



The Seventh African Higher Education Week and RUFORUM Triennial Conference 2021

Strengthening Institutional Staff Capacity for Entrepreneurship and Business Development in Universities Implementing the RUFORUM Entrepreneurship Challenge Programmes (RECAPs)

RECAP Principal Investigators Sessions

Date 6-7th December, 2021, Venue: **PDC- S302**;
Time: 08:30 (WAT)

Background

The Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) in partnership with The Mastercard Foundation is implementing an eight-year programme ***“Transforming African Agricultural Universities to meaningfully contribute to Africa’s growth and development (TAGDev)”***. The TAGDev Programme seeks to transform African agricultural universities and their graduates to better respond to developmental challenges through enhanced application of science, technology, business and innovation for rural agricultural transformation. Under the TAGDev, a focus towards developing a critical mass of young business leaders by providing a supporting environment where start-ups, innovations and disruptive ideas from universities are fast tracked to service communities and nurture enterprises driven and led by youth in Africa has been envisioned. Recognising that RUFORUM member universities are at various levels of appreciation of entrepreneurship and innovation ecosystem, RUFORUM runs various funding mechanisms to ensure that universities are able to move towards operationalising entrepreneurship and business incubation within the universities to facilitate the training of entrepreneurial graduates.

1

CO-ORGANISERS:



RUFORUM entrepreneurship challenge programme (RECAP) is the principle mechanism through which this is achieved. There are currently 12 universities implementing the RECAP approach with direct funding from Mastercard Foundation; Egerton University, Gulu University, South Eastern Kenya University, Buistema University, Uganda Christian University, University of Cape Coast, University of Abomey Calavi, University of Eswatini, Haramaya University, Catholic University of Bukavubu, University of Burundi, Bishop Stuart University. Additionally, Bugema University (Uganda), Nugaal University (Somalia), and University of Bamenda (Cameroon) have adopted entrepreneurship experiential learning. With additional funding from African Development Bank (AfDB), the model has also expanded to additional three Universities; Mbarara University of Science and Technology (Uganda), Université du Sine Saloum El-Hâdj Ibrahima NIASS-USSEIN (Senegal) and Institut Polytechnique Rural de Formation et de Recherches Appliquées de Katibougou-IPR-IFRA (Mali). There is equally an appreciation of the experiential entrepreneurship learning with the adoption of this process at four TVET institutions; Northern Uganda Youth Development Center and Bobi Polytechnique (Uganda), Baraka Agricultural College (Kenya) and MSC Business College (South Africa).

However, these universities are at various stages of appreciation of the experiential entrepreneurship training processes as required in the RECAP model. With the exception of Gulu University, Egerton University, University of Abomey Calavi and MSC Business College all the other institutions are at their very early stages of growing an entrepreneurial culture and knowledge in the practice of experiential entrepreneurship learning and business incubation leading to meaningful transitions and jobs creation.

Accordingly, there is need to create an enabling environment, standardise training approaches and models across these universities based on best practices from the early adopter universities and elsewhere from industry practitioners. Currently, most of the staff that are facilitating the entrepreneurship business incubation processes themselves require urgent skills development and capacity development especially industry based experiences such that they are in better

CO-ORGANISERS:





position to mentor the novice entrepreneurs. In this regard, RUFORUM seeks has organised a session facilitated by a team of industry based experts to provide development of a standardised entrepreneurship development curriculum, conduct a training of trainers, conduct mentorship sessions and upload all the content in the RUFORUM SMEHub platform.

Purpose of the RECAP PIs session

In this triennial session, the focus is to support the development of a standardised entrepreneurship development curriculum, conduct a training of trainers, and conduct mentorship sessions for entrepreneurship facilitators and validate ToT curricular and content for the student incubates self-paced learning curricular that will be uploaded on the RUFORUM SMEHub platform.

CO-ORGANISERS:





Session Programme Flow (programme to be adapted with the PIs during training sessions)

Session 1: Setting the Scene		
Core Objectives		
<ol style="list-style-type: none"> 1. Programme overview and objectives of the session 2. Knowing each other as facilitators of entrepreneurship 3. Appreciating the milestones that have been achieved in the two years of implementation 4. Appreciating the challenges in entrepreneurship incubation facilitation 		
Activity	Goal	Delivery channel
1. Introductions	Know each other	Open introductions
2. Milestones and challenges	Appreciate successes and challenges	Self-filling of flip chats

Session 2: Developing RECAP PI Incubator set up and standard operating procedures.
Core Objectives:
<ol style="list-style-type: none"> 1. Build RECAP PI capacity to establish and successfully run university incubators with successful entrepreneur graduation. Development of Incubator SoP manual and ToT delivery in Benin for validation.

CO-ORGANISERS:





2. Post validation develop and deliver complete training manual for adoption by all RECAP PIs

Activity	Goal	Delivery Channel
Development of training manual – Key topics		
Why Set up university business Incubators? <ol style="list-style-type: none"> 1. Justifying incubator set up. 2. Defining objectives. 	Achieve RECAP PI buy-in for incubator set up	SoP manual
Incubator legal structuring. <ol style="list-style-type: none"> 1. How to set up the incubator 2. Legal structuring options 3. University/Faculty attachment 	RECAP PI understanding about how to establish the incubator	SoP manual

CO-ORGANISERS:



<p>Managing call for applications –</p> <ol style="list-style-type: none"> 1. How to design incubator call for applications for intending entrepreneurs? 2. Running applications on SMEHUB 3. What questions to ask? 4. How to evaluate entrepreneur applications? 	<p>Develop a structure to manage entrepreneur engagement and application to University incubator</p>	<p>SoP manual</p>
<p>Launching the Incubator</p> <ol style="list-style-type: none"> 1. Proposed launch activities 	<p>How to introduce an incubator to the university community</p>	<p>SoP manual</p>
<p>Incubators rules & regulations.</p> <ol style="list-style-type: none"> 1. Entrepreneur governing rules. 	<p>Instill governing rules to guide incubation process including: incubation duration, engagement standards and support standards</p>	<p>SoP manual</p>

CO-ORGANISERS:





<p>Creating strategic partnerships. Identifying & engaging partners</p> <ol style="list-style-type: none"> 1. Private Sector. 2. Government. 3. Mentors and coaches. 	<p>Identifying core partners for incubator success and how to create partner value</p>	<p>SoP manual</p>
<p>Managing the Incubator.</p> <ol style="list-style-type: none"> 1. Management structures. 2. Working with volunteers 	<p>Best practice on how to manage the incubator and working with available human resources in the form of studentvolunteers</p>	<p>SoP manual</p>

CO-ORGANISERS:



<p>Defining standard incubatee support systems</p> <ol style="list-style-type: none"> 1. Investment readiness 2. Fundraising 3. Strategy & business development 	<p>Based on best practices, define tools to enable incubatee success.</p>	<p>SoP manual</p>
<p>Developing standard Incubator activity calendar.</p>	<p>Based on best practices, define standard activities schedule to be adopted by incubators.</p>	<p>SoP manual</p>
<p>Incubator graduation Standards.</p>	<p>Based on best practices, define standard for incubatee graduation.</p>	<p>SoP manual</p>
<p>Training manual validation and ToT</p>	<p>Physical training to collect feedback from RECAP Pis on proposed Incubator SoPs</p>	<p>Physical training in Benin</p>

CO-ORGANISERS:





Manual review animation & final delivery of RUFORUMRECAP PI Incubator SoP Manual	Delivery of final manual including feedback from different PIs. Manual to be adopted by all RECAPs.	Digital copy of RECAP incubator SoP manual
--	---	--

Session 3: Developing RECAP PI entrepreneurial skills standard training.

Core Objective: Build RECAP PI capacity to establish and successfully run university incubators with successful entrepreneur graduation.

Deliver standard RECAP incubator entrepreneurial skills training manual and carry out ToT to ensure buy-in and adoption.

Activity	Goal	Delivery Channel
Problem Identification & Validation <ol style="list-style-type: none"> 1. Identifying needs 2. Global challenges frameworks 	Using actual cases, help trainees understand frameworks for identifying potential business problems or opportunities	Training manual

CO-ORGANISERS:





<p>Value Creation</p> <ol style="list-style-type: none"> 1. Customer Segmentation 2. Prototyping & testing 3. Supply chain partner identification & management 	<p>Using entrepreneurial best practice and actual cases enable trainees appreciate tools to enable the product or value creation side of the businessmodel.</p>	<p>Training manual</p>
<p>Value Delivery</p> <ol style="list-style-type: none"> 1. Distribution 2. Sales & Marketing 	<p>Using entrepreneurial best practice and actual cases enable trainees appreciate tools to enable the product or value delivery side of the businessmodel.</p>	<p>Training manual</p>

CO-ORGANISERS:



<p>Business Management</p> <ol style="list-style-type: none"> 1. Legal 2. Finance 3. Team 4. Sustainability 5. Decent Work 	<p>Develop best practice early stage businessmanagement training</p>	<p>Training manual</p>
<p>Fundraising</p> <p>The pitch. Fundraising structures. Investment readiness & investor kit</p>	<p>Develop entrepreneur fundraising capacity andability to achieve investment readiness.</p>	<p>Training Manual</p>
<p>Assessment</p>	<p>Implements assessments at every level to assess entrepreneur learning.</p>	<p>Training Manual</p>

CO-ORGANISERS:





<p>Training manual validation and ToT</p>	<p>Physical training to collect feedback from RECAP PIs on proposed entrepreneurial skillstraining.</p>	<p>Physical training in Benin</p>
<p>Manual review animation & final delivery of RUFORUM RECAP PI entrepreneurial skillsManual</p>	<p>Delivery of final manual including feedback from different PIs. Manual to be adopted by allRECAPs.</p>	<p>Digital copy of RECAP entrepreneurial skills trainingmanual</p>

CO-ORGANISERS:

