and Southern Africa (ERESA), contract **9 ACP RPR 118 # 9** and Catalyzing Change in African Universities (CCAU), contract **9 ACP RPR 118 # 5**). This meant that RUFORUM secretariat was responsible for implementing three (3) Edulink supported actions among the member universities. It was therefore imperative to hold joint inception meetings where all partners in the three actions would be present, including other stakeholders. The inception meeting for the projects took place in Entebbe, Uganda at Imperial Botanical Beach Hotel from 23<sup>rd</sup> to 25<sup>th</sup> February 2009. A total of 27 participants were drawn from various organizations dealing with quality assurance systems for higher education in the Eastern, Central and Southern Africa region. In addition, 20 other participants attending the other two Edulink inceptions planning meeting participated in the joint plenary session. Annex 1 shows a sample invitation letter. Annex 2 gives the list of participants for inception planning meeting for quality assurance project (9-ACP-RPR-12#33).

The objectives of the joint inception meeting were to maximize impact by:

- i) Harmonizing work plans and schedules of activities for the three projects.
- ii) Enhancing shared understanding of the three projects among partners and stakeholders,
- iii) Identifying areas of synergy and trouble shooting potential conflict areas, and
- iv) Promoting European Union visibility among RUFORUM partners.

After the inception meeting, a small regional group was formed to collate and synthesize all meeting documents. The process took about one month.

##### **2.1.1 Output 1 from the inception meeting : A Refined work/action plan for implementation of the Quality Assurance project**

The refined work/action plan agreed upon by all the partners with their roles in each activity is given in Annex 3. The interim proceedings / report from the inception workshop is given in Appendix 4.

## **2.1.2 Output 2 from the inception meeting : Project Steering Committee constituted for the quality assurance project**

During the inception meeting a Project Steering Committee was constituted to oversee implementation of the project and provide overall leadership. It comprises of the partner institutions with the under - listed members;

### ***Chair Person/Project team Leader***

Prof. Robert Obura – Egerton University, Kenya

### ***Vice Chair Person***

Dr. Wellington Ekaya, Program Manager (Training & Quality Assurance) - RUFORUM Secretariat, Uganda

### ***Institutional Representation***

- |  |   |
|--|---|
| 1. University of Malawi , Malawi                                       | Dr Alexander Kalimbira                  |
| 2. University of Zambia, Zambia  | Dr Judith Lungu                         |
| 3. Makerere University, Uganda   | Prof Samuel Kyamanywa                   |
| 4. Egerton University, Kenya<br>Chairperson)                           | Prof Robert Obura (Project Team Leader/ |
| 5. Jomo Kenyatta University<br>of Agriculture and<br>Technology, Kenya | Prof Kamau Ngamau                       |
| 6. NATURA  | Dr Didier Pillot Montpellier SupAgro    |

## **2.1.3 Specific Activity Managers**

During the planning meeting, members agreed to constitute a specific activity management team, to give support to the Project Steering Committee. The following were nominated from the partner institutions (Table 1). The Managers will be involved in specific activities of the work plan according to their expertise, and as advised by the Project Steering Committee.

**Table 1. Nominated Specific Activity Managers**

<b>Institution / Organisation</b>	<b>Name</b>
Inter University Council for East Africa	Dr Cosam Joseph
Higher Education Quality Assurance Mechanisms In Southern Africa	Prof Timothy Ngwira
University of Malawi	Dr Alexander Kalimbira (interim)
University of Zambia	Dr Kavwanga YambaYamba
Makerere University	Dr Okori Patrick
Egerton University	Prof Lena Nahone
Jomo Kenyatta University of Agriculture and Technology	Dr Arnold Onyango
NATURA	In the interim (Dr Didier Pillot Montpellier SUPAGRO)

#### **2.1.4 Other partners for Quality Assurance Project**

Participants in the inception meeting drew a recommendation of bringing in other partners on board who have expertise in Quality Assurance activities and there were:

- i. Ohio State University      Dr Mark Erbaugh
- ii. FARA      Dr Irene Frempong
- iii. University Greenwich UK      Dr Tim Chancellor

#### **2.1.5 Skills gap identification for the partner universities.**

When RUFORUM was planning for the inception meeting, Deans of faculties of member universities were asked to provide a summary of key skill gap areas within their universities. The categories of focus were:

- i. University management level including quality assurance managers.
- ii. Young Lecturers
- iii. Senior Academic Staff
- iv. PhD students
- v. Skill gap areas for technicians
- vi. Courses in the Regional PhD programme for which External lecturers are needed.

Table 2 below summarizes the identified skill gaps in the various RUFORUM member universities by category.

**Table 2. Skills gaps by category of staff**

	<b>Category</b>	<b>Skills Gaps</b>
1	University Managers including those in Quality Assurance	<ul style="list-style-type: none"> <li>• Quality Assurance Standards</li> <li>• Development of winning project proposals</li> <li>• Consultancy management skills</li> <li>• Coaching and mentoring skills</li> <li>• Organizational change management skills</li> <li>• Professional project management skills</li> <li>• Implementation of rules and regulations</li> <li>• Finance management</li> <li>• Administrative skills</li> <li>• Handling conflicts and legal cases</li> <li>• Marketing and publicity of their institutions</li> <li>• Professional ethics</li> <li>• Time Management</li> <li>• ICT in Management</li> </ul>
2	Young lecturers	<ul style="list-style-type: none"> <li>• Training in professional skills</li> <li>• Teaching practice/methods</li> <li>• Assessment procedures/techniques</li> <li>• Proposal writing skills</li> <li>• Teaching and learning</li> <li>• Research methodology skills</li> <li>• Data analysis &amp; interpretation</li> <li>• Project formulation and Management</li> <li>• Research methods &amp; data analysis</li> <li>• Applied GIS and remote sensing</li> <li>• Formulation of syllabus</li> <li>• E-content development</li> <li>• Pedagogy</li> </ul>
3	Areas for retooling senior academic staff	<ul style="list-style-type: none"> <li>• Negotiation skills - access to donor funds</li> <li>• Research skills</li> <li>• Capacity to conduct research with students</li> <li>• Effective teaching methods at University level</li> <li>• How to effectively communicate with students and other academic staff members</li> <li>• Proposal development</li> <li>• Mentoring and supervision</li> </ul>

		<ul style="list-style-type: none"> <li>• Management of finances</li> <li>• Conflict resolution</li> <li>• Effective supervision</li> <li>• Mentoring of young lecturers and students</li> <li>• Use of internet research tools</li> <li>• New/upcoming statistical packages</li> <li>• Various computer software knowledge</li> <li>• SAS &amp; ICT Skills</li> <li>• E-content development</li> <li>• Pedagogy</li> </ul>
4	Cross cutting skill areas for PhD students	<ul style="list-style-type: none"> <li>• Research project/proposal development and analysis (statistics)</li> <li>• Proposal and paper writing</li> <li>• Presentation skills</li> <li>• Literature search</li> <li>• Ethics of authorship</li> <li>• Research design</li> <li>• Scientific writing and presentation</li> <li>• Soft skills</li> <li>• Facilitation Skills</li> <li>• Project Cycle Management</li> </ul>
5	Skill gap areas for technicians	<ul style="list-style-type: none"> <li>• Lack knowledge in biometrics</li> <li>• Lack knowledge in Analytical Sciences i.e. laboratory skills in water quality, Food/Nutrition</li> <li>• Handling students during laboratory/practical lesson</li> <li>• Need for refresher courses in specific practice areas / wherer they assist lecturers during practicals</li> <li>• Documentation of information and data collection</li> <li>• Advanced analytical skills</li> <li>• Laboratory management and procurement</li> <li>• Chemical instrumentation (theoretical and practical skills for the operation of such chemical instruments as chromatograms, spectrophotometers and electro analytical instruments)</li> <li>• Chromatograms include gas &amp; liquid</li> <li>• Spectrophotometers include uv-visible, infrared and atomic absorption</li> <li>• Electro-analytical include ion selective electrodes, conductivity &amp; voltammetry</li> <li>• Data analysis and interpretation</li> <li>• Developing and adapting laboratory procedures</li> <li>• ICT literacy</li> </ul>

6	Courses in the Regional PhD programme for which External lecturers are needed	<ul style="list-style-type: none"> <li>• Backstopping is needed in almost <i>all the taught courses</i>, particularly during this first cycle of taught PhD course work. But critical areas include the following: <ul style="list-style-type: none"> <li>○ Research methods</li> <li>○ Statistics and data analysis</li> <li>○ Proposal and technical writing</li> <li>○ Statistics for social sciences</li> <li>○ Modeling</li> <li>○ Remote Sensing and Geographical Information Systems</li> </ul> </li> </ul>
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### 3. Partners and other co-operation

#### 3.1 How do you assess the relationship between the formal partners of this action (i.e. those partners which have signed partnership statements)? Please specify each partner organization.

The formal partners of this action are:

- i. Makerere University (Uganda)
- ii. Egerton University (Kenya)
- iii. Jomo Kenyatta University of Agriculture and Technology (Kenya)
- iv. University of Malawi (Malawi)
- v. University of Zambia (Zambia)
- vi. SupAgro, Montpellier, France

The first five partners are full members of RUFORUM. All the RUFORUM member universities have signed a Memorandum of Understanding (signed by Vice-Chancellors). *Inter alia*, memorandum serves to:

- i. Facilitate staff and students exchange among member universities,
- ii. Facilitate collaboration in socio-cultural and educational activities among member universities,
- iii. Enhance sharing of information and human resources among member universities,
- iv. Facilitate joint graduate training and research programmes among member universities,
- v. Facilitate joint degree programmes among member universities,
- vi. Facilitate transfer of student grades/credits across the member universities,

These partners are already implementing regional graduate programmes and joint research and other initiatives under the umbrella of RUFORUM.

In May 2008, RUFORUM and NATURA, represented by SupAgro, held a joint workshop in Kampala, Uganda to strategize how to exploit opportunities for strengthening intra-regional and North-South collaboration in Higher Agricultural Education. The meeting identified and clarified areas of common interest for collaboration. RUFORUM and SupAgro are currently

pursuing joint action under the Erasmus Mundus joint Master programme. Among RUFORUM's potential roles is to identify possible research projects and subjects and / or assisting in research and field work. Both partners aim to contribute to the sustainability of the Master Program by supporting implementation, organization and promotion of the programme and attracting top master students and scholars. This action is one of the outcomes of the deliberations during that workshop and the Edulink inception planning meeting. RUFORUM and NATURA therefore have a shared understanding of, and solid foundation for, their cooperation under this action. As part of joint action with Supa-Agro and NATURA, the following have also been done;

- (i) Developing of proposals to ACP on science and technology call. This has helped to strengthen networking and build capacity for developing competitive grants proposals

### **3.2 How would you assess the relationship between your organization and state authorities in the action countries? How has the relationship affected the action?**

RUFORUM has a mandate to oversee graduate training and networks of specialization in the Common Market for Eastern and Southern Africa (COMESA) countries. Specifically, RUFORUM recognizes the important and largely unfulfilled role that universities play in contributing to the well being of small holder farmers and economic development of countries throughout the Sub-Saharan Africa region.

Due to the above mandate and positioning of RUFORUM, state authorities have embraced the action on quality assurance and committed to supporting the action. The partner universities in the action are state universities, having high standing within their countries and in the Eastern Central and Southern Africa region in terms of training, research and outreach. State authorities including Ministries of Education, University Quality Assurance bodies such as Inter-University Council for East Africa, Uganda council for higher Education and Commission of Higher Education in Kenya and the Higher Education Quality Assurance Mechanisms in Southern Africa have expressed their commitment to facilitate the implementation of the action, during the inception meeting. This is evidenced by their high level representation during the Edulink inception workshop.

### **3.3 Where applicable, describe your relationship with any other organizations involved in implementing the action:**

**Associate(s) (if any):**

- (a) **Forum for Agricultural Research in Africa (FARA).** RUFORUM and FARA have over five years been collaborating in the higher education training in agriculture and strengthening impact oriented research. Specific collaborative actions include those involving FARA's Sub-Sahara Africa Challenge Programme, Strengthening Capacity for

Agricultural Research and Development in Africa (SCARDA), Regional Agricultural Information and Learning Systems (RAILS) and Dissemination of New Agricultural Technologies in Africa (DONATA). A memorandum of understanding between RUFORUM and FARA was signed in 2007. FARA has contributed to the development of RUFORUM strategic plan, and was represented at high level by the Chairperson. FARA is also providing key issues for consideration in the design of the quality assurance mechanism.

(b) Inter-University Council of East Africa (IUCEA). The IUCEA is in dialogue with RUFORUM universities on how best to establish a credit transfer system in the East Africa region. Since the formation of RUFORUM in 2004, IUCEA has participated in joint dialogue platforms, including that involving Vice Chancellors held in 2007 in Maputo, Mozambique to discuss quality assurance issues. IUCEA will have a crucial role to play in the institutionalization of quality assurance mechanisms and credit transfer systems in the ECSA region, and have provide instruments to guide situational analysis and design of the Quality Assurance system. IUCEA welcomed the partnership and indicated that RUFORUM should focus on Agricultural Tertiary Education.o

(c) **NATURA:** This is an association of 26 EU universities, from 15 member states and Switzerland. NATURA aims at developing concerted actions in the field of tropical and subtropical agriculture, forestry, food and human nutrition between European member institutions and partners in developing countries; promoting institutional reinforcement of universities and national research centres in developing countries, and better allocation of scientific and technical potential in the above fields among member partners. NATURA members have the key role of backstopping RUFORUM in its capacity development initiatives. During the Edulink inception planning meeting RUFORUM was invited to attend the NATURA general assembly for this year in Budapest, Hungary. This will be reported in our next report.

(d) **The Technical Center for Agricultural and Rural Cooperation (CTA).**

CTA and RUFORUM member universities have collaborated for the last 5 years. CTA has organized and sponsored training courses in information and data management, technical writing, web-based learning, and agricultural field courses. CTA has in the last five years provided support to RUFORUM universities for specific resource mobilization and skill enhancement activities. CTA attended this inception meeting and offered to disseminate the project activities and link to other initiatives. CTA has also offered to support one regional training in Agricultural science and technology innovation system.

**Subcontractors (s) (if any):** None for this reporting period.

**Final Beneficiaries and target groups:**

RUFORUM works closely with policy makers, farming communities, agriculture and food security sectors. It believes in having the results disseminated to the end users. It is for this reason that good relations exist between RUFORUM and farmer organizations. These are able to reach out to individual farmers.

**Other third parties involved: Higher Education Quality Management initiative of Southern Africa (HEQMISA)** is being run by staff members of University of Malawi which is one of RUFORUM member universities. The roles of HEQMISA are complementing to those of RUFORUM.

**Kenya Commission for Higher Education:** The Commission is engaging with the action to provide policy guidance and linkages. The Commission provided key background documents during the Inception planning, and has indicated interest to include the action as one of their activity.

**Uganda Council for Higher Education:** The Council too provided documents and outlined the challenges facing higher education institutions in Uganda. They indicated interest to see how best to bring on board other Ugandan universities to benefit from the proposed Quality Assurance system for postgraduate training. This is still being developed in Uganda and they would like to adopt elements of the planned system.

**3.4. Where applicable, outline any links you have developed with other actions**

- i) RUFORUM developed a link with Natural Resources Institute (NRI, UK) through a project called Strengthening the Capacity of Agricultural Research and Development in Africa (SCARDA). Dr Tim Chancellor from NRI has been actively involved in the design of quality assurance project. He has been assisting to identify gap areas for students, young lecturers and senior management basing on what was done during institutional analysis on SCARDA. Additionally, RUFORUM is using SCARDA platforms to promote the activities of this action such as during the recent SCARDA continent wide learning platform held from 26<sup>th</sup> April to 1<sup>st</sup> May 2009 in Accra, Ghana.
- ii) As indicated in **section 2.1**, RUFORUM is implementing other two Edulink Projects namely; ERESA and CCAU. Synergies were identified with these projects and harmonized work plans were developed for maximum impact. For instance, the skill/

gap analysis done by partner universities revealed the need to improve research methodologies for both lectures and students for quality programmes. ERESA will therefore work closely with Quality Assurance Project in responding to the research methodology deficiencies in the partner universities through short courses.

- iii) CCAU project derives from the fact that the existing management styles at most universities in the ECSA region are not adaptable to the change emanating from massive technological expansion and development. The ongoing globalisation of higher education demands that universities world-over conform to some universally accepted norms, which of necessity includes good management practice in the delivery of higher education and services to society through technology development and distribution as well as policy. The action therefore aims at strengthening leadership and management competencies of university senior managers, building cross-cutting professional skills, focusing on personal mastery/soft skills for lecturers and junior university staff. This addresses both the academic and research and technology levels and contributes to creating suitable institution framework for academic excellence.
- iv) This action is also linked to the Agricultural and Rural Innovations (ARIS) University of Makerere programme, also funded by Edulink. ARIS focuses on PhD training by coursework. The overall objective is to enhance application of science and technology to improve rural livelihood and economic growth of countries in the ECSA region. The specific objective is to strengthen the capacity of universities in ECSA region to produce competent and relevant professionals for research and development of the rural sector. These professionals will be the engine to drive application of science and technology in enhancing agricultural and rural innovations.
- v) **Link with University of Hohenheim in Germany:** As a follow-up to the Networking with NATURA, RUFORUM was linked to the University of Hohenheim in Germany. The outcome has been a joint proposal to DAAD by University of Hohenheim and RUFORUM to train 18 African PhD students, and for joint action in the area of agricultural research and postgraduate training. The proposal also aims at establishing a Food Security Centre at Hohenheim which will focus on developing countries in sub-Saharan Africa, South East Asia and Latin America. The decision by DAAD will be known in June 2009.
- vi) **Link with DDNR:** NATURA has also facilitated linkage with the Danish Development Research Network (DDNR), and RUFORUM has been invited to participate in the DDNR Annual Meeting due mid May 2009.

**3.5 If your organization has received previous EC grants in view of strengthening the same target group, in how far has this action been able to build upon/complement the previous ones (s) (list all previous relevant EC grants)**

*RUFORUM has not previously received any grant from EC for the target group.*

**3.6 How is the visibility of the EU contribution being ensured in the action?**

RUFORUM has promoted the visibility of European Union through a number of activities. These include;

- Posting a news flash about Quality Assurance Project on RUFORUM website having a European Union logo appended on it ([www.ruforum.org](http://www.ruforum.org)).
- A news letter was developed and shared to all partners soon after the inception planning meeting.
- European Union partners from Sup Agro Montpellier were represented by Prof. Didier Pillot at the inception planning. The idea was to learn from the partners and seek advice on the action. Ms. Judith Francis from CTA represented the ACP region.
- Frequent updates about the project will be placed on RUFORUM website.
- Sharing of reports and other information with the EU Ambassador in Kampala, Uganda.

*The European Commission if wishes to publicize the results of the Actions, we (RUFORUM) do not have any objection to this report being publicized on Europe Aid Co-operation Office website.*

**Name of the contact person for the action:** Prof Adipala Ekwamu, Regional Coordinator

**Signature:**



**Location:** Makerere University, Main Campus, Plot 151, Garden Hill, Kampala, Uganda.

**Date report due:** March 2009

**Date report sent:** 10 May 2009

ANNEXES:

Annex I. Sample invitation letter for the inception / planning meeting



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

Plot 151 Garden Hill, Makerere University Main Campus, P.O. Box 7062, Kampala, Uganda

Judith Ann Francis  
Senior Coordinator, S&T Strategies  
CTA.

5-2-2009

Dear Judith,

**RE: INVITATION TO RUFORUM'S EDULINK PROJECTS INCEPTION WORKSHOP: 23<sup>RD</sup> – 25<sup>TH</sup> FEBRUARY 2009, IMPERIAL BOTANICAL BEACH HOTEL , ENTEBBE**

It is my pleasure, on behalf of RUFORUM, to cordially invite you to the above workshop. This will be an inception / planning workshop for the three Edulink projects under RUFORUM. I am kindly requesting you to make a key note presentation on the theme **Universities and their roles in development – challenges and opportunities**. RUFORUM will cover the cost of your accommodation and meals during the workshop.

Attached please find the tentative workshop programme. We shall be communicating finer details in due course.

We look forward to your participation.

Sincerely,

**Prof. Adipala Ekwamu**  
Regional Coordinator

## Annex II. List of participants for the inception meeting

No.	Name	G	Country	Institutional Address
1.	Dr. Cosam C. Joseph	M	Uganda	Quality Assurance Officer, Inter-University Council of East Africa (IUCEA), 3 <sup>rd</sup> Floor, East African Development Bank P. O. Box 711, Kampala - Uganda, Tel: +256 414 256351/2, Fax:+256 414 342007, E-mail: <a href="mailto:cosam@iucea.org">cosam@iucea.org</a>
2.	Dr. Kavwanga Yambayamba	F	Zambia	University of Zambia, School of Agriculture Sciences., P.O Box 32379, Lusaka, Zambia, Tel: 260 211 250587, Fax: 260 211 250587,  Email: <a href="mailto:keyambayamba@unza.zm">keyambayamba@unza.zm</a>
3.	Prof. Robert Obura	M	Kenya	Director, Post Graduate Studies, Egerton University, P.O Box 536, Njoro, Kenya, Tel: 254 722 734181, Fax: 254 45162442, Email: <a href="mailto:jarapedhi@yahoo.com">jarapedhi@yahoo.com</a>
4.	Prof. Kay Muir-Leresche	F	South Africa	Economics Africa, P.O Box 343, Betty's Bay 7141,Cape,South Africa, Tel: +27 28 278 8742  Mob: +27 84 859 8189, Email:kayml@telkomsa.net
5.	Dr. Wellington Ekaya	M	Uganda	RUFORUM Secretariat, Plot 151 Garden Hill Road, P. O. Box 7062, Kampala - Uganda, Tel: +256-414-535939, Fax:+256-414-534153, E-mail: <a href="mailto:ekaya@africaonline.co.ke">ekaya@africaonline.co.ke</a>
6.	Ms. Nodumo Dhlamini	F	Uganda	RUFORUM Secretariat, Plot 151 Garden Hill Road, P. O. Box 7062, Kampala - Uganda, Tel: +256-414-535939,Fax:+256-414-534153, E-mail: dumodl@yahoo.com
7.	Ms. Sylvia Chindime	F	Uganda	RUFORUM Secretariat, Plot 151 Garden Hill Road, P. O. Box 7062, Kampala - Uganda,Tel: +256-414-535939, Fax:+256-414-534153,  E-mail: <a href="mailto:ylundime@yahoo.co.uk">ylundime@yahoo.co.uk</a>
8.	Ms.Joan Apio E	F	Uganda	RUFORUM Secretariat, Plot 151 Garden Hill Road, P. O. Box 7062, Kampala - Uganda, Tel: +256-414-535939, Fax:+256-414-534153, E-mail: <a href="mailto:apiojoan@gmail.com">apiojoan@gmail.com</a>
9.	Mr. Wilson Ombima	M	Uganda	RUFORUM Secretariat, Plot 151 Garden Hill Road, P. O. Box 7062, Kampala - Uganda, Tel: +256-414-535939, Fax:+256-414-534153,  E-mail: <a href="mailto:ombima_wilson@yahoo.com">ombima_wilson@yahoo.com</a>
10.	Dr. Patrick Okori	M	Uganda	Makerere University,P.O. O. Box 7062,Kampala - Uganda, Tel: +256 +256 772302 721, Fax:  E-mail: <a href="mailto:pokori@agric.mak.ac.ug">pokori@agric.mak.ac.ug</a>

11.	Dr. Charles Mutisi	M	Zimbabwe	Vice Chancellor Copper Belt University, Riverside, Dean, Faculty of Agriculture, University of Zimbabwe, P.O Box 167, Mt. Pleasant, Harare, Zimbabwe, Tel: +263 4 333493, Email: <a href="mailto:mutisi@agric.uz.ac.zw">mutisi@agric.uz.ac.zw</a>
12.	Prof. John Nderitu	M	Kenya	University of Nairobi, P.o Box 29053, Nairobi, Kenya, Tel: +254 20 631225 Email: <a href="mailto:nderitu@nbnet.co.ke">nderitu@nbnet.co.ke</a>
13	Prof. Timothy Ngwira	M	Malawi I	Bunda College, University of Malawi, P. O. Box Zomba, Malawi, Tel: +265 1277 281 / 401 Fax:+265 8 384561, E-mail: <a href="mailto:tnmngwira@globemw.net">tnmngwira@globemw.net</a>
14.	Prof. Florence Lengua	F	Kenya	Commission for Higher Education, P.O Box 54999-00200, Nairobi, Kenya, Tel: 254-020-720-5000, <a href="tel:0722-860919">Tel:0722-860919</a> , Fax:254-020-211 72, Email: <a href="mailto:fk Lengua@yahoo.com">fk Lengua@yahoo.com</a>
15.	Prof. Didier Pillot	M	France	Directeur des Relations International , Montpellier SupAgro , BP 5098 , 34093,MONTPELLIER CEDEX 05 , France , Tel: + 33 (0)4 67 61 70 69 (direct line) + 33 (0)4 67 61 70 13 (secretariat) ,Fax: + 33 (0)4 67 61 70 67, Email : <a href="mailto:didier.pillot@supagro.inra.fr">didier.pillot@supagro.inra.fr</a>
16.	Dr. Jeremiah Kang'ombe	M	Malawi	Bunda College, University of Malawi, P. O. Box Zomba, Malawi,Tel: +265 1277 281 / 401Fax:+265 8 384561, E-mail: <a href="mailto:Jeremiah_Kangombe@yahoo.com">Jeremiah_Kangombe@yahoo.com</a>
17.	Dr. Mark Erbaugh	M	U.S.A	International Programmes in Agriculture, The Ohio State University, Columbus, Ohio 43210 USA Email: <a href="mailto:erbaugh.1@osu.edu">erbaugh.1@osu.edu</a>
18.	Dr. Alexander A Kalimbira	M	Malawi	College of Agriculture, University of Malawi P.O. Box 219, Lilongwe, Malawi, Tel: +265 1277 281 / 401, Fax:+265 8 384561, E-mail: <a href="mailto:akalimbira@yahoo.com">akalimbira@yahoo.com</a>
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### Annex III. Refined work plan from the inception meeting

Result 1		Time frame start to end date	Actors (institution & individual)	Input needed to implement	Deliverables
QAM in ECSA HEIS strengthened					
Activity	Sub-Activity			-	
1.1 Develop instruments for QAM	1.1.1 Scoping study	March- April 2009	RUFORUM	Consultant	<ul style="list-style-type: none"> <li>• Assessment report of QA systems in the universities</li> <li>• Scoping study report of selected programmes in the North and south</li> <li>• A harmonized QAM framework for the programmes</li> </ul>
	1.1.2 Situation analysis			Professional visit	
	<b>1.1.3 QAM design and implementation</b>	April - May 2009	RUFORUM, NATURA & IUCEA+HEQMISA		<ul style="list-style-type: none"> <li>○ Standard and transparent matrices for assessing Students academic background, motivation, previous work</li> <li>○ A report on quality assessment of lecturers in the region terms of</li> </ul>
	<b>1.1.3.1 Develop mechanism for student assessments</b>	April- May	RUFORUM, NATURA & IUCEA+HEQMISA	Working group to develop the QAM	
	<ul style="list-style-type: none"> <li>• Develop a standard and transparent metrics for assessing Students academic background</li> <li>• Develop mechanisms to access quality of students in terms of academic qualification, teaching experiences and research</li> </ul>			Two 3 day meetings (Resources: Air tickets, accommodation per	
	<b>1.1.3.2. Develop mechanism for lecturer assessment</b>				

	<ul style="list-style-type: none"> <li>• Inventorize the resources available to run quality program Regional and outside (this will be done along side the situation analysis)</li> <li>• Gap analysis and Remedies (this will be done along side the situation analysis)</li> <li>• Develop and deliver curriculum for implementing QAM</li> </ul> <p><b>1.1.3.3 Develop mechanism for programme review</b></p> <ul style="list-style-type: none"> <li>• Developing instruments for evaluation i.e students, employer (faculty) alumni and external examiners</li> <li>• Develop guidelines for review process. This guideline should address composition of the team/ communication and quality learning etc.</li> </ul> <p><b>1.3.4 Developing mechanism of assessment of Teaching &amp; Learning Environment</b></p> <ul style="list-style-type: none"> <li>• Inventory of current state</li> </ul>	<p>April - May 2009</p>	<p>Universities, RUFORUM &amp; NATURA IUCEA+HEQMISA</p>	<p>diems, meeting room)</p>	<p>academic qualification, teaching experiences and research</p>
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	<p>affairs for teaching and learning environment in regional / outside</p> <ul style="list-style-type: none"> <li>• Develop guidelines for assessing capacity of e-resources</li> <li>• Develop minimum qualification standards for teaching &amp; learning environment (infrastructure), staff and students welfare (infrastructure) and support services</li> </ul> <p><b>1.3.5 Research Quality</b></p> <ul style="list-style-type: none"> <li>• Develop guidelines to assess quality of graduate research this should include:</li> <li>• Guidelines to assess funding, design of the study and proposal development and evaluation</li> <li>• Assessment criteria for research progress (M&amp;E)</li> <li>• Assessment criteria for the R&amp;D environment including <ul style="list-style-type: none"> <li>○ Facilities, student supervision, specialized requirements for research e.g courses and facilities</li> </ul> </li> </ul>	<p>April - May 2009</p>	<p>RUFORUM Partner Universities,  NATURA</p>		<ul style="list-style-type: none"> <li>○ QAM criteria and processes for programme review by students, employers, alumni and external examiners</li> <li>○ A documentation on guidelines developed for review process</li> <li>○ QAM mechanism for assessment of Teaching &amp; Learning environment</li> </ul>
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	<ul style="list-style-type: none"> <li>○ Evaluation of Theses and publications in Journals</li> <li>1.4 Sensitize Deans (back to back with VC meeting)</li> <li>1.5 Sensitize VCs</li> <li>1.6 Train University staff on implementation of QAM</li> <li>1.6 Seek Senate Approval</li> <li>1.7 Pre-test (East African Universities + UNIMA)</li> <li>1.8 Assessment of performance QAM</li> <li>1.9 Refine and test in all partner universities</li> </ul>				
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					<ul style="list-style-type: none"><li>• Documentation of guidelines to assess quality research</li></ul> <p>Workshop reports</p> <p>Training report for QAM</p> <p>Sensitization meeting with Deans and VC</p> <p>Revised QAM</p>
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					4 days Workshop ( a day for VC and 3 days for training of staff
			Universities, RUFORUM		
		May 2009	RUFORUM		Nil
		May 2009	RUFORUM IUCEA HEQMISA	+ +	Per diem for internal tester
		May 2009	Universities		Travel, per diem and accommodation
			Universities		

		May- July	RUFORUM	3 day Writing workshop  (Travel, per diem and accommodation)	
		Semester 1( Sept- Dec 2009)	RUFORUM + IUCEA +		
		January - Feb 2010	HEQMISA		
		Feb to July 2010			
<b>Result 2. Capacities and competencies of Human resources involved in implementation of the programmes strengthened</b>					
2.1 Identify harmonize short training courses	2.1 Develop short training courses for PhD students  2.1.1 Gap analysis to be done in Makerere, University of Nairobi and Egerton for students and lecturers.  ▪ Consultant develops common assessment tool	Mar to June 15th	ESCA Partner Universities and RUFORUM	Consultant: per diems, travel, costs etc	<ul style="list-style-type: none"> <li>• Gap analysis report for short courses needed by PhD students</li> <li>• Gap analysis report for short courses needed young lecturers</li> <li>• Priority intervention areas identified</li> </ul>

	<ul style="list-style-type: none"> <li>• Sensitization of students to prepare the visit of the consultant</li> <li>• Consultant conducts study and report</li> <li>• Regional Stakeholder workshop to share consultancy report</li> </ul>			<p>Regional workshop (participants from ECSA, NATURA)</p>	<ul style="list-style-type: none"> <li>• Stakeholder workshop report and their inputs for refining short courses</li> <li>• Short courses modules for PhD students developed</li> </ul>
2.2. Develop short course modules for students	2.2.1 Priority short courses developed by NATURA and RUFORUM	Oct 2009	NATURA and RUFORUM	Working group develops the modules for training A- 2 day workshop to share and improve modules will be held	Short courses developed
	2.2.3 Short courses	November to	Partner Universities	3-day workshops for about 3-4 courses	Short courses implemented

	implemented in the region	December 2009			
	2.2.4 Initiate the accreditation process in the partner universities	November to December 2009	Partner Universities		
2.3 Improving competence of young lecturers to implement programmes	<p>2.3.1 Undertake needs assessment as part of scoping study</p> <p>2.3.2 Harmonization of lecturer training needs for the region</p> <p>2.3.3 Develop short training courses for young lectures</p> <p>2.3.4 Implementation of short courses delivered by service provider</p>	Mar to June 15th	Partner Universities, NATURA	<p>Needs assessments done by consultancy twined to student competence assessment</p> <p>Working group develops the modules for training A- 2 day workshop to share and improve modules will be held</p>	<p>Needs assessment report developed</p> <p>Lecture needs harmonized</p> <p>Short course modules developed</p> <p>Short courses implemented</p>

				3-day workshops for about 3-4 courses	
<b>Result 3. Regional and international partnerships for efficient and effective graduate training in the ECSA HEIs enhanced</b>					
3.1 Develop formal partnerships between & across ECSA HEIs and with NATURA	3.1.1. Developing MOUs between and across ECSA and NATURA	Mar 2009	RUFORUM and NATURA	Administrative	MOUs signed
3.2 Develop a regional credit transfer system	3.2.1. Inventorize ongoing activities in the region.	Mar to April	RUFORUM, NATURA, Universities, ICEA, Ministries responsible for Education and Agriculture, Commissions for Higher Education	Consultancy	Common grading system in the universities developed
	3.2.2 Establish formal linkages with region projects (IUCEA and CHE, NCHE)	Mar to April		Workshops	
	3.2.3 Develop a common grading system in the region based on studies for the pilot programmes	Mar to Mid may			
	3.2.4 Organize regional stakeholder meetings involving all the universities to share Credit transfer				

	3.2.4 Develop MOU and ratify the credit transfer system by partner Universities	End May 2009  July to October			
3.3 Develop a knowledge and information management strategy	3.3.1 Develop and share databases and communication products  3.3.1.1 Conduct workshops  3.3.2 Develop a network Regional website for training and lesson sharing	Through project life	RUFORUM Universities  RUFORUM	Secretariat cost	Newsletters produced, Newspaper Briefs, Policy briefs  Project website developed and linked to RUFORUM and other project partners
3.4 Design and hold regional platforms	3.4.1 Hold project meetings and many workshops  3.4.2 Develop annual review of activities	Through project life	RUFORUM, Policy makers, QA Bodies , International training and research networks  RUFORUM and all partners	Workshops	

	3.4.3 Review work plans		Project Steering Committee		Evaluation developed	Report
	3.4.4 Conduct evaluation of achievements		Higher Education Institutions in ECSA, Policy makers in Ministry of Agriculture, Education and Finance, ASARECA, SADC NEPAD, NATURA FARA, IUCEA,		A report on project lessons	
	3.4.5 Hold International Learning workshop					

**Annex IV: Interim report of the project inception/planning meeting**

**=see separate report=**