GOVERNANCE MANUAL

Governance Manual for the Regional Universities Forum for Capacity Building in Agriculture

As Approved and Endorsed by the 17th RUFORUM Annual General Meeting of 10th December 2021, held at the Red Auditorium, Palais de Congress, Cotonou, Benin
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1. **INTRODUCTION**

This manual constitutes a guide to the Regional Universities Forum for Capacity Building in Agriculture herein after referred as (RUFORUM) Annual General Meeting (AGM), the Board of Trustees, the Secretariat and the National Forums in the conduct of their responsibilities and functions. It shall serve as a reference document for all the RUFORUM’s stakeholders who wish to know how RUFORUM is governed. It shall ensure that RUFORUM observes the principles of good governance in managing its affairs.

This manual is a compliment to the Constitution of RUFORUM and it provides more details on governance matters. It has been prepared in cognizance of the fact that RUFORUM has changed its legal status from a Company Limited by Guarantee to a Non-Governmental Organization. This change in status requires amendments to the current RUFORUM Constitution.

This manual is made under existing RUFORUM Constitution and in case of conflict between this manual and the existing RUFORUM Constitution, the provisions of the Constitution prevail.

The manual provides for measures to ensure a transparent and efficient management that shall minimize the diversion of scarce human and financial resources from the accomplishment of RUFORUM’s mandate while coping with the change and growth in the anticipated activities of RUFORUM.

The provisions of this governance manual shall come into force on a day and a date agreed on by the Annual General Meeting (AGM) of RUFORUM and shall remain in force until duly amended by a resolution of the Annual General Meeting (AGM) of RUFORUM.
2. PURPOSE OF THIS MANUAL

The purpose of this manual is to:-

(a) set out the roles, responsibilities and functions of RUFORUM’s Annual General Meeting (AGM), Board and its Committees, the Secretariat and the National Chapter in the universities and member countries and acts as a single reference point;

(b) provide for the composition and mandate of the Annual General Meeting (AGM), Board and its Committees, the Secretariat and the National Chapter in the universities and member countries;

(c) outline clearly the relationship between RUFORUM and its principle stakeholders in the governance process.

3. WHOM THE MANUAL IS MEANT FOR

This governance manual has been prepared primarily for:

(a) Current, potential and new Board members of RUFORUM;

(b) Member Universities of RUFORUM;

(c) Members of staff of RUFORUM;

(d) Interested members of the public;

(e) Development partners and Supporters;

(f) Governments of RUFORUM members Countries; and
4. ORIGIN, VISION, MISSION AND RUFORUM STRATEGIC GOALS

4.1 Origin

Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) is a member based organization owned by constituent universities in Eastern, Central, North, South and West Africa formed to strengthen and promote the roles of universities in Agriculture and related sciences, Science, Technology, Innovation Training, Research, and Development. RUFORUM also serves to anchor universities within the broader national innovation systems. It was created as a response by the participating universities to contribute more effectively to national development by pooling resources at regional level to lower transaction costs in addressing common human resource development and research problems more efficiently and effectively.

RUFORUM provides a focal point for the African universities to support the activities of national, regional and international agencies as they address agriculture and related sciences, Science Technology, Innovation, Research, Training and Development problems of the highest priority for alleviating poverty and promoting development.

RUFORUM evolved from the Rockefeller Foundation’s Program on Agricultural Resource Husbandry which operated for ten years in Kenya, Malawi, Mozambique, Uganda and Zimbabwe. RUFORUM has since extended beyond the five constituent countries to include universities in other countries in Eastern, Central, North, South, and West Africa.

Following successful bidding by The Republic of Uganda to host the RUFORUM Secretariat, Makerere University was mandated to host the Secretariat of the organization. Thus RUFORUM headquarters is in Kampala on the Main campus of Makerere University.
4.2 Vision

Vibrant, transformative universities to catalyse sustainable, inclusive agricultural development to feed and create prosperity for Africa.

4.3 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.

4.4 RUFORUM Strategic Goals

a) Masters and doctoral programs responsive to stakeholder needs and national/regional development goals;

b) Shared research and education/training facilities and capacities rationalized for enhanced economies of scale;

c) Innovative education/training research and outreach activities supported by adaptive management structures in universities contributing to policy and development practice;

d) Operational capacity and approaches for innovative, quality and impact oriented agricultural R4D mainstreamed in universities;

e) Increased participation and voices of women in education/ training, research and production and marketing of knowledge;

f) Increased use of technology to support effective, decentralized learning and sharing of knowledge;
g) A dynamic regional platform for policy advocacy, coordination, and resource mobilization for improved education/training, research and outreach by universities.

5. **RUFORUM MEMBERSHIP**

(a) Membership to RUFORUM is open to all universities in Africa and other institutional stakeholders interested in Agriculture and related sciences, Science, Technology, Innovation, Research, Training and Development.

(b) The Board shall maintain an accurate record of the members of RUFORUM at the Secretariat.

(c) The register of members shall show in respect of each member;
   
   (i) The name and address of the member;
   
   (ii) The date of admission to membership;
   
   (iii) The date and reason of cessation of membership where applicable; and
   
   (iv) Whether a member is a core member or an associate member.

(d) The membership of RUFORUM shall reflect the purpose of the organisation relating to supporting agricultural and related Sciences, Science, Technology and Innovation, training, research and extension/education systems.

5.1 **Categories of membership**

RUFORUM shall have two categories of members namely: - Core members, and Associate members.

(a) **Core members** – These include the founder members who were signatories to the existing RUFORUM Memorandum and Articles of Association signed on the 19th
day of January, 2004 and other regional universities that have subsequently joined as full members of RUFORUM.

(b) **Associate members of RUFORUM** -shall include the following:-Individual organization and private firms registered by RUFORUM from stakeholder groups involved in Agriculture and related sciences, Science, Technology, Innovation, Training, Research and Extension for the development of Africa. These shall include universities and training institutions, extension and advisory, sub-regional farmers’ organizations, non-governmental organisation, agricultural process private agro-industries, regional agricultural research institutions and non-African agencies active in Africa and research foundations.

### 5.2 Procedure for becoming a member

(a) Membership to RUFORUM shall either be by formal application or by invitation by the Board.

(b) Application for membership to RUFORUM shall be made by formal application to the Executive Secretary who shall subsequently submit the application to the Chairperson of the Board Executive Committee prior the next meeting of the Board;

(c) The application shall then be submitted by the Board for consideration and ratification by the Annual General Meeting (AGM);

(d) Addition of new membership is however ONLY effective following approval of applications by the BOARD and Annual General Meeting (AGM);

(e) A university member may first serve as an Associate member for a period of one year before being fully admitted as a Core member;

(f) All members shall pay an annual membership contribution which shall be determined from time to time by the Annual General Meeting (AGM).
5.3 Annual Membership Contribution

(a) The core members of RUFORUM shall pay an annual membership subscription fee of USD 5,000; or any fee that shall be determined from time to time by the Annual General Meeting (AGM);

(b) A core member who is in arrears in the payment for three years of its financial contribution to RUFORUM shall not vote in the Board meeting and in the Annual General Meeting (AGM);

(c) The Board or the Annual General Meeting (AGM) may, nevertheless permit such a member to vote if it is satisfied that the failure to pay is due to conditions beyond the control of the member;

(d) A member who is not a core member shall be referred to as an Associate member and shall not be voted to any office or as a member of the Board or any of its committee.

(e) Associate members shall pay half of the annual membership fees.

5.4 Cessation and termination of membership

(a) The Annual General Meeting (AGM) shall have power by resolution of a majority of two-thirds of members present and voting at a general meeting to suspend or terminate the membership of any member.

(b) In making its decision, the Annual General Meeting (AGM) shall be obliged to give reasons for its decision.

(c) Membership to RUFORUM shall be terminated by the Annual General Meeting (AGM) under the following circumstances.

   (i) If a member carries out activities, contrary to the Constitution and objectives of RUFORUM;
(ii) If a member refuses to comply with the directives of the Annual General Meeting (AGM) or the Board;

(iii) If a member withdraws or resigns from RUFORUM;

(iv) If the conduct of a member is likely to cause any conflict or embarrassment to the wellbeing of RUFORUM;

(v) If a member in the opinion of the Annual General Meeting (AGM), has exhibited gross disregard of any decision of RUFORUM.

(vi) If the activities of a member are in the opinion of the Board prejudicial or detrimental to the interest and wellbeing of RUFORUM.

(e) Every such member shall be given a right to defend themselves before they are expelled from RUFORUM;

(f) A decision to terminate a member from RUFORUM by the Board shall be sanctioned by the Annual General Meeting (AGM);

(g) Any member desirous of resigning its membership shall communicate its intention to do so in writing to the Executive Secretary by giving a six months’ notice;

(h) Any such member who resigns shall not be re-admitted unless otherwise unanimously resolved by the Annual General Meeting (AGM) on recommendation by the Board;

(i) Where one has ceased to be a member of RUFORUM for whatever reasons, their name shall be removed from the register of members.
6. RUFORUM'S ORGANS

6.1 Principle organs: RUFORUM Governance structure

The RUFORUM Governance structure is designed to promote ownership of the organisation by the member universities while at the same time ensuring good international practices and quality. There are seven main governance organs that are serviced by a Regional Secretariat as the management and service delivery unit. Each of these organs has distinct responsibilities that are interlinked or feed into each other. The governance structure of the consortium consists of the following elements:

6.1.1 RUFORUM Annual Meeting (AGM)

(a) The Annual General Meeting is the supreme decision making organ of RUFORUM and will guide the overall orientation of RUFORUM mission and programmes;

(b) The Annual General Meeting oversees RUFORUM’s program and management and performs such functions and tasks that it deems necessary to carry out its mandate, and accomplish its mission;

(c) The Annual General Meeting shall consist of the core members and the Associate members;

(d) Approve annual work plan and budget;

(e) Receive and consider External Auditor’s report;

(f) Appoint External Auditor for the following year.

6.1.1.1 The Annual General Meeting (AGM) shall

(a) determine RUFORUM membership and admit new members;

(b) elect members of the Board of RUFORUM;

(c) appoint the External Auditor for RUFORUM;
(d) approve RUFORUM’s work plan, program, budget, strategic plan and mission;

(e) set the Network’s Agriculture and related sciences, Science, Technology, and Innovation Training and Research priorities;

(f) formulate and approves the manual of governance of RUFORUM;

(g) consider the annual report including the financial reports of RUFORUM;

(h) receive and review the medium term plan, strategy, budget, programs and progress of RUFORUM and make recommendation on them;

(i) perform such other duties as it shall from time be required to carry out by the Board of Trustees.

6.1.1.2 The Annual General Meeting (AGM)

(a) RUFORUM shall in each calendar year hold an Annual General Meeting (AGM) in addition to any other meeting in that year and shall specify the mode (face to face or virtually);

(b) The Annual General Meeting shall be held at such time and place as the Board may decide;

(c) Concurrent with the Annual General Meeting, a meeting of the Board shall be held to agree on Future and Strategic Policies of RUFORUM;

(d) Extra-ordinary meeting of RUFORUM shall be convened on requisition by at least two-thirds of the members of RUFORUM.

(e) The Chairperson of the Board shall Chair all meetings of the Annual General Meeting (AGM), including any extra-ordinary meetings convened. In case the Chairperson is unable to Chair a meeting of the Annual General Meeting (AGM), the Vice Chairperson shall Chair that meeting. In case both Chairperson and Vice Chairperson are unable to Chair, the Annual General Meeting (AGM) shall elect a Chairperson specifically for that meeting;
(f) The quorum at any meeting of the Annual General Meeting shall be Thirty percent plus one of the members;

(i) The decisions of the Annual General Meeting shall be by consensus but where a consensus cannot be reached, the Chairperson shall propose a vote and a decision shall be reached by a simple majority vote of the members in attendance;

(ii) In case of equality of votes, the Chairperson of the meeting shall be entitled to a casting vote;

(g) Notice for meeting of the Annual General Meeting shall be communicated in writing to the members of RUFORUM network twenty one days before the scheduled date for the meetings except for extra-ordinary meeting for which fourteen days’ notice shall suffice.

6.1.1.3 Procedure at the Annual General meeting

a) At the Annual General Meeting of RUFORUM the agenda shall include but shall not be limited to:-

i) Review and correction of minutes of the last Annual General Meeting;

ii) Matters arising from previous minute;

iii) The Executive Secretary’s report;

iv) Remarks from the Board Chairperson;

v) Consideration of the Annual Report including the financial report;

vi) Consideration of the Work plan, Program and Budget for the subsequent year;

vii) Elections of the Board, and Appointment of External Auditor.

b) At any other meeting, other than the Annual General Meeting, the matters for which the meeting was called shall be stated in the agenda;

c) The Executive Secretary of RUFORUM shall present the agenda to the members with the minutes of the previous meeting at least a week in advance to the proposed meeting;
d) Where a member has a suggestion on any matter for discussion, the member shall give that matter to the Executive Secretary as an item to be included on the agenda in the subsequent meeting;

e) Subject to the provision of this article, the Annual General Meeting (AGM) shall regulate its own proceedings.

6.1.1.4 Annual General Report

a) The Executive Secretary and the Board are responsible for the preparing of the Annual Report on the activities of RUFORUM in the preceding year;

b) The Board shall use the Annual General Meeting to communicate with The Annual General Meeting (AGM) and the members and encourage their participation;

c) The Annual Report shall be presented at the Annual General Meeting.

6.2 Board of Trustees

Each fully accredited University has entered with its Vice Chancellor as a full, self-financing member of the Board of Trustees. This high level engagement is a strategic asset for RUFORUM. It both informs Vice Chancellors’ and focuses their attention as a group on Agriculture and related sciences, Science, Technology and Innovation Training, Research and Development, an important consideration given that the great majority (80 percent) of Vice Chancellors are non-agricultural specialists.

6.2.1 Committees of the Board

The Board is mandated to establish standing committees to assist it in carrying out its function. Mandatory among them are the Board Executive Committee, Finance and Administration Committee, Audit Committee, Technical Committee, International Advisory Panel, and the Principals and Deans Committee.
6.3 The Board Executive Committee

The Board’s Executive Committee acts on behalf of the Board of Trustees between meetings. Membership to the Board Executive Committee include; Board Chair, Board Vice-Chair, Chair of the Finance and Administration Committee; two non-University representatives, and 5 other members representing Eastern, Central, North, South and West Africa Sub-regions, and the Executive Secretary. The Board Executive Committee act on behalf of the Board and holds at least two meetings each year, as part of the oversight for the Secretariat. The full Board of Trustees meets at least once each year (face to face or virtually) usually preceding the Annual General meeting. The quorum for the meeting will be 30% plus 1 member.

(a) The Board Executive Committee shall be headed by a Chairperson deputized by a Vice Chairperson both elected at the first sitting of the Board Executive Committee meeting;

(b) The Executive Secretary of RUFORUM shall be the Secretary of the Board Executive Committee and shall serve as an ex-officio member;

(c) Members of the Board Executive Committee shall normally serve for a period of three years and shall be eligible for only one further term of three years;

(d) Membership of Board Executive Committee shall ensure there is a regional balance, balance of skills, experience and gender;

(e) The Chairperson and members of the Board Executive Committee shall be persons of high moral character and proven integrity;

(f) Membership to the Board Executive Committee shall be on a part time basis and it shall be on rotational basis;

(g) To promote regional representation and participation, there will be not more than one Board Executive Committee member from a participating country in the region, and the principle of rotation will be used to ensure equity in representation.
6.3.1 Functions of the Board Executive Committee

The Board Executive Committee undertakes the following functions;

a) Legal representation of RUFORUM;
b) Approval of policies;
c) Approval of budgets;
d) Recruitment of regional staff;
e) Nomination of specialised Committees, including the Technical Committee and the International Advisory Panel;
f) Support in resource mobilization;
g) Link RUFORUM to national governments;
h) Marketing of RUFORUM;
i) Approval of guidelines for eligibility and grants awards.

6.3.2 Suspension and termination of a Board Executive member

A member of the Board or Board Executive Committee shall be dismissed or suspended by the Annual General Meeting (AGM) after being given an opportunity to be heard if he or she:-

(a) Fails to attend three consecutive Board meetings without acceptable excuse;

(b) demonstrates interests which are incompatible with and are not consistent with arms, objectives and mission of RUFORUM;

(c) fails, omits or neglects his or her duties and responsibilities;

(d) conduct himself or herself in a manner likely to cause any conflict or embarrassment to the well-being of RUFORUM;

(e) for inability to perform the function of his or her office, whether arising from infirmity of body or mind or from any other cause.
6.3.3 Procedures at the Board Executive Committee Meeting

(a) The Board Executive Committee shall meet at least twice a year for the purpose of receiving and approving RUFORUM’s annual reports, annual accounts, the External Auditor’s report and fulfilling its other duties;

(b) Special meeting of the Board Executive Committee may be called as and when deemed necessary at the request of the Chairperson, the Executive Secretary or by at least five members of the Board;

(c) The Chairperson of the Board Executive Committee in consultation with the Executive Secretary shall decide the time and venue for the meetings of the Board Executive Committee meeting;

(d) The information provided to the RUFORUM Board Executive Committee is the RUFORUM’s Intellectual property and discussions of the Board Executive Committee are confidential.

6.3.4 Notice of Board meetings

Notice of meeting of the Board and its committees shall be given to members by the Executive Secretary at least three weeks before the meeting date.

6.3.5 Quorum for meeting

The quorum at the meetings of the Board Executive Committee shall be 30% plus ones one other member.

6.3.6 Agenda for Board Executive Committee meeting

The agenda shall normally inter alia include

(a) Review, correction and approval of minutes of the previous meeting;

(b) Matters arising from the approved minutes;

(c) Review and approval of reports from committees;

(d) Report on RUFORUM’s activities from the Executive Secretary;
(e) Financial report;
(f) Any Other business- by agreement of the members present, the agenda of the meetings may be adjusted to include other items relevant to the proper conduct of the meeting.

6.3.7 Decision of the Board Executive Committee meeting

Decisions of the Board Executive Committee shall normally be based on consensus, or if voting is necessary by a simple majority of the members present at the meeting with the Chairperson having a casting vote.

6.3.8 Minutes of Board Executive Committee meeting.

(a) Minutes of each of the Board meeting shall be prepared by the Executive Secretary endorsed by the Chairperson, and circulated to all Board members not less than four weeks after each meeting;

(b) All approved and signed minutes of the Board Executive Committee meeting shall be compiled and stored in hard copy and electronic format at the Secretariat.

6.3.9 Duties and responsibilities of the Chairperson of the Board:-

The Chairperson shall:-

(a) Chair all meetings of the board including any extraordinary meeting convened;

(b) report on the implementation of RUFORUM’s programs and all other significant operational matters to the Board of Trustees and the Annual General Meeting (AGM);

(c) provide oversight for the implementation of RUFORUM’s approved work programs and budget;

(d) ensure effective implementation of Board and Annual General Meeting (AGM) decisions;
(e) ensure that members of the Board receive accurate, timely and clear information to help them reach informed and considered decision;

(f) perform such other duties that shall be assigned to him by the Board.

6.3.10 Entitlement of Board of Trustees

Board Executive Committee members are entitled to payment of honoraria, reimbursement of travel, travel insurance, associated matters and others expenses related to attendance of meeting of the Board Executive Committee except for their attendance in the Board of Trustees Annual General Meeting where they meet their own participation costs.

6.4 Finance and Administration Committee

The Board shall elect from amongst its members, a Finance and Administration Committee consisting of four members. The committee is responsible for overseeing financial and human resource issues of the Secretariat on behalf of the Board.

a) The members of the Finance and Administration Committee will at their first sitting elect a Chairperson of the Committee

b) The Finance and Administration Committee shall:-

i) provide oversight on financial operations of the Secretariat;

ii) review annual financial reports of the Secretariat, prior to submission to the Board;

iii) advise the Board on the RUFORUM’s accounting and Financial management procedures

iv) consider Management’s reactions and comments on RUFORUM financial reports before they are presented to the Board Executive Committee and the full Board by the Executive Secretary for confirmation;
v) receive and review Human Resources and Administrative issues of the Secretariat including interviewing applicants for regional job opportunities.

vi) carry out such other duties as shall be assigned to it by the Board.

(a) Members of the Finance and Administration Committee shall serve normally for a period of three years and be eligible for a re-appointment once;

(b) The Board shall provide for the conduct of the meetings of the Finance and Administration Committee;

(c) The Executive Secretary or his or her designated representative shall serve as Secretary to the Finance and Administration Committee.

6.5 Audit Committee

The Board shall elect from amongst its members an Audit Committee consisting of four members.

a) The members of the Audit Committee shall at their first sitting elect a Chairperson of the Committee.

b) The Audit Committee shall;

i) provide oversight on Audit operations of the Secretariat;

ii) review annual audit reports of the Secretariat, prior to submission to the Board;

iii) advise the Board on the RUFORUM’s Audit management procedures;

iv) consider Management’s reactions and comments on RUFORUM Audit reports before they are presented to the Board Executive Committee and the full Board by the Executive Secretary for confirmation;

v) receive and review the reports of External Auditor and report to the Board

vi) carry out such other duties as shall be assigned to it by the Board.

c) Members of the Audit Committee shall serve normally for a period of three years and be eligible for a re-appointment once;
d) The Board shall provide for the conduct of the meetings of the Audit Committee;
e) The Executive Secretary or his or her designated representative shall serve as Secretary to Audit Committee.

6.6 RUFORUM Technical Committee

This Committee is composed of seven members. The Committee is appointed by the Board on the Secretariat’s nomination. The Committee will have an elected Chair who serves for 3 years and the Executive Secretary is the Secretary to the Committee. The Committee meets usually twice a year to consider research proposals and Scholarship Awards and shall be supported by the Executive Secretary and Staff of the Secretariat in carrying out their function. Membership of the Technical Committee shall be such that there is a balance of skills, experience and gender and members of the Committee shall serve on individual merit.

a) The Technical Committee will be constituted by 7 members, 3 from the University system and 4 non-University members;
b) The functions of the Technical Committee are to:-
   i) Review and approve grant proposals;
   ii) Advise the Secretariat on calls for proposals and emerging issues;
   iii) Advise on Research and Training
   iv) Advise on regional training needs and programs;
   v) Guide on Scholarship/Training awards
   vi) Undertake monitoring on implementation of RUFORUM Research and Training Activities.

c) A member of the Technical Committee who has pecuniary interest in any matter being considered by the Committee shall as soon as possible after relevant facts have come to his or her knowledge, disclose the nature of his or her interest to the Committee.
d) A disclosure of interest under sub-paragraph (c) shall be recorded in the minutes of meeting of the Committee and the member making the disclosure shall not unless the Committee determines otherwise in respect of that matter:

i) be present during any deliberation on the matter before the Committee;

ii) take part in the decision making of the Committee on the matter;

iii) influence any other member on the matter.

6.7 International Advisory Panel (IAP)

The International Advisory Panel (IAP) consists of eight persons nominated by the Board with four of them from Africa and four others from outside Africa. Their functions are purely advisory to both Board and Secretariat on a wide range of issues, such as: the international funding context, strategic priorities and partnerships, mobilizing international support and internal management.

a) The major functions of the International Advisory Panel are:

i) To provide International oversight quality assurance;

ii) To mobilize international support and partnerships for RUFORUM;

iii) To advise the Board on research, training and outreach thrusts;

iv) To assist in resource mobilization for RUFORUM; and,

v) To provide the necessary strategic orientation to the Board and the Secretariat.

b) Members of the International Advisory Panel shall serve for a period of three years and be eligible for reappointment once;

c) The Board shall provide for the conduct of the meetings of the International Advisory Panel.
d) The Executive Secretary or his or her designated representative shall serve as Secretary to the International Advisory Panel.

e) The Board may also appoint up to three persons, with exceptional merit as Honorary International Advisory Panel Members

**6.8 RUFORUM Principals & Deans Committee**

This Committee is the critical link between the operational side of RUFORUM’s faculties and the policy-making side. It is the committee most familiar with issues arising from RUFORUM programmes. The RUFORUM’s Principals and Deans Committee shall be constituted by Principals and Deans of Faculties of Agriculture and related sciences, Science, Technology and Innovation of universities participating in RUFORUM’s activities. A University may also designate a specific officer such as Director of Research and Postgraduate Studies to serve in the Committee. It meets at least once a year face to face or virtually. Its functions are:

a) review of issues from the National Fora and Regional Thematic Groups and feedback of information to the Secretariat and Technical Committee;

b) advice the RUFORUM Secretariat on activity progress and issues emerging at individual university and Country levels

c) The Executive Secretary or his or her designated representative shall serve as Secretary to the Principals and Deans Committee;

d) Members of the Principals and Deans Committee shall elect their Chairperson and Vice Chairperson on an annual basis and this shall be on a rotational basis;

e) The Principals and Deans Committee shall meet at least once a year, face to face or virtually and the quorum at the meeting shall be 30% plus 1 of the member.

**6.8.1 Principals and Deans Sub-Committee**

To facilitate more follow up on RUFORUM activities at regional and country level,

a) There shall be a Principal and Deans Sub Committee consisting of:
i. Chair of the Principals and Deans Committee

ii. Vice Chair of the Principals and Deans Committee

iii. Three to four other members selected to ensure all the five geographical regions of the Continent are represented

b) The Principals and Deans Sub-Committee shall meet at least twice annually, face to face or virtually

c) The Executive Secretary or his/her designated representative will serve as the Secretary to the Principals and Deans Committee and Sub-Committee

6.9 National Forums

The National Forums (or RUFORUM Chapters) are established at Country level, according to the specificity of each Country. National Forums provide a platform for stakeholders to articulate demands for university services, advocate for change, and provide feedback on the utility of RUFORUM’s activities. It is chaired by a distinguished person outside the university system and has a Secretariat based in a member university. Each National Forum meets at least once a year (face to face or virtually) and has the following functions:

a) formulate the National Agriculture and related sciences, Science, Technology, Innovation Training and Research priorities for the Universities in the member Countries;

b) ensure that financial and other resources are mobilized and effectively deployed to carry out RUFORUM activities at National level;

c) disseminate the Agriculture and related sciences, Science, Technology, Innovation Training and Research products produced by the Universities in the member Country;

d) Hold Annual National Forum events to foster collaboration linked to University research, training, outreach and wider policy, and stakeholder engagement.
6.9.1 Membership to the National Forums

In each country, the National Chapter shall consist of the following members:

a) a representatives of Universities in the member country offering courses in Agriculture and related sciences, Science, Technology, Innovation Training and Research;

b) a representative of the body responsible for higher education in each member country from which a University member of RUFORUM comes from;

c) a representative of a body responsible for Agricultural Extension Services in each member country from which a University member comes from;

d) a representative from the body responsible for National Agriculture research in a member country from which a University member of RUFORUM comes from;

e) a representative from the body responsible for Science, Technology and Innovation in a member Country from which a University member of RUFORUM comes from;

f) The following co-opted members as and when the need arises:

   i) farmer organization representatives
   ii) private sector representatives
   iii) civil society representatives
   iv) any other categories of persons deemed fit by the Chairperson of the respective National Chapter.

g) The co-opted member may speak at the meeting on any matter in relation to which his or her advice is sought but shall not have the right to vote on any matter coming for decision before the meeting.
6.9.2 Management of the National Forums

(a) The National Chapter shall be headed by a Chairperson elected by members of the Chapter at their first meeting who shall also be assisted by a Secretary appointed also in that first meeting.

(b) The National Chapter will mobilize resources for its operations.

(c) RUFORUM Secretariat when possible shall contribute to covering the cost of the meetings and other operational costs of running of the National Chapter in the member Countries.

(d) The National Chapter shall meet at least once a year.

(e) The National Chairperson will serve for three years, which may be renewed once.

6.10 RUFORUM Secretariat

The Secretariat is managed by a team of experienced international experts led by the Executive Secretary as the Chief Executive. RUFORUM shall operate through a lean Secretariat based in Kampala-Uganda or at other place within the continent as determined by the Annual General Meeting (AGM), with a capacity to provide coordination, finance and program support. The Secretariat operates as a facilitating unit and internal service provider to the organisation. Its main management functions are:

a) Facilitation of implementation of AGM and Board, and Committees decisions

b) Undertaking Advocacy for RUFORUM and representing RUFORUM

c) Resource Mobilization for the Secretariat and member Universities

d) Development and Coordination of programs

e) Development and implementation of Budgets and Financial Management

f) Link the Board, National Forums and other stakeholders

g) Facilitation of monitoring and evaluation
h) Provision of documentation for use by members and general public
i) Organisation of learning and other events of interest to RUFORUM
j) Brokering partnerships for the organisation.
k) Facilitating sharing of resources amongst member Universities

6.10.1 The Executive Secretary

6.10.1.1 Appointment of the Executive Secretary

(a) The Secretariat shall be headed by Executive Secretary assisted by other competent staff appointed on merit by the Board.

(b) The appointment of the Executive Secretary of RUFORUM and the other staff of the Secretariat shall be on contract basis for a fixed term but in exercising its function of appointment the Board shall ensure regional representation of personnel appointed.

(c) Functions and Powers of the Executive Secretary:

(i) As directed by the Board, serve as the Chief Executive officer and legal representative of RUFORUM;

(ii) provide leadership and manage the human, financial and physical resources of RUFORUM and RUFORUM Secretariat;

(iii) implement the decisions of the AGM and the Board;

(iv) Prepare an annual work plan and associate budget, and report on progress made to the Board and as appropriate to the AGM;

(v) articulate new proposals for funding by partners, donors and governments;

(vi) ensure effective and efficient operation of the RUFORUM Secretariat;
(vii) put the appropriate mechanisms in place for the monitoring, evaluation and impact assessment of RUFORUM’s activities;

(viii) recruit, select and appoint staff required for the operations of the RUFORUM Secretariat;

(ix) develop and recommend to the Board to establish the necessary rules and regulations governing the employment of the Secretariat staff;

(x) Perform any other duties directed by the AGM and Board.

6.10.1.2 Responsibilities of the Executive Secretary

i) Be the Chief Executive officer of RUFORUM with the prime responsibility of executing the decision of the Board and the Annual General Meeting (AGM);

ii) ensure proper management of the staff, program, finance and assets of RUFORUM according to agreed procedures;

iii) ensure the smooth and efficient organisation and management of the human, finance and physical resources of RUFORUM;

iv) prepare the annual work-plans budgets and financial statement of RUFORUM for presentation and approval by both the Board and the Annual General Meeting (AGM);

v) prepare progress reports on implementation of the programs of RUFORUM as well as other documents for presentation to both the Board and the Annual General Meeting (AGM);

vi) organise, plan and manage all the meetings of RUFORUM;

vii) perform any other duty that may be assigned to him or her by the Board of Trustees.

In case where the Executive Secretary is unable to carry out his or her duties for a reason, the Board shall appoint an acting Executive Secretary from among the staff at the Secretariat of RUFORUM, usually a Deputy Executive Secretary.
6.10.1.3 Tenure

The appointment of the Executive Secretary is for a fixed term of 5 years. Following satisfactory performance, the contract may be renewed.

6.11 Other Secretariat Staff

6.11.1 Regionally Appointed Secretariat Staff

The Executive Secretary and the Secretariat shall be assisted in management of the organization by regionally appointed staff, that is, Deputy Executive Secretary, Program Managers, and Internal Auditor, and other senior staff as may be appointed by the Board.

6.11.2 Appointment of Deputy Secretary

The Executive Secretary shall be deputized by a Deputy Executive Secretary (ies). The Deputy Executive Secretary shall be appointed by the Board with support of the Executive Secretary. The appointment of the Deputy Executive Secretary (ies) and Managers is a fixed term of 4 years following satisfactory performance, the contract may be renewed.

6.11.3 Appointment of Managers and Internal Auditor

The Managers and Internal Auditor shall be appointed by the Board with support of the Executive Secretary and the Finance and Administration Committee.

6.11.4 Tenure of regionally appointed staff

The appointment of the Managers and Internal Auditor is for a fixed term of 3 years. Following satisfactory performance, the contract may be renewed.
6.11.5 Terms of Reference for Regional recruited staff (see Annexes)

The terms of reference for each regionally recruited staff are attached as annexure to this Governance Manual.

6.11.6 Nationally and other Recruited Secretariat Staff

The Executive Secretary and the Secretariat shall be assisted in management of the organization by nationally recruited staff, and other staff, that is Director(s), Technical Specialists, Program Assistants, Finance Officers, Administrative Assistant, Systems accountant, Drivers and any others as deemed necessary.

6.11.7 Appointment of Nationally Recruited Staff

The nationally Recruited staff shall be appointed by the Executive Secretary.

6.11.8 Tenure of Nationally Recruited Staff

The appointment of the Nationally Recruited Staff is a fixed term of 3 years. Following satisfactory performance, the contract may be renewed.

6.11.9 Management Committee at the Secretariat

In the day to day running of the Secretariat, the Executive Secretary shall establish a Management Committee consisting of the Executive Secretary, Deputy Executive Secretary (ies) and Unit Managers. The Management Committee shall meet at least once every month.

6.12. RUFORUM Regional Nodes

The Board and Annual General Meeting shall as deemed necessary establish RUFORUM Regional Nodes to enhance more effective delivery of services.
in the target regions. The Regions as defined in this document are those defined by African Union.

6.12. 1 Functions of the Regional Nodes

(1) Undertake designated tasks as assigned by the RUFORUM Secretariat for activities in the target regions

(2). Design and implement activities necessary to enhance RUFORUM footprints and visibility in the region

6.12. 2. Staffing at the Regional Node Office

(1). The Executive Secretary will designate staff to run the Regional node Secretariat

(2). Three core staff will be based at the Regional Node- A Regional Coordinator supported by a Programme Officer and an Administrative Assistant or Finance Assistant, depending on fund availability and secondment of staff by the hosting Government

(3) Appointment of Staff will generally be for three years, which may be renewed depending on performance and fund availability

(4) The Regional Coordinator will be appointed by the Executive Secretary in consultations with the RUFORUM Finance and Administration Committee

(5) The Regional Coordinator will be answerable to the Executive Secretary or his/her designated Officer at the RUFORUM Secretariat.

7. Amendment to the Governance manual

(1) Any notice to propose amendments, together with the full details of the proposed amendments, shall be submitted to the Chairperson of the Board giving at least six weeks notice before the meeting of the Annual General Meeting (AGM).
(2) This Governance Manual may be amended by a majority decision of the Annual General Meeting (AGM) on the recommendation of the Board.

(3) Within three months of approval of amendment of any provision of this Governance Manual, it shall be printed and distributed to the members and published on the website of RUFORUM.
Annex 1

TERMS OF REFERENCE FOR THE DEPUTY EXECUTIVE SECRETARY (IES) AND PROGRAM MANAGERS

Terms of Reference for Deputy Executive Secretary Programme Development and Implementation

Reporting to the Executive Secretary. The tasks and responsibilities include;

1. Lead development of RUFORUM's Training and Research Programme and overseeing their implementation at the University and Country level;

2. Coordinate capacity development (human and institution) relevant to development of required skills and knowledge;

3. Developing the grant and scholarship implementation guidelines that are in line with donor and RUFORUM guidelines that should guide Universities and other contractors in the management of their grants;

4. Establishing networks with key stakeholders/universities as a strategy to ensure synergies and minimize duplication of effort;

5. Oversee and guide the management of competitive grants/funds to ensure timely implementation of grants;

6. Monitor relevant developments in the area of Higher Education in Africa and internationally particularly in the area of marshalling concerted support for public and private financing of Higher Education in Africa;

7. Lead resource mobilization efforts for financing training and research in African Universities

8. Carry out other tasks as appropriate under the direction of the Executive Secretary.
Terms of Reference for Deputy Executive Secretary Planning, Resource Mobilization and Management

Reporting to the Executive Secretary. The tasks and responsibilities include;

1. Lead the development of RUFORUM’s Networking and Advocacy Strategy as a continental body, which promotes advancement of Higher Agricultural Education, Science, Technology and Innovation in Africa;

2. Facilitate the development of the RUFORUM fundraising strategy and proposals including for research and training in African Universities and for RUFORUM Secretariat wide operations;

3. Lead planning and management of Policies and their review;

4. Facilitate Networking and maintain relationships with civil society actors working in the field of Higher Education and related Sciences in Africa primarily at national and continental level, including through the establishment and maintenance of a database of actors;

5. Mobilize global partnership for University research and training in African Universities;

6. Lead the identification, development and effective implementation of strategic initiatives in consultation with Managers;

7. Oversee the strengthening of RUFORUM institutional architecture including organizational culture, work and professional ethics, staff conduct and performance

8. Support the Executive Secretary and Managers to strengthen synergies across programs, alignment to the overall RUFORUM Vision 2030, mission and strategic objective and accountability to RUFORUM stakeholders;

9. Oversee and guide the management of planning, policy analysis, monitoring and evaluation, institutional learning and knowledge management to ensure their timely implementation and functionality;

10. Facilitate the development, management and implementation of strategies and initiatives focusing on identifying funding opportunities, nurturing donor
relationships for RUFORUM network, ensuring prudent financial management and timely reporting to funding agencies and partners;

11. Support the Executive Secretary by providing periodic reports on aspects of program operations under his/her leadership;

12. Carry out other tasks as appropriate under the direction of the Executive Secretary.

Terms of Reference for Program Manager – Training and Community Engagement

Reporting to the Deputy Executive Secretary Programme Development and Implementation, the tasks and responsibilities include;

1. Provide overall leadership to achieve the TAGDev and RANCH flagship targets;

2. Oversees training and community engagement programmes at the Secretariat;

3. Design and implement RUFORUM community engagement strategy;

4. Design and implement RUFORUM youth skills enhancement strategy;

5. Design and implement RUFORUM entrepreneurship strategy;

6. Design and implement RUFORUM TVET strategy;

7. Design and manage RUFORUM training and quality assurance strategies, and community outreaches;

8. Managing performance, i.e, monitoring and appraising training programs implementation progress;

9. Managing communication between RUFORUM and stakeholders with respect to training and outreach.

10. Participate in the design and implementation of country/student projects, including technical backstopping.

11. Mobilize resources to support RUFORUM training and outreach activities;
12. Reporting to donors on training, outreach and quality assurance activities;

13. Carry out any other assignments as may be deemed necessary by the Executive Secretary.

Terms of Reference for the Program Manager-Regional Anchor Universities (RANCH)

Reporting to the Deputy Executive Secretary, Programme Development and Implementation, the tasks and responsibilities include;

1. Develop and elaborate RANCH Programme vision and strategy building on the background elements outlined in the RUFORUM Vision 2030 Strategy
2. Develop five-year Operational Plans for the RANCH Flagship programme as a contribution to RUFORUM’s Operational Plans
3. Develop annual Work Plans for the flagship as a contribution to the RUFORUM Secretariat annual Work Plan
4. Undertake regular scanning of global best practices and models for university leadership and management, graduate training, research and innovation and identify those that are adaptable to the African context
5. Lead regular assessment of institutional leadership and management capacities of RUFORUM member universities and propose solutions to address gaps
6. Develop programmes and projects that address capacity gaps in;
   a. institutional leadership and management
   b. teaching and research capacity of RUFORUM member universities and the wider National Agricultural Research and Extension Systems
   c. enhance capacity for training and research that targets improving food and nutrition security, and access to knowledge; and,
   d. build capacity in emerging areas of challenge in the agricultural development landscape,
7. Provide leadership and strategy for transparent and quality recruitment of students from across Africa to be trained at the Anchor Universities
8. Provide technical and strategic leadership to the Anchor Universities to deliver research-based and relevant training to produce a new generation of transdisciplinary problem solvers
9. Provide technical and strategic leadership to Anchor Universities to undertake practical research, innovation and outreach to meet Africa’s agriculture sector needs
10. Provide technical and strategic leadership in establishment and operationalisation of structures for faculty and student mobility among Anchor Universities and none Anchor universities

11. Provide technical and strategic leadership in knowledge exchange among Anchor Universities and other RUFORUM member universities

12. Facilitate partnerships between Anchor Universities and associated tertiary agricultural education institutions

13. Through RUFORUM National Forums, facilitate skills, knowledge, technology, innovation and policy demand agenda articulation to support agricultural sector transformation at national level

14. Design and lead regular reviews, documentation of emerging lessons, models and best practices and facilitate dissemination, lessons sharing, learning and foresight among Regional Anchor Universities and the wider RUFORUM Network

15. Coordinate the identification and nurturing of future Anchors in emerging areas of specialisation starting with RUFORUM Regional Training Programmes and other emerging fields of importance for agricultural transformation in Africa

16. Organise outreach to influence national continental policy and harmonised guidelines for higher agriculture education

17. Develop and implement strategies for resource mobilization to implement promote impactful research, outreach, training and teaching quality.

18. Provide technical expertise on effective programme and project management at the universities

Terms of Reference for the Program Manager-Research and Innovation

Reporting to the Deputy Executive Secretary, Programme Development and Implementation, the tasks and responsibilities include;

1. Provide overall leadership to achieve the CREATE flagship targets;

2. Lead the design and implementation of the RUFORUM Research and Innovation Strategy;

3. Lead the design and implementation of the RUFORUM Competitive Grants and Scholarship Award Systems;

4. Develop and design programmes for promoting research for development relevance in member universities;
5. Lead the design of programmes and activities for strengthening staff capacities and mentorship;
6. Track implementation of all Research Grant Projects;
7. Facilitate organization and convening of Principal Investigator (PI) meetings including the PI orientation meetings, peer-review of research and innovation meetings;
8. Prepare, in consultation with other Units, proposals for resource mobilization for various RUFORUM activities;
9. Design programmes for strengthening staff development in African Universities;
10. Design projects for promoting academic mobility amongst the member universities and other universities in the continent and beyond;
11. Develop proposals to support research, academic mobility and staff development for RUFORUM Universities;
12. Undertake routine high level data collation and analysis and generate articles, policy briefs and scholarly publications for lesson learning and experience sharing;
13. Represent RUFORUM in various relevant fora;
14. Undertake other activities as may be assigned by the Executive Secretary or Deputy Executive Secretary responsible for Programme Design and Implementation;

Terms of Reference for the Program Manager, Knowledge Hub

Reporting to the Deputy Executive Secretary for Planning, Resource Mobilization and Management, the tasks and responsibilities include;

1. Lead the design and management of RUFORUM K-Hub strategy;
2. Design, implement and continuously review RUFORUM Databases and online platforms;
3. Oversee management of RUFORUM website, RUFORUM Information Management System (RIMS) and other databases;
4. Define other RUFORUM information requirements and implement systems;
5. Implement a Knowledge Management Platform for the Secretariat;
6. Set up and manage a document management server at RUFORUM;
7. Support and train RUFORUM staff in information/document management;
8. Undertake resource mobilization for the K-Hub;
9. Undertake other assignments as may be assigned by Executive Secretary.

**Terms of Reference for Manager Planning, Monitoring and Evaluation**

Reporting to the Deputy Executive Secretary for Planning, Resource Mobilization and Management, the tasks and responsibilities include;

1. Overall responsibility for spearheading the strategic planning, implementation, monitoring and evaluation of activities within the RUFORUM network and the Secretariat;
2. Work with the other units and strategic partners to ensure their operations are aligned to RUFORUM goals, vision and mission;
3. Track impact and returns on investment of the Research grants and training programmes;
4. Design and manage a result-based M&E system, including impact assessment of RUFORUM’s investments;
5. Develop and review RUFORUM programmatic and project-based vision, goals and strategies;
6. Develop strategic and operational plans;
7. Organize and conduct regular program reviews and evaluation at different operational levels;
8. Oversee and contribute to development and update of policies, manuals and protocols of RUFORUM;

9. Prepare consolidated quarterly and annual progress reports and technical papers for RUFORUM, donors and other partners;

10. Represent RUFORUM in a range of national, regional and global fora of strategic interest to the achievement of RUFORUM vision, goals and strategies;

11. Undertake budgetary planning, monitoring and evaluation;

12. Undertake other assignments as may be assigned by Executive Secretary.

Terms of Reference for Manager Finance and Administration

Reporting to the Deputy Executive Secretary for Planning, Resource Mobilization and Management, the tasks and responsibilities include;

1. Responsible for the Finance and Administration functions of the Secretariat;

2. Operate an accounting and financial reporting system;

3. Disburse funds to grantees and monitoring their utilization;

4. Prepare financial reports to Donors and the Board of Trustees and Board Committees;

5. Manage the RUFORUM payroll system;

6. Responsible for logistical and administration issues of the Secretariat;

7. Manage office systems, which includes setting up of filling systems, personnel records, data processing, workshop management;

8. Facilitate line management of staff (Financer Officers, Human Resource and Procurement Officer, Administration Assistant, Office Assistants, Drivers and Security Officers, etc);
9. Undertake other activities as may be assigned by the Executive Secretary.
Annex 2

TERMS OF REFERENCE FOR INTERNAL AUDITOR

Reporting to the Executive Secretary, the tasks and responsibilities include;

1. Review accounting and internal control systems, and procedures on financial transactions, procurement and disposal and advise on improvements that may be required;

2. Verify all financial transactions for compliance to existing policies, regulations, procedures and other requirements including appropriate authorization;

3. Evaluation of financial risk areas and mitigating measures to address them;

4. Review and advise on financial operating processes and reporting formats to limit risks and ensure that financial management information is reliable, secure and complete;

5. Facilitate the external audit of the RUFORUM’s books of accounts;

6. Conduct internal special audits or financial investigations as maybe directed by management or the Board;

7. Analyze and prepare reports on risk management and proposal for improving organizational financial performance for consideration by management or the Audit Committee of the Board;

8. Undertake other duties as may be assigned by the Executive Secretary.
Annex 3

TERMS OF REFERENCE FOR THE TECHNICAL SPECIALISTS

Terms of Reference for Technical Specialist: Youth Skills Development & Community Engagement

Reporting to the Program Manager responsible for Training and Community Engagement, the tasks and responsibilities include;

1. Liaise with member universities, partner institutions and networks to develop programme/project proposals that support development of agricultural skills for youth that engender employability and entrepreneurship;

2. Develop initiatives for curricular reforms for teaching/training and research methodologies and practices that are relevant to the skills demand and create valuable and attractive opportunities for economic empowerment of the youth;

3. Develop programmes and support initiatives for strengthening agri-business, entrepreneurship and community engagement;

4. Develop programmes/projects that promote engagement and networking among agricultural training, learning and research institutions, industry and the farming community that are mutually beneficial and address existing challenges;

5. Monitor and assess the quality and impact of agricultural skills development programmes for the youth in liaison with the Planning, Monitoring and Evaluation Unit;

6. Advocate for support that propels youth participation in the areas of agricultural science, technology and innovation for skills enhancement;

7. Facilitate agricultural institutions to profile investment opportunities to guide youth engagement in agribusiness, entrepreneurship and innovation;

8. Develop programmes/projects that enable tertiary agricultural training institutions to scale out innovative farming models to the farming communities;
9. Develop programmes/projects for agricultural tertiary institutions that support community action research plans, community engagement and strengthening community value chains;
10. Develop programmes/projects to optimize community uptake of beneficial research outputs and outcomes;
11. Support resource mobilization efforts for youth skill development and community engagement.
12. Undertake other duties as may be assigned by the Executive Secretary.

**Terms of Reference for Technical Specialist: Vocational Education and Undergraduate Training**

Reporting to the Program Manager responsible for Training and Community Engagement, the tasks and responsibilities include;

1. Liaise with member universities, associated TVET institutions and research institutions and networks to compile proposals for TVET and undergraduate training, learning and outreach practices;
2. Monitor and assess the quality of TVET and undergraduate agricultural training, research and outreach programs/projects in liaison with the Planning, Result Measurement and Learning Unit;
3. Work with TVET institutions and member universities to advocate for partnership with stakeholders including industry for teaching, learning and research programs focusing on RUFORUM Vision 2030 thematic areas;
4. Participate in review sessions at the Secretariat, member universities and TVET institutions and prepare appropriate reports;
5. Compile data for generation of need projections to facilitate planning for TVET and undergraduate training, learning, research and outreach programs/projects;
6. Organize surveys to assess the impact of RUFORUM sponsored TVET and undergraduate training, learning, research and outreach programs/projects;
7. Conduct research and prepare reports on the external environment for TVET and undergraduate training, learning, research and outreach that include community expectations and implementation realities on the ground;
8. Implement initiatives to promote recognition of TVET and undergraduate contribution to research and outreach agricultural services;
9. Engage TVET institutions, universities and other partners to produce relevant TVET and undergraduate student research innovations and responsive outreach services;
10. Promote linkages between TVET institutions, universities and farmer groups or communities that are recipients of their research and outreach products;
11. Support resource mobilization efforts especially for youth skill development, TVET and undergraduate training;
12. Undertake other duties as may be assigned by the Executive Secretary.

**Terms of Reference for Technical Specialist: Graduate Training**

Reporting to the Program Manager responsible for Regional Anchor Universities, the tasks and responsibilities include;

1. Facilitate operations of Regional Training Centres/Anchor Universities in liaison with the host Universities;
2. Identify and advocate for establishment and strengthening of operations and replication of centres of excellence in graduate training and research;
3. Liaise with member universities, partner institutions and networks to compile proposals or information on curriculum reform, training needs and improved teaching delivery for Graduate training;
4. Support development of proposals for funding graduate training;
5. Monitor and assess the quality of graduate training in liaison with the PMEL Unit;
6. Support organization of tracer studies of former Graduate beneficiaries and manage a database of the alumni with K-Hub;
7. Conduct research and prepare reports on the external environment for graduate training that includes community expectations and assessing the outcome and impact of the training;
8. Engage and communicate with regional program students, consortium universities and other stakeholders on the effectiveness and challenges of graduate programs in agricultural sciences;
9. Undertake other activities as may be assigned by the Executive Secretary.

Terms of Reference for Technical Specialist: Regional Anchor Universities

Reporting to the Program Manager responsible for Regional Anchor Universities, the tasks and responsibilities include;

1. Undertake regular scanning of global best practices and models for university leadership and management, graduate training, research and innovation and identify those that are adaptable to the African context
2. Support the RANCH Flagship Manager to undertake regular assessment of institutional leadership and management capacities of RUFORUM member universities and propose solutions to address gaps
3. Assist the RANCH Flagship Manager to develop programmes and projects that address gaps in;
   a. institutional leadership and management
   b. teaching and research capacity of RUFORUM member universities and the wider National Agricultural Research and Extension Systems
   c. enhance capacity for training and research that targets improving food and nutrition security, and access to knowledge; and,
   d. build capacity in emerging areas of challenge in the agricultural development landscape,
4. Lead recruitment of students from across Africa to be trained at the Anchor Universities from are also recruited across Africa
5. Facilitate the Anchor Universities to deliver research-based and relevant training to produce a New Generation of Transdisciplinary Problem Solvers
6. Facilitate Anchor Universities to undertake practical research, innovation and outreach to meet Africa’s agriculture sector needs
7. Establish structures for and facilitate faculty and student mobility among Anchor Universities and none Anchor universities
8. Facilitate and strengthen knowledge exchange among Anchor Universities and other RUFORUM member universities
9. Facilitate partnerships between Anchor Universities and associated tertiary agricultural education institutions
10. Through RUFORUM National Forums, facilitate skills, knowledge, technology, innovation and policy demand agenda articulation to support agricultural sector transformation at national level
11. Undertake regular reviews, document emerging lessons, models and best practices and facilitate dissemination, lessons sharing, learning and foresight among Regional Anchor Universities and the wider RUFORUM Network
12. Coordinate the identification and nurturing of future Anchors in emerging areas of specialisation starting with RUFORUM Regional Training Programmes and other emerging fields of importance for agricultural transformation in Africa
13. Facilitate outreach to influence national continental policy and harmonised guidelines for higher agriculture education
14. Develop and implement strategies for resource mobilization to implement promote impactful research, outreach, training and teaching quality.
15. Provide technical expertise on effective programme and project management at the universities

Terms of Reference for Technical Specialist: Research & Development

Reporting to the Program Manager responsible for Research and Innovation, the Technical Specialist will;

1. Develop proposals for RUFORUM’s research policy and strategy;
2. Identify new research and funding opportunities;
3. Support development and submission process for research proposals to support the transnational needs of researchers and the faculties
4. Design, manage and plan the delivery of a series of internal and external workshops for academic, management, support staff and international partners on all aspects of research policy and funding;
5. Develop guidelines for implementation of the RUFORUM Competitive Research Grant System;
6. Support implementation of RUFORUM Competitive Grant Systems including issuing calls for proposals, evaluation process, grant awarding and follow up on grant implementation;
7. Support development and operationalization of Research Chairs;
8. Liaise with the Technical committee for the approval of research grants proposals;
9. Oversee monitoring, evaluation and reporting on progress, accountability and compliance to the terms of research grants awards by recipients and participate in monitoring and evaluating the outcome and impact of the grant awards;
10. Support the updating and improvement of Competitive Research Grants System;
11. Undertake other activities as may be assigned by the Executive Secretary.

**Terms of Reference for Technical Specialist: Staff Development and Academic Mobility**

Reporting to the Program Manager Research and Innovation, the Technical Specialist will:

1. Identify and provide support for staff development needs in member universities;
2. Design a strategy for increasing the pool of PhD level trained staff and women scientists in member universities and research institutions;
3. Facilitate training of women graduate scholars to increase pool of women scientists in African Universities and other sectors;
4. Design, manage and plan the program for academic staff exchange among member universities;
5. Develop and promote Intra-Africa Academic Mobility;
6. Facilitate post-doctoral training and African Career Awards fellowships;
7. Support monitoring evaluation and reporting on progress, accountability and compliance to the terms of support for staff development and exchange, training of women scholars, and academic mobility.

8. Undertake other activities as may be assigned by the Executive Secretary.

Terms of Reference Technical Specialist: Planning, Monitoring, Evaluation and Learning

Reporting to the Program Manager responsible for Planning, Monitoring, Evaluation and Learning, the tasks and responsibilities include;

1. Contribute to design and management of a result-based Monitoring and Evaluation (M&E) system, including impact assessment of RUFORUM’s activities;

2. Contribute to and guide the development and up-dating of RUFORUM Strategic and Operational Plans;

3. Contribute to and guide the development and up-dating of RUFORUM Monitoring and Evaluation strategy and framework, and their operationalization;

4. Support the development and operationalization of Unit-based project and program M&E strategies;

5. Organize and conduct regular program/project reviews and evaluation at the RUFORUM Secretariat and universities;

6. Guide the incorporation of lessons learnt from M&E processes for performance improvement at the RUFORUM Secretariat and universities;

7. Develop manuals and guidelines, formats and procedures/ protocols for various program activities, working with the line departments at the Secretariat;
8. Maintain liaison with all the member universities in aspects of program/project planning, reviewing, assessing progress, and monitoring performance of research and capacity building activities/operations;

9. In liaison with the RUFORUM Knowledge Hub and other departments, contribute to the development and use of the RUFORUM Management Information System (RIMS) to enable computer based M&E data capture, storage, reporting and dissemination;

10. Collect data and information, and prepare reports, technical papers, and other documents for use in learning and wider sharing with RUFORUM constituency;

11. Participate in RUFORUM resource mobilization activities including proposal development;

12. Contribute to individual and institutional capacity building on M&E;

13. Support and management of RUFORUM Secretariat projects within the M&E Unit;

14. Represent RUFORUM in a range of national, regional and global fora of strategic interest to the achievement of RUFORUM vision, goals and strategies;

15. Conduct any other duties as may be assigned by the Executive Secretary.

Terms of Reference for Technical Specialist: Knowledge Management

Reporting to the Program Manager Knowledge Hub, the roles and responsibilities include:

1. Develop a strategy for implementing learning and knowledge management

2. Develop proposals for implementing the RUFORUM Knowledge management strategy;

3. Package information such that it can be shared across a diverse spectrum of stakeholders;
4. Coordinate and facilitate external knowledge sharing with stakeholder organizations;
5. Conduct research, collecting and analyzing information and business intelligence to inform RUFORUM advocacy strategies;
6. Develop a complimentary internal communications plan for the dissemination of information across internal teams;
7. Provides support for the establishment, nurturing and promotion of communities of practices collaboration tools such as “activity rooms” to facilitate sharing of ideas and work among internal teams and external partners;
8. Compile information on RUFORUM products for updating RUFORUM’s institutional repository;
9. In liaison with other units, facilitate development of OERs including e-course modules;
10. In liaison with other units facilitate the use and integration of ICTs in University training, research and outreach;
11. Undertake other activities as may be assigned by the Executive Secretary.

Terms of Reference for Technical Specialist: Policy Analyst

Reporting to the Program Manager Planning, Monitoring, Evaluation and Learning, the Technical Specialist will:

1. Plan, design and conduct qualitative and quantitative research to identify issues or problematic areas in RUFORUM policies;
2. Develop policy analysis tools and instruments for conducting policy assessments and reviews;
3. Participate in the formulation and review of RUFORUM policies;
4. Support the resolution of policy issues;
5. Prepare policy analysis reports;
6. Monitor, evaluate and report on the implementation of RUFORUM policies;
7. Evaluate the outcome or impact of RUFORUM policies in respect of its strategic objectives and performance targets, among others;
8. Conduct research, identify and make recommendations on policy gaps that hinder the effective performance of RUFORUM;
9. Interpret policy and provide policy guidance to management;
10. Undertake other activities as may be assigned by the Executive Secretary.

**Terms of Reference for Technical Specialist: Development and Partnerships**

Reporting to the Deputy Executive Secretary Planning, Resource Mobilization and Management, the tasks and responsibilities include:

1. Develop strategies for fund raising drives;
2. Develop and package RUFORUM as a suitable and viable investment destination;
3. Conduct research and profile potential funding opportunities and their contacts in addition to maintaining up to date contacts of existing funders;
4. Organize events to showcase and market RUFORUM products;
5. Assist the Deputy Executive Secretaries and Unit Managers to engage funders to gauge trend of their short, medium and long term funding priorities;
6. Analyze solicitation initiatives and develop proposals to respond accordingly;
7. Conduct market surveys and sell RUFORUM products;
8. Keep track of all proposals submitted by RUFORUM and reporting requirements and schedules;
9. Maintain project contracts and facilitate the development, tracking and reporting on all contracts;
10. Maintain a database of Memorandum of Understanding between RUFORUM and partners, and regularly update;
11. Regularly update data base of strategic partners and funding opportunities;
12. Undertake other activities as may be assigned by the Executive Secretary.
Terms of Reference for Technical Specialist: Systems Administration

Reporting to the Program Manager Knowledge Hub, the roles and responsibilities include:

1. Conduct systems development, tuning or upgrades to enable continuous innovation or enhanced performance within the Knowledge Hub (K-Hub) environment;
2. Implement RUFORUM ICT programs/projects including their rollout and subsequent technical and maintenance support;
3. Install new/rebuild or upgrade and configure/re-configure K-Hub hardware, peripherals, services, settings, networks, directors, storage in line with standard technical specifications, standard operating procedures and user requirements;
4. Monitor and ensure compliance of users to K-Hub systems operating procedures and security protocols;
5. Develop proposals for RUFORUM ICT Policy, standard operating procedures and maintenance of K-HUB system standards;
6. Monitor and verify systems integrity (hardware, software, security) functionality or availability of hardware and backup resources;
7. Supervise systems diagnosis, troubleshooting, data recovery management, data backup, hardware maintenance and systems access and security;
8. Innovate automation for RUFORUM business processes and provide technical support and training to users including the use of ICT tools, platforms and systems;
9. Manage the RUFORUM Secretariat ICT infrastructure including the operating systems, business applications, security tools, web-serves, email, PCs, local and wider area networks, hardware and software and server hardware, central document and mail servers, communication platform and user accounts;
10. Provide technical support to the various units and consortium universities for the design installation and improvement of their ICT systems to support work process, communication, knowledge management. Dissemination of information and data storage;
11. Maintain ICT infrastructure and engineer ICT systems administration related solutions for RUFORUM programs/project and operational needs;
12. Support resource mobilization to strengthen IT infrastructure at RUFORUM Secretariat;
13. Undertake other activities as may be assigned by the Executive Secretary.

**Terms of Reference for Technical Specialist: Systems Development**

Reporting to the Program Manager Knowledge Hub, the roles and responsibilities include:

1. Develop and implement ICT applications and programs for the front or backend processing systems used in RUFORUM operations;
2. Undertake research and establish RUFORUM user ICT software requirements and make proposals for addressing them;
3. Design and test applications and programs to address user needs of the K-Hub;
4. Document application user manuals, support and train users in the operation of designed operations;
5. Investigate, troubleshoot and provide technical advice on RUFORUM ICT business applications and program challenges;
6. Design, modify or improve RUFORUM K-Hub ICT applications and programs to meet user needs;
7. Conduct systems diagnosis for ICT applications and program user functionality;
8. Monitor and review the functionality of RUFORUM business ICT applications and programs in relation to its planned levels of performance;
9. Implement ICT systems operational and security protocols;
10. Design, script, code, test, and document the development of custom software using professionally acceptable standards and tools;
11. Provide technical advice and support for the procurement, upgrade, up scaling and disposal of RUFORUM ICT Software;
12. Maintain online database including mailing list;
13. Undertake other activities as may be assigned by the Executive Secretary.

Terms of Reference for Human Resource and Procurement Officer

Reporting to the Finance and Administration Manager, the roles and responsibilities include:

1. Develop strategy and plan for appropriate staff welfare and administration-centered activities in RUFORUM Secretariat;
2. Work closely with various departments to assist line managers to understand and implement HR policies and procedures;
3. Promote values and culture of the organisation;
4. Liaise with a wide range of people involved in policy areas such as staff performance, health and safety of staff;
5. Assist in recruitment of staff including developing job descriptions and person specifications, preparing job adverts, checking application forms, shortlisting, and interviewing of selecting candidates;
6. Develop and implement policies on issues like working conditions, performance management, equal opportunities, disciplinary procedures and absence management;
7. Review and update staff manual and prepare relevant handbooks;
8. Advise on pay and other remuneration issues, including promotion and benefits;
9. Provide staff payroll information and maintain employees’ records;
10. Deal with grievances and implement disciplinary procedures using code of conduct;
11. Plan and implement orientation and induction for new staff;
12. Analyse and implement training needs in conjunction with unit managers;
13. Review and update the Procurement policy manual;
14. Set up and manage a systematic process to procurement at the Secretariat;
15. Work with all the users/Units to identify and process procurement requirements;
16. Undertake other activities as may be assigned by the Executive Secretary.
Terms of Reference for Senior Finance Officer

Reporting to the Finance and Administration Manager, the roles and responsibilities include:

1. Deputize for the Finance and Administration Manager;
2. Analyze RUFORUM’s financial performance and develop short, medium and long term budget forecasts;
3. Ensure expenditure is within approved budgetary provisions and in line with financial governance and control requirements;
4. Review and supervise implementation of the processing and financial control mechanisms within the financial management systems;
5. Analyse financial data for income and expenditure, and carry out variance analysis on budget, identify added value reporting for trend analysis and provide commentary that facilitates forecasting and budget requirements;
6. Produce periodic or monthly management accounts and other financial reports;
7. Monitor and report on expenditure trends against actual performance/deliverables and assist in audit preparation;
8. Liaise with service providers to manage the financial management system;
9. Review RUFORUM’s financial management system and analyse risk;
10. Review financial reports prepared by other lower level finance staff;
11. Interpret and communicate financial data and information;
12. Undertake other activities as may be assigned by the Executive Secretary.

Terms of Reference for Finance Officer

Reporting to the Senior Finance Officer, the roles and responsibilities include:

1. Assists in the preparation of budgets;
2. Verifies transaction documents to ensure compliance to financial standards and regulations before forwarding them payment;
3. Prepare and file tax returns;
4. Maintain and keep all finance files updated making sure that on daily basis all the relevant documents are filled correctly and timely;
5. Prepare and reconcile balance sheet and bank statements;
6. Track financial performance and advise the senior finance officer accordingly;
7. Reconcile daily, monthly and yearly financial transactions;
8. Process invoices;
9. Conduct periodic financial analysis to identify and resolve issues, gaps or variances;
10. Maintain up to date books of accounts, general and subsidiary ledges;
11. Undertake other activities as may be assigned by the Executive Secretary.

**Terms of Reference for Systems Accountant**

Reporting to the Senior Finance Officer, the roles and responsibilities include:

1. Implement financial management system or accounting software;
2. Monitor, evaluate and analyse feedback on performance of the financial management systems to ensure it is user friendly and that all finances and accounting functions remain efficient;
3. Ensure that transactions on the financial management system comply with RUFORUM and Donor financial policies and procedures;
4. Track financial transactions on the financial management system for accuracy and generate financial reports as required by management;
5. Track and reconcile grants to member universities and accountabilities;
6. File monthly returns related to PAYE, NSSF and withholding Tax;
7. Identify financial information needs of RUFORUM and in liaison with K-Hub unit, conduct systems re-scale or upgrades to accommodate additional new critical features or financial functions, improve on existing ones or remove those considered obsolete;
8. Provide decision support and risk management within financial services delivery areas;
9. Develop effective financial control mechanisms within the environment of the financial management system;
10. Provide security and safe custody of all finance document including vouchers and contracts;
11. Undertake other activities as may be assigned by the Executive Secretary.

**Terms of Reference for Corporate Communication & Advocacy Officer**

Reporting to the Executive Secretary, the roles and responsibilities include:

1. Plan and develop communications and advocacy policy and strategy;
2. Implement communications and advocacy strategies and initiatives aimed at enhancing the visibility and visual identity of RUFORUM and enhancing relationships with its partners and networks (including social media);
3. Monitor and evaluate the effectiveness of initiatives aimed at promoting RUFORUM as an organization;
4. Identify new or nurture existing communications partnerships and media alliances;
5. Organize media, publicity or advocacy events and meetings between RUFORUM, and its partners and the public;
6. Compile, upload and update information on suitable online platforms including the RUFORUM website, in collaboration with the K-Hub Unit, to be shared with partners and the networks;
7. Manage media/press relations and social media accounts;
8. Manage RUFORUM online impact platform;
9. Develop information material that includes handouts, brochures, annual reports, press releases, magazines, newsletters, multimedia programs, videos and films;
10. Provide technical support and guidance to Units of the Secretariat and member universities on matters regarding communications and advocacy;
11. Organize and facilitate exhibitions and other events that bring together RUFORUM and its partners at various convenings;
12. Compile and update record of RUFORUM contacts including the contacts of Secretariat staff, staff of consortium universities and network members;
13. Undertake other activities as may be assigned by the Executive Secretary.
Annex 4

TERMS OF REFERENCE FOR THE TECHNICAL ASSISTANT TO EXECUTIVE SECRETARY AND ADMINISTRATIVE ASSISTANT

Terms of Reference for Technical/Executive Assistant to the Executive Secretary

Reporting to the Executive Secretary, the roles and responsibilities include:

1. Conduct research and compile information or prepare technical reports on strategic issues as directed by the Executive Secretary;
2. Follow up on issues on behalf of the Executive Secretary that include but not limited to selected assignments from the Executive Secretary to Secretariat staff, selected commitments made by the Executive Secretary to partners and vice versa, and requests to and from partners;
3. Prepare the Executive Secretary’s progress reports to RUFORUM’s AGM, Board of Directors, Board Committees, funding agencies and network partners
4. Support the Executive Secretary’s oversight role in the programs development and implementation, planning, resource mobilization and management functions, in liaison with the Deputy Executive Secretaries
5. Assist the Executive Secretary in performing his/her function as the Secretary to the Board of Directors and Board Committees including preparing for AGM, Board and Committee meetings, preparing draft minutes of AGM, Board and Board committees proceedings and following up on the implementation of AGM, Board and Committee decisions;
6. Represent the Executive Secretary at various fora;
7. Prepare any other technical materials not reflected above;
8. Review documents and prepare briefs to the Executive Secretary;
9. Conduct any other roles as delegated by the Executive Secretary.
Terms of Reference for Administrative Assistant

Reporting to the Human Resource and Procurement Officer, the Administrative Assistant will undertake the following tasks:

1. Provide Secretarial services;
2. Establish and manage records to ensure a sound filing system for the organization and information retrieval systems and general office organization;
3. Provide communication support between RUFORUM Secretariat and member universities and other stakeholders;
4. Take and prepare minutes for meetings;
5. Make travel arrangements and hotel bookings for the Secretariat, and guests for various meetings/functions;
6. Prepare documentation for meetings/workshops and administrative support functions for meetings, workshops and other convenings;
7. Procure for office and other service which include catering, transport, and logistical arrangements;
8. Develop and maintain a proper record of supplies, and equipment of the RUFORUM Secretariat;
9. Develop, maintain an up to date contact details of partners, universities, and other stakeholders, in liaison with the ICT department;
10. Supervise the activities of Office Assistants, Drivers, Compound cleaners and Security officers;
11. Schedule/coordinate logistics and motor vehicle operations;
12. Receive, record and handle all incoming and outgoing mails and other communication;
13. Ensure that the office and its premises are conducive for effective working.
14. Maintain schedules of staff leave and update personnel records;
15. Maintain an inventory of all RUFORUM templates frequently used e.g. leave forms, grant award letters, contracts, appointment letters, etc;

16. Conduct any other duties as may be assigned by the Executive Secretary.

Annex 5

Terms of Reference for other Technical Assistants and Directors

Depending on a Needs basis, other Technical Specialists and Directors may be appointed by the Executive Secretary in consultation with the Board Finance and Administration Committee to respond to specific needs. As such detailed Terms of References would need to be developed.
Annex 6

Terms of Reference for RUFORUM Regional Node Staff

Depending on a Needs basis, Staff may be appointed to service the Regional Nodes established by RUFORUM. As such detailed Terms of References would need to be developed. However, the Regional Node would be managed by a Regional Coordinator or Task Manager

Terms of Reference for RUFORUM Regional Coordinator or Task Manager

Reporting to the Executive Secretary or his/her designated Office, The Regional Coordinator or Task Manager will undertake the following tasks:

1. Undertake tasks assigned by the Executive Secretary;
2. Implement Programmes and Activities to promote RUFORUM Foot prints and visibility at the target Region;
3. Market RUFORUM to key stakeholders and agencies
4. Identify key issues and interventions for the attention of RUFORUM Secretariat;
5. Undertake other activities as assigned by the Executive Secretary.

[Stamp and Signature]
The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

Name of meeting/parallel/side event: Annual General Meeting

Venue: Red Hole

Date: 14th December 2021

REGISTRATION FORM

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<td>Aboubaker BENGALY</td>
<td>M</td>
<td>IPB/IFRAH de Kaliouga</td>
<td>Chef DER</td>
<td>Phone: +221 664 583 237</td>
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<td>Prof. Luke Mumba</td>
<td>M</td>
<td>UNZA</td>
<td>VC</td>
<td>Email: <a href="mailto:luke.mumba@unza.ac.zm">luke.mumba@unza.ac.zm</a></td>
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<tr>
<td>4</td>
<td>Prof. Julius Och Aero</td>
<td>M</td>
<td>UoE, Kenya</td>
<td>Director</td>
<td>Phone: +254 711 314 123</td>
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<tr>
<td>5</td>
<td>Prof. Samba SYLLA</td>
<td>M</td>
<td>UCAS, Senegal</td>
<td>Dean</td>
<td>Email: <a href="mailto:smbesssylla@email.com">smbesssylla@email.com</a></td>
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<tr>
<td>6</td>
<td>Tina Maruni</td>
<td>F</td>
<td>LUAN</td>
<td></td>
<td>Phone: +265 882 315580</td>
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CO-ORGANISERS:
# The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

**Name of meeting/parallel/side event:** Annual General Meeting

**Venue:** Red Hall

**Date:** 10th December 2021

## REGISTRATION FORM

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<td>1</td>
<td>Mac Mallewa</td>
<td>M</td>
<td>KAMUAB University of Health Sciences</td>
<td>VC</td>
<td>Phone: ++265 995 83 5056</td>
<td>/44</td>
</tr>
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<td>2</td>
<td>Francis M Mawino</td>
<td>M</td>
<td>M S O I T Mozambique</td>
<td>Advisor</td>
<td>Email: <a href="mailto:mawino@kub.ac.mw">mawino@kub.ac.mw</a> Phone: ++258 87 58 23 88 8</td>
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<tr>
<td>3</td>
<td>Ivone Mocha</td>
<td>F</td>
<td>MoSTHE Mozambique</td>
<td>Deputy Director</td>
<td>Phone: ++258 87 58 23 88 8 Email: <a href="mailto:mococha@gmail.com">mococha@gmail.com</a></td>
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<td>Ayi Sengino</td>
<td>M</td>
<td>FSATU ACI Benin</td>
<td>Student</td>
<td>Phone: 06 23 24 10 Email: <a href="mailto:sengino@fsatu.ac.mw">sengino@fsatu.ac.mw</a></td>
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<td>David Martin Amitu</td>
<td>M</td>
<td>RUFORUM</td>
<td>Technical Specialist</td>
<td>Phone: 540 3350 Email: <a href="mailto:d.amitu@ruforum.org">d.amitu@ruforum.org</a></td>
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<td>Francis Otti</td>
<td>M</td>
<td>RUFORUM</td>
<td>Manager K-Hub</td>
<td>Email: <a href="mailto:fott@ruforum.org">fott@ruforum.org</a></td>
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**CO-ORGANISERS:**
### The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

**Name of meeting/parallel/side event:** Annual General Meeting

**Venue:** [Redacted]

**Date:** [Redacted December 2021]

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<td>F</td>
<td>Muni University</td>
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<td><a href="mailto:munivc@muniversity.ac.ug">munivc@muniversity.ac.ug</a></td>
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<td>Rose Nyikal</td>
<td>F</td>
<td>University of Nairobi</td>
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<td>Bishop Stuart University</td>
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<td>University of Agriculture</td>
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<td>Prof. Mburu Grace A.</td>
<td>F</td>
<td>Ministry of Agriculture and Rural Development</td>
<td>SG</td>
<td>[Redacted]</td>
<td><a href="mailto:mburu.mburu@agriculture.gov">mburu.mburu@agriculture.gov</a></td>
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<td>6</td>
<td>Wilfred N. G. Agama</td>
<td>M</td>
<td>Ministry of Higher Education</td>
<td>SG</td>
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<td><a href="mailto:wilfred.gamama@education.gov">wilfred.gamama@education.gov</a></td>
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**Co-Organisers:**

[Logo images]
The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

Name of meeting/parallel/side event: Annual General Meeting

Venue: Rand Hall

Date: 16th December 2021

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<td>Prof. SameDimo Nawako</td>
<td>M</td>
<td>Belarusian University of Agriculture &amp; Natural Resources</td>
<td>Dean</td>
<td>Phone: +267-7268010</td>
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<td>2</td>
<td>Pius Mbuya Ninia</td>
<td>M</td>
<td>Uganda Martyrs University</td>
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<td>Tahya Mohamedel Mousti</td>
<td>M</td>
<td>Kordofan University of Sudan</td>
<td>Director</td>
<td>Phone: +260 977 676 635</td>
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<td>4</td>
<td>Nick S. Mwala</td>
<td>M</td>
<td>University of Zambia</td>
<td>Director</td>
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<td>Zinsou Valentin</td>
<td>M</td>
<td>University of Parakou</td>
<td>Dean</td>
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<td>Roger Traor Nafaosso</td>
<td>M</td>
<td>Université de Ouagadougou</td>
<td>Teacher</td>
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CO-ORGANISERS: [List of logos]
The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

Name of meeting/parallel/side event: **Annual General Meeting**

Venue: **Red Hall**

Date: **14th December, 2021**

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Phone: +263 36641327
Email: bengalyaboubak@gmail.com

Phone: +221 76322234
Email: arqui20d@gmail.com

Phone: +265 764764729
Email: ucam22a2m@gmail.com

Phone: +265 763287817
Email: lumamo@lumazemba.com

Phone: +265 882815580
Email: tinamavagani@gmail.com
The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

Name of meeting/parallel/side event: Annual Seminal Meeting

Venue: Poly Hoce

Date: 10th December 2021

REGISTRATION FORM

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<td>VC</td>
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<td>Florencio E. Mauilano</td>
<td>M</td>
<td>M S O I T Mozambique</td>
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<td>F</td>
<td>MOSTHEI Mozambique</td>
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<td>Student</td>
<td>Phone: 96232410</td>
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<td>David Martin Amiitu</td>
<td>M</td>
<td>RUFORUM</td>
<td>Technical Specialist</td>
<td>Email: <a href="mailto:davami@ruforum.org">davami@ruforum.org</a></td>
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<td>Francis Ofa</td>
<td>M</td>
<td>RUFORUM</td>
<td>Manager</td>
<td>Email: <a href="mailto:fotfa@ruforum.org">fotfa@ruforum.org</a></td>
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CO-ORGANISERS:
The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

Name of meeting/parallel/side event: Annual General Meeting

Venue: Red Hall

Date: 16th December 2021

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<td>M</td>
<td>GRA</td>
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**CO-ORGANISERS:**
The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

Name of meeting/parallel/side event: Annual General Meeting

Venue: Red Hall

Date: 10th December 2021

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CO-ORGANISERS:
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<td>Sangey M. Freeman</td>
<td>F</td>
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<td>Director STEM</td>
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CO-ORGANISERS:
The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

Name of meeting/parallel/side event: Annual General Meeting

Venue: Rued Hall

Date: 18th December 2021

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<td>Simon Angombe</td>
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<td>Uni. of Namibia</td>
<td>Dean</td>
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CO-ORGANISERS:
The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

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### The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

**Name of meeting/parallel/side event:** Annual General Meeting

**Venue:** Bed Hall

**Date:** 10 December 2021

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The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

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<td>FTU Minr</td>
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<td>M</td>
<td>University of Nicosia</td>
<td>Vice-President</td>
<td>Email: <a href="mailto:fousseni.mamadou@unicosia.cm">fousseni.mamadou@unicosia.cm</a></td>
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**REGISTRATION FORM**

**Venue:** RUFORUM Annual Conference, 2021

**Date:** 15th December 2021
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CO-ORGANISERS:
**The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021**

Name of meeting/parallel/side event: **Annual General Meeting**

Venue: **Red Hall**

Date: **21st December 2021**

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### REGISTRATION FORM

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<td>M</td>
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<td>Mary Maambo</td>
<td>F</td>
<td>University of Zambia</td>
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<td>University of Stellenbosch</td>
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The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

Name of meeting/parallel/side event: Annual General Meeting

Venue: Red Hotel

Date: 10th - 12th December 2021

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<td>02</td>
<td>LESSE D. Paulo</td>
<td>M</td>
<td>FSA/UAC/Benin</td>
<td>Lecturer</td>
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<td>Ag. D&amp;E</td>
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<td>National University of Agriculture</td>
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# The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

Name of meeting/parallel/side event: **Annual General Meeting**

Venue: Ruhengeri, **[signature]**

Date: 14th December 2021

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<tr>
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**Phone:** +256 784985120
**Email:** ochira.john@gmail.com

**Phone:** +256 78346338
**Email:** lagnika.camel@gmail.com

**Email:** lagnika.cam@gmail.com

**Phone:** +256 789564532
**Email:** mmanyatsi.am@gmail.com

**Phone:** +256 789564532
**Email:** avirgil.erick@gmail.com

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**Co-Organisers:**

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**Page 1 of 2**
The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

Name of meeting/parallel/side event: Annual General Meeting

Venue: Red Kola

Date: 10th December 2021

## Registration Form

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<td>01</td>
<td>AGUSTIN MANARA</td>
<td>M</td>
<td>Ministry of Finance and Economic Development</td>
<td>Comm Secy</td>
<td>Phone: +256 785057788</td>
</tr>
<tr>
<td></td>
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<td>Email: <a href="mailto:agus2manara@yahoo.com">agus2manara@yahoo.com</a></td>
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<tr>
<td>02</td>
<td>GUEZOHOUEZON MOUSTAFA</td>
<td>M</td>
<td>University of Agriculture</td>
<td>Lecturer</td>
<td>Phone: 526600916</td>
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<td>BENARD YADA</td>
<td>M</td>
<td>NACRAI/NARO National Research Institute</td>
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<td>M</td>
<td>UCB / RD. Congo</td>
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CO-ORGANISERS:
The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

Name of meeting/parallel/side event: Annual General Meeting
Venue: Red Plane
Date: 27.10.2021

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CO-ORGANISERS:
The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

Name of meeting/parallel/side event: Annual General Meeting

Venue: Budo Hall

Date: 14th December 2021

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Phone: +231 777 085 82
Email: cegbelwa@ul.edu

Phone: +263 743 434 09
Email: mgwamba@gmail.com

Phone: 6292 987 3
Email: ngwamba@gmail.com

Phone: 977 966 98
Email: ngwamba@gmail.com

Phone: 1566 992 88 267 48
Email: ngwamba@gmail.com

Phone: 6772 992 61
Email: ngwamba@gmail.com

Page 2 of 2

CO-ORGANISERS:
The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

Name of meeting/parallel/side event: Annual General Meeting

Venue: Red Hole

Date: 10/12/2021

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<td>Lillian M. Mukuka</td>
<td>F</td>
<td>Kabwasa Makena University - Zambia</td>
<td>Executive Director</td>
<td>Phone: +260 959581199</td>
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<td>M</td>
<td>Kenya Private sector</td>
<td></td>
<td>Phone: +254-722758959</td>
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<td>UAE</td>
<td></td>
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Page 1 of 2

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CO-ORGANISERS:
The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

Name of meeting/parallel/side event: Annual General Meeting

Venue: Red Hall

Date: 10/12/2021

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<td>Director, External Relations</td>
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<td>Phone: +256 70 196 135</td>
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<td>M</td>
<td>Chinhoyi University of</td>
<td>Dean</td>
<td>Phone: +254 706 390 028</td>
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<td></td>
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<td></td>
<td>Technology</td>
<td></td>
<td>Email: <a href="mailto:emuzungu@uni.chinhoyi">emuzungu@uni.chinhoyi</a>.</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Dominique Kibue</td>
<td>F</td>
<td>Univ. of Nairobi</td>
<td>Senior Lecturer</td>
<td>Phone: +254 721 542 995</td>
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Page 1 of 2
The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

Name of meeting/parallel/side event: Annual General Meeting

Venue: Red Hall

Date: 15th December 2021

**REGISTRATION FORM**

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<td>Makerere University</td>
<td>Dean</td>
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<td>Alemu S. Okumu</td>
<td>M</td>
<td>Islamic University</td>
<td>Dean</td>
<td>Phone: +256703233877</td>
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<td></td>
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<td>James McClaun</td>
<td>M</td>
<td>University of Liberia</td>
<td>Dean</td>
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<td>04</td>
<td>Prof. Moses Zinnah</td>
<td>M</td>
<td>Univ. of Liberia</td>
<td>VPAA</td>
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<td>05</td>
<td>Prof. Abraham Mata Mbab</td>
<td>M</td>
<td>Dr. John Garing University</td>
<td>VC</td>
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<td>06</td>
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<td>M</td>
<td>University of Peace</td>
<td>VC</td>
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CO-ORGANISERS:
The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

Name of meeting/parallel/side event: Annual General Meeting

Venue:destination

Date: 15th December 2021

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<td>Iman El Tahallawi</td>
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<td>Cairo Univ.</td>
<td>Prof</td>
<td>Phone: +20/0060 64666</td>
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<td></td>
<td>Email: imanhallawi@unica</td>
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<tr>
<td>20</td>
<td>Prof Kay Leersche</td>
<td>F</td>
<td>RUFORUM IAP</td>
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<td>Phone: 200828 86 53 2150</td>
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<td>Member</td>
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<td>F</td>
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<td>Coordinator</td>
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<td>V.C.</td>
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<td>USBEIIN/Sénégal</td>
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CO-ORGANISERS:
The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

Name of meeting/parallel/side event: Annual General Meeting
Venue: Red Hotel
Date: 19th December 2021

REGISTRATION FORM

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<td>Brie Smit</td>
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<td>14</td>
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<td>F</td>
<td>MAFS/South Sudan</td>
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<td>M</td>
<td>BOEI Community Polytechnic</td>
<td>H/1</td>
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<td>Sarjoh Ali-Kamara</td>
<td>M</td>
<td>Ministry of Technical and Higher Education</td>
<td>Deputy Minister</td>
<td>Phone: +232-38148164 Email: <a href="mailto:Sarjohkamara@gmail.com">Sarjohkamara@gmail.com</a></td>
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<td>Ahmed Nour Osman</td>
<td>M</td>
<td>Ministry of Education, Science, and Technology</td>
<td>Minister of Education, Science, and Technology</td>
<td>Phone: +252 261551974 Email: <a href="mailto:minedu@mosf.gofa.m">minedu@mosf.gofa.m</a>?</td>
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<td>Gilbert H. Coop</td>
<td>M</td>
<td>Ministry of Education, Science, and Technology</td>
<td>Deputy Minister of Education, Science, and Technology</td>
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The Seventh Africa Higher Education Week and RUFORUM Triennial Conference 2021

Name of meeting/parallel/side event: Annual General Meeting
Venue: [Insert Venue]
Date: 16th December 2021

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