



Case Study On: **Consortium for Enhancing University Responsiveness to Agribusiness Development Limited**

CURAD

Presentation by:

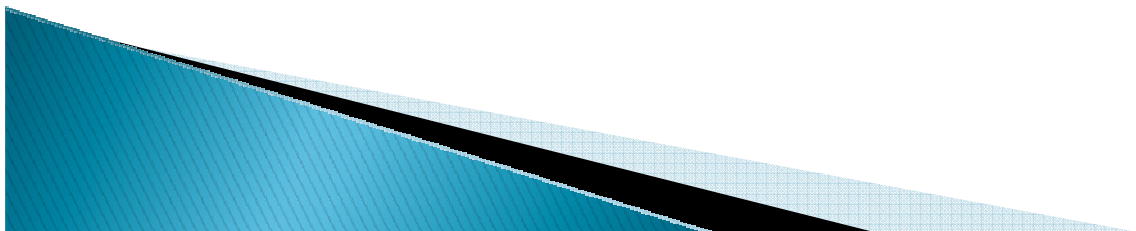
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**The International Forum for Better Future Network (BFN)
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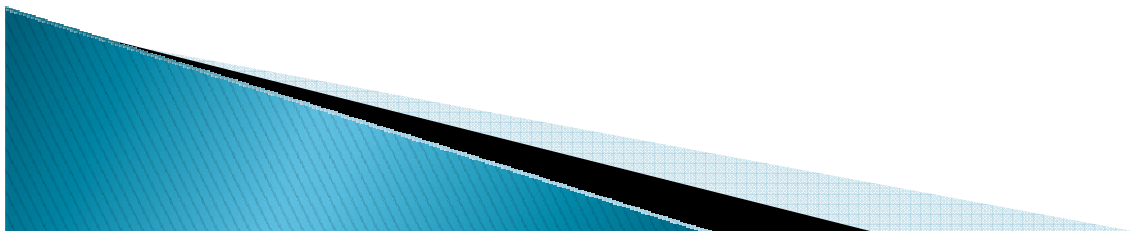
INTRODUCTION

- ▶ This presentation is about a case study on Consortium For Enhancing University Responsiveness to Agribusiness Development Ltd (CURAD) Incubation Center that aimed at identifying the various characteristics of partnership that exist, challenges they face, benefits, what works and what does not work in partnerships between universities and the productive sector.



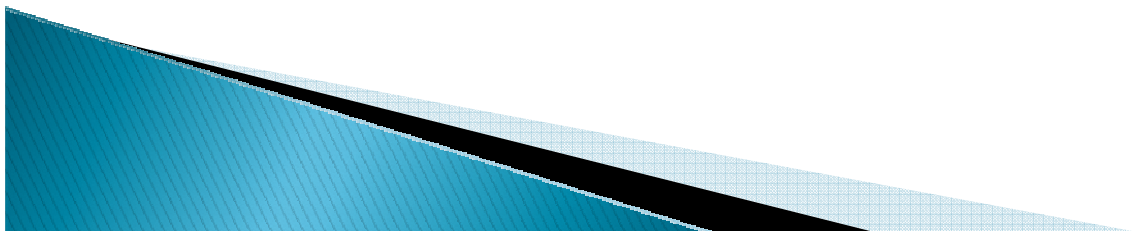
Key Points of the study:

- ▶ Developing University – Industry partnerships to assist communities.
- ▶ Exchange and Learning for Better Future Network (BFN).
- ▶ Demonstrating how to invest in the coffee chain.



Purpose of the study:

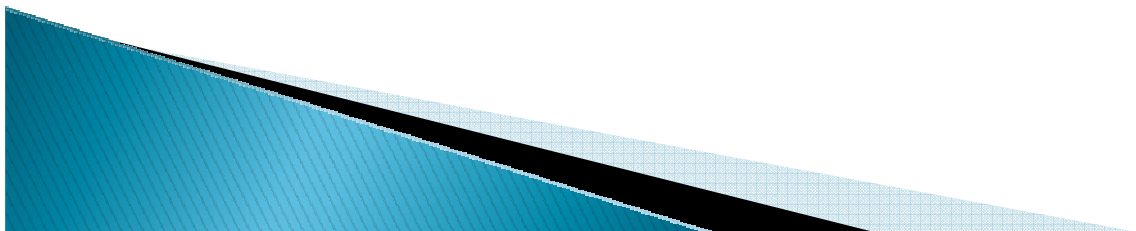
- ▶ Provide a catalyst of learning for BFN forum and wider interested audience.
- ▶ Extend BFN's database of knowledge products for community well being.
- ▶ Contribute BNF programme content , inform future directions of the Network.
- ▶ Identify Network's best practice in working with communities.



About CURAD:

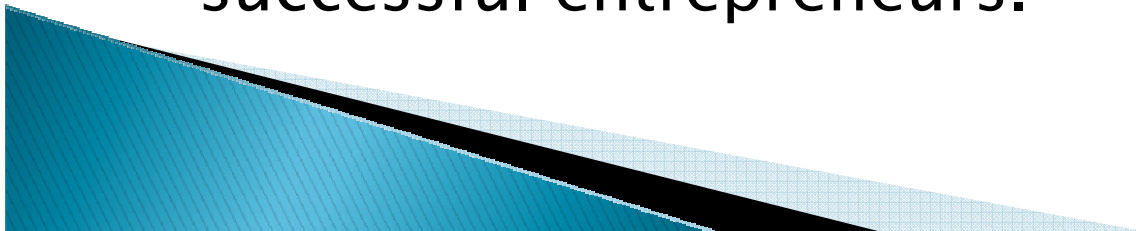
CURAD is a public–private partnership promoted by:

- ▶ Makerere University
- ▶ National Union of Coffee Agribusinesses and Farm Enterprises Limited (NUCAFE)
- ▶ National Agricultural Research Organization (NARO)
- ▶ With funding from DANIDA.



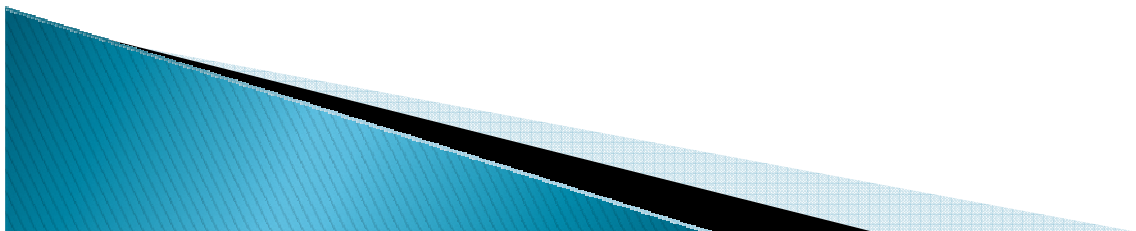
About CURAD ...continued

- ▶ CURAD's vision: To be the leading generator of young agribusiness entrepreneurs creating wealth and jobs in East Africa .
- ▶ Mission: To produce young innovative and skilful agribusiness entrepreneurs through strategic partnerships that support investment in agribusiness by fostering collaboration between Makerere university, NUCAFE and the NARO coffee research centre to create cultures and environment that will value, encourage and enable innovation and produce graduates who are problem solvers, decision takers and successful entrepreneurs.



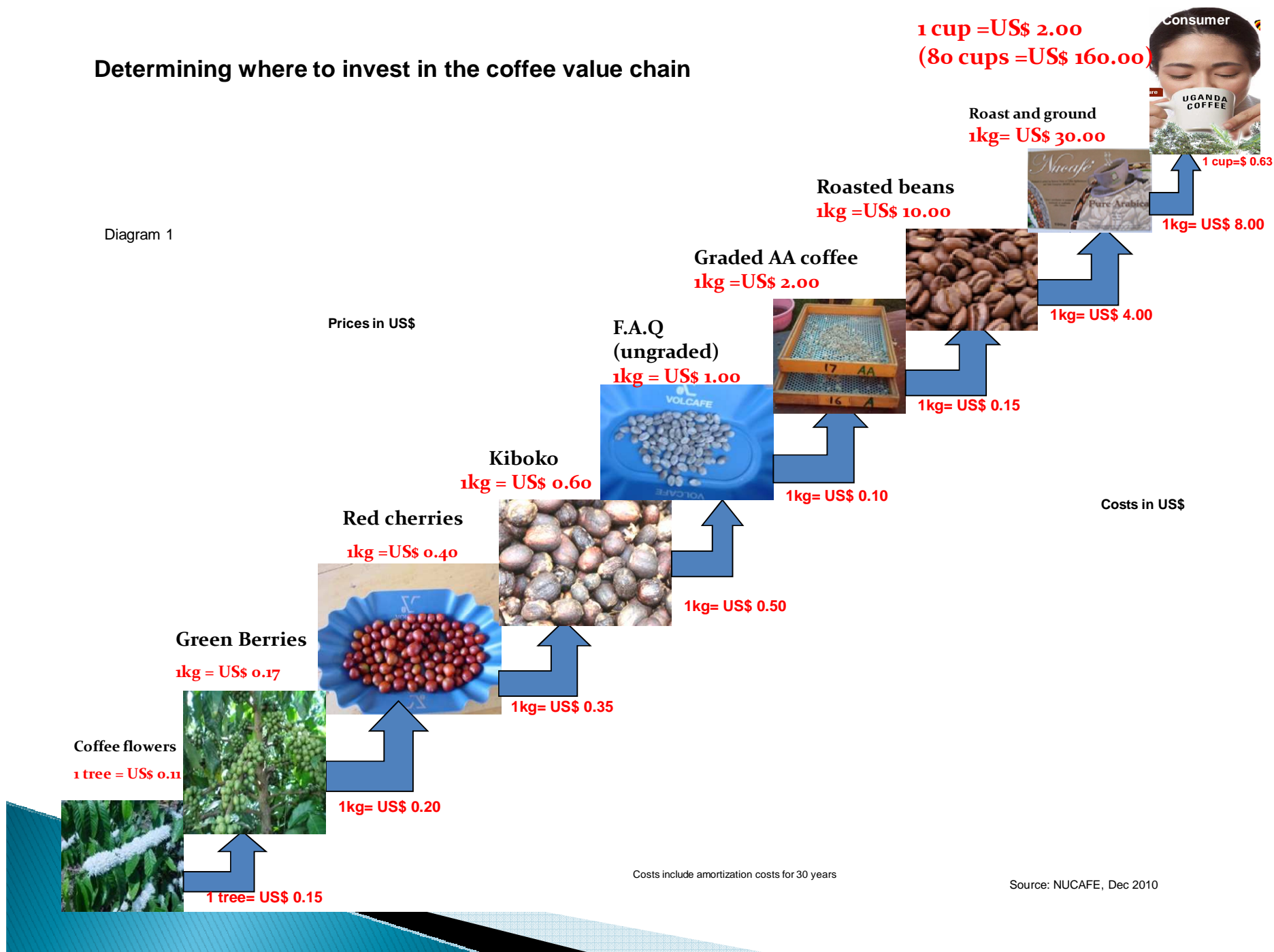
Drivers of Change

- ▶ Sufficient land
- ▶ Insufficient entrepreneurial capacity
- ▶ Growing population
- ▶ Rise in food consumption
- ▶ Opportunities in Uganda's coffee value chain.



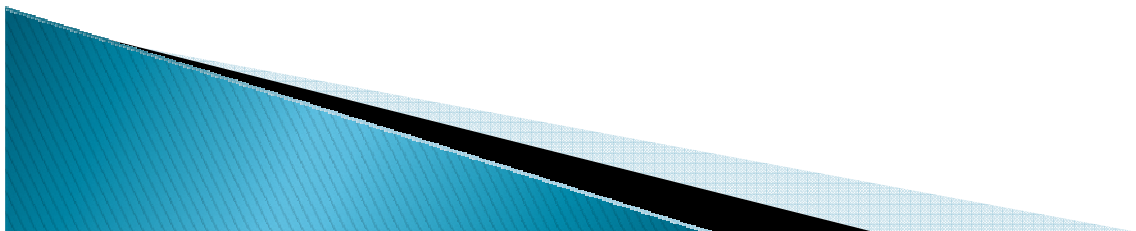
Determining where to invest in the coffee value chain

Diagram 1



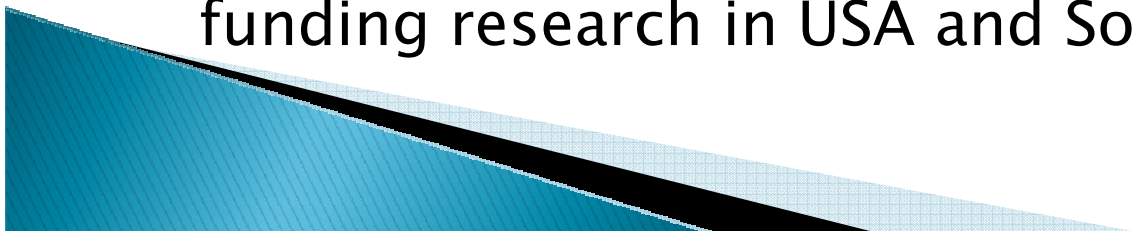
Study **Approach:**

- ▶ Review of most recent relevant literature.
- ▶ Interviews and questionnaire for CURAD partners and executives.
- ▶ Benchmarking lessons from similar initiatives world-wide: USA, India, Canada, and other parts of Africa.




Literature Review


- ▶ Warden (2013) explains the concept of community engagement as collaboration between higher education institutions, industry and their larger communities.
- ▶ The term industry here refers to *all* areas of the productive sector, including agriculture, banking and the informal sector (Ssebuwufu, Ludwig and Beland, 2012).
- ▶ African universities are taking steps to initiate and strengthen their community engagement (Ssebuwufu *et al.*, 2012).
- ▶ Walters (2013) states that community engagement through partnership is still marginal worldwide.
- ▶ But Hollister (2013) demonstrates that this is changing, e.g. community engagement now a criterion for funding research in USA and South Africa.



Literature Review.....continued

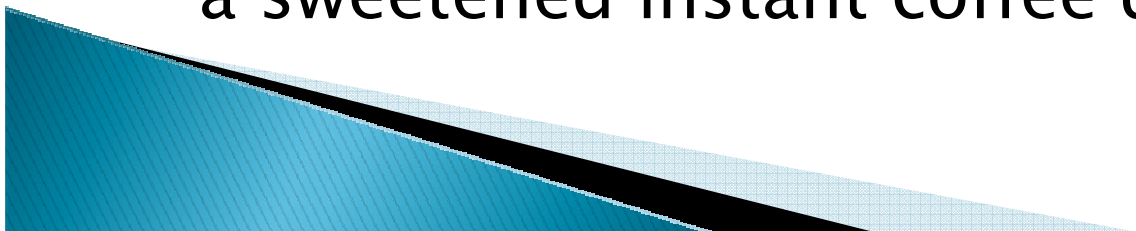
- ▶ Nyerere (1966) urged African universities to provide ideas, manpower, and service to the furtherance of human equality, human dignity and human development.
 - ▶ Botman (2013) explains how higher education forms a critical pillar of sustainable human development.
 - ▶ Goransson and Brundenius (2011) contend that innovation should be a joint effort between the key players.
 - ▶ Etzkowitz and Leydesdorff (2008) developed the Triple Helix model of three players in innovation: university, industry and government.
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Findings: CURAD **RESPONSE**

- ▶ CURAD provides agribusiness 'incubation', nurturing young men and women entrepreneurs, helping them survive and grow during the start-up period.
 - ▶ The process provides resources, business development, market access and financial services, mentoring and networking, to enhance their competitiveness.
 - ▶ As a Business Model, CURAD has established the first coffee incubation centre based at Makerere University Agricultural Research Institute Kabanyolo, Kampala
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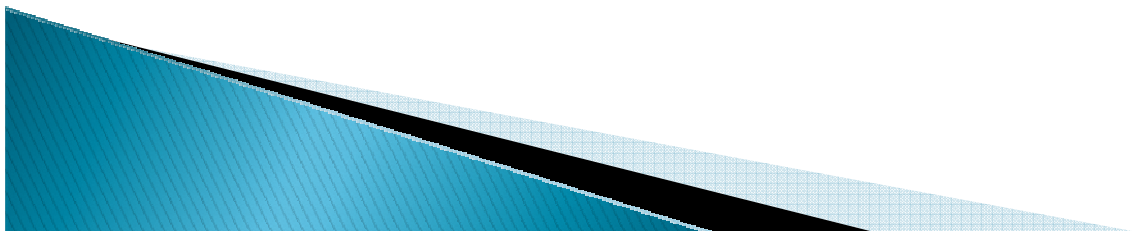
HOW IT WORKS

- ▶ 'Triple Helix' (university–business–research) approach to agribusiness
- ▶ Competitive selection of clients from young graduates with promising business concepts and sound business plans.
- ▶ Each entrepreneur is nurtured through mentoring and coaching programmes, provided with office space, helped to register their company, and linked to financial institutions.
- ▶ **Example:** Joy an ambitious young graduate is being supported to develop a business plan for a sweetened instant coffee drink



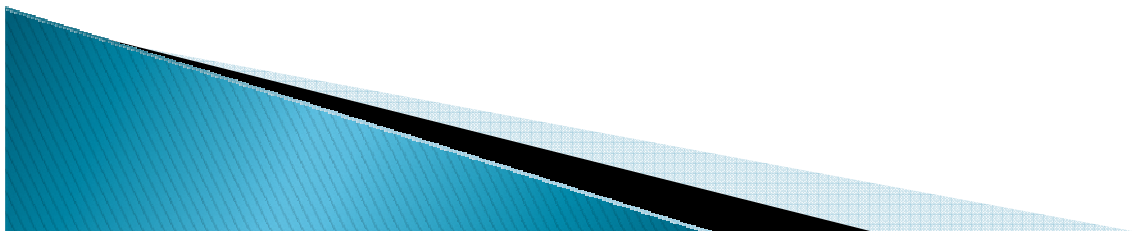
Results of the partnerships:

- ▶ Dialogue achieved between university staff and private sector.
- ▶ NARO has made available seven Coffee Wilt Disease-resistant varieties for commercialisation.
- ▶ Young entrepreneurs facilitating innovations and technology development and creating enterprises helping farmers: e.g. over 20,000 smallholder farmers accessing clean planting materials
- ▶ Strengthened university–industry linkages, with agriculture taking the lead



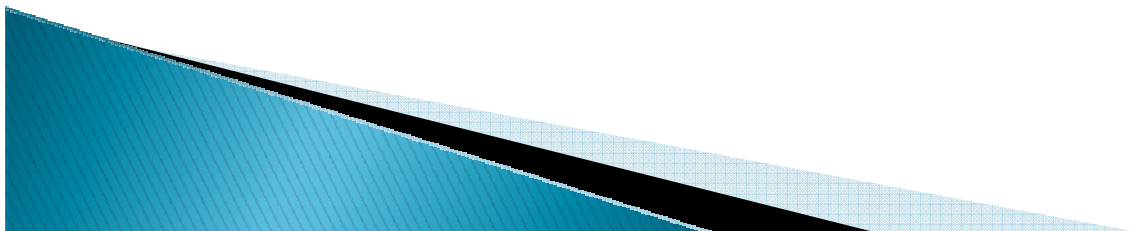
Results of partnership, con..

- ▶ Makerere University has initiated curriculum reforms with a pilot agribusiness curriculum beginning with internships for students and equipping lecturers with new or improved teaching methods
- ▶ farmers have assumed a greater role within the value chain and increase their share of revenue generated from 'finished' products
- ▶ There are currently over 60 prospective incubatees – with 80 per cent from Makerere University and the other 20 per cent individuals from other universities and the private sector



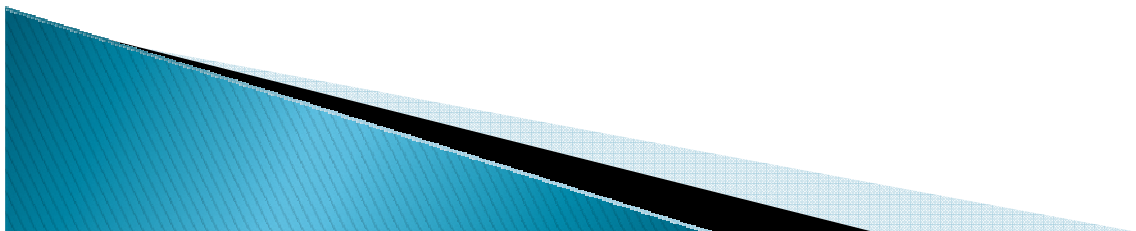
Results of partnership con...

- ▶ 25 interns through NUCAFE under an "Earn As You Learn Programme" is helping the University develop better quality graduates with more entrepreneurial and practical hands-on experience, who are able to attract employment
- ▶ NUCAFE has accessed a lot of partnerships and networks that have greatly improved the visibility of its coffee brand and has boosted demand



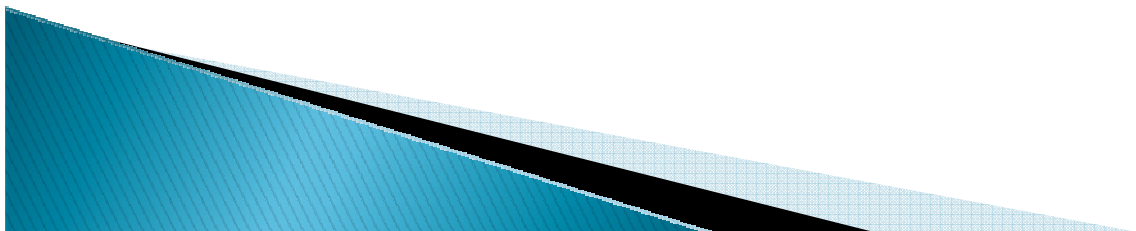
Results of partnership con....

- ▶ CURAD has organised an international training course in general tools and concepts of agribusiness and small and medium enterprise (SME) development with the Danida Fellowship Centre (DFC) and this has advanced North–South collaboration in Africa's growing food–agribusinesses
- ▶ CURAD has influenced policy formulation of the Uganda Coffee Policy to protect local farmers from exploitation



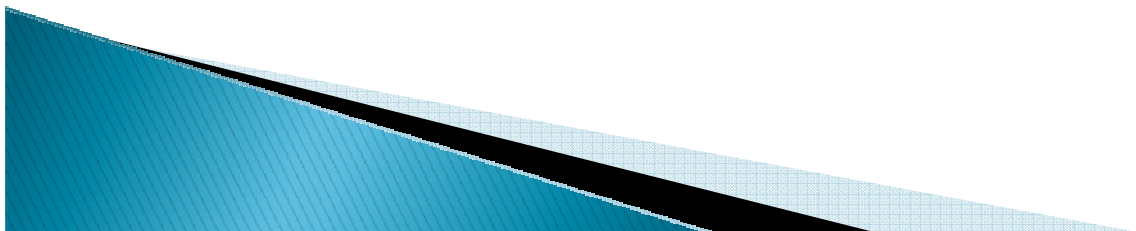
Challenges at CURAD

- ▶ A lot of time is taken in ongoing communication which is not reflected in the working budget; personal time is used for partnership activities; there are some additional significant costs that are incurred by partner institution that are not reflected in the partnership budget; disbursements from donors for partnership activities delay; information among the members in the partnership programmes is not well streamlined, etc.



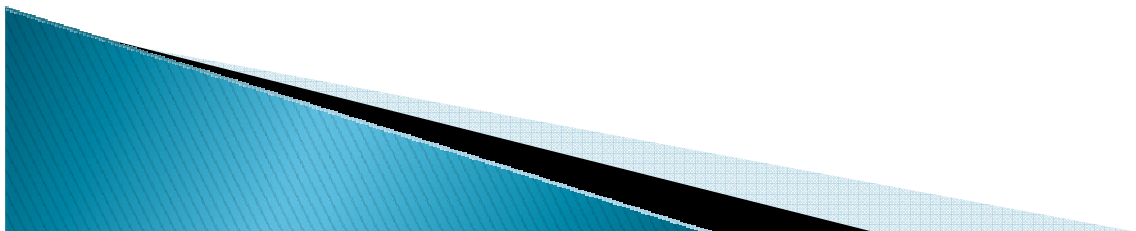
What has worked at CURAD

- ▶ planning together and joint implementation of programmes
- ▶ clear structured management arrangements and transparency and accountability
- ▶ a close working relationship among all the members of the partnership
- ▶ working with the same clients.



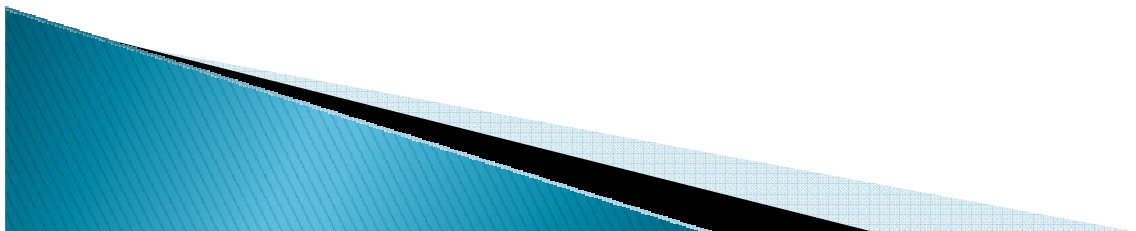
What has not worked at CURAD

- ▶ sharing results is sometimes difficult
- ▶ incorporating culture and principles of other partners into the partnership.



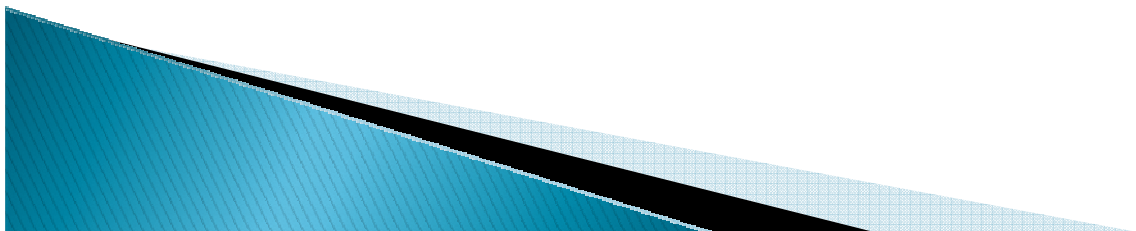
Reasons for what has not worked at CURAD

- ▶ Unfair competition within the partnerships
- ▶ problems and poor communication at partner institutions



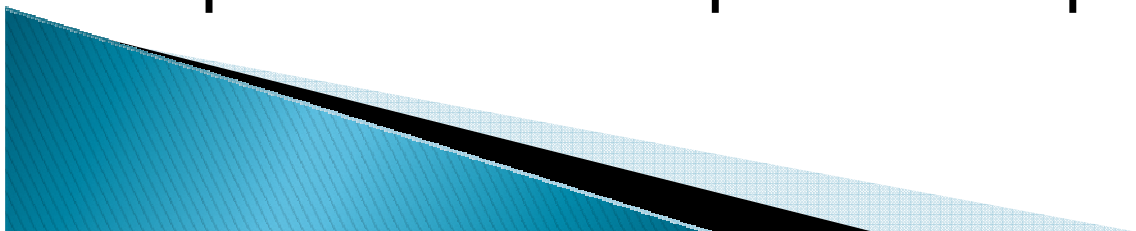
Important points learned by all at CURAD

- ▶ Agreed contribution to the partnerships is paramount
- ▶ Fairness and mutual respect
- ▶ Partnerships build stronger institutions
- ▶ Transparency is a key factor

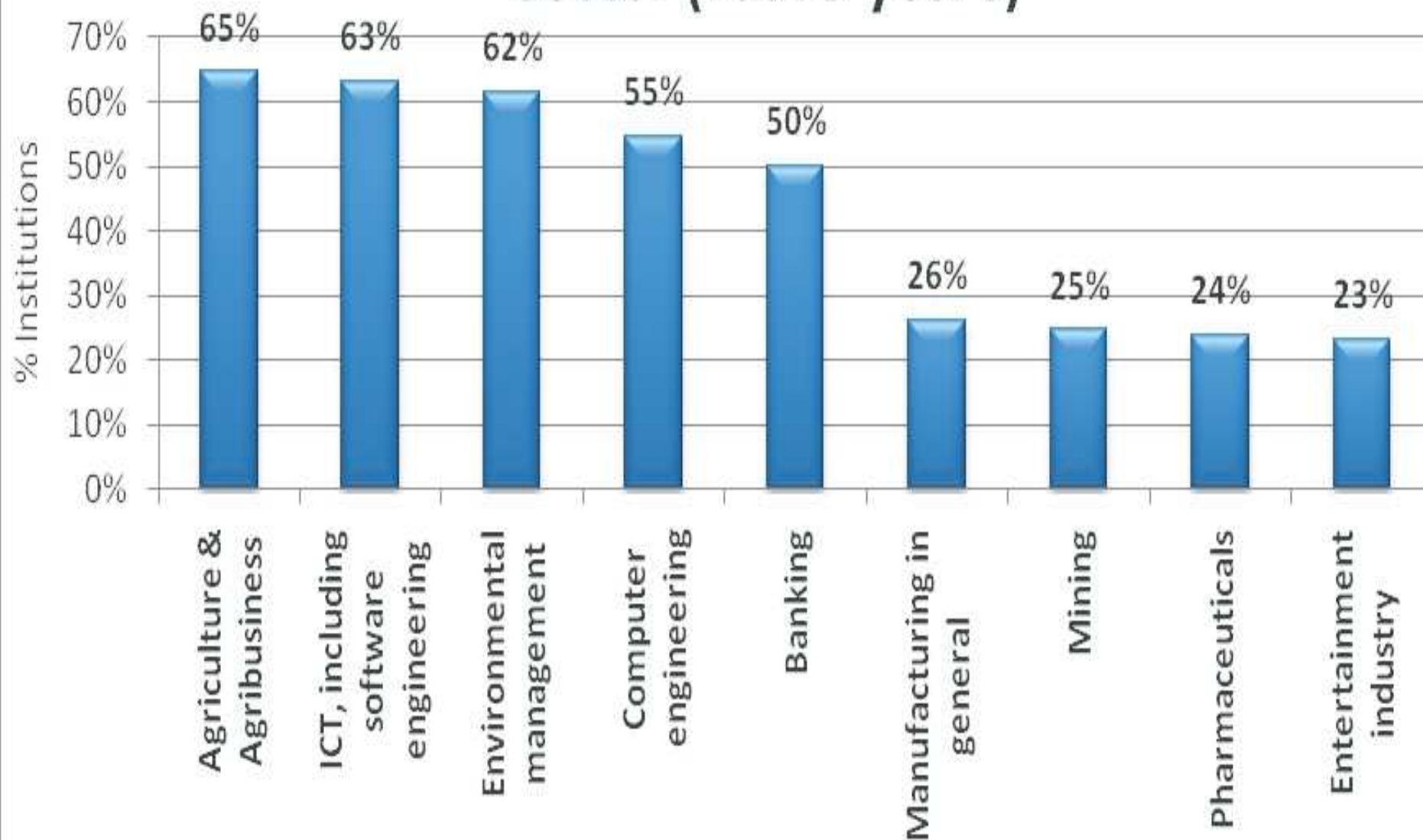


What partners see as a way forward at CURAD

- ▶ Sharing of results should be strongly stated at the initial stages for any activity
- ▶ Better Communication and clear policies
- ▶ a careful initial identification of willing future partners
- ▶ Funders should participate in collaborative learning
- ▶ institutions should formally recognise staff members' contributions
- ▶ No delays in disbursing of funds from one partner to the partnership

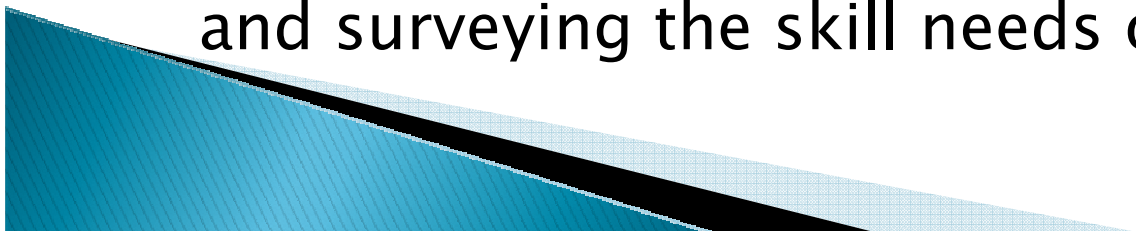


Sectors of collaboration with the productive sector (Last 5 years)



Types of **Activities from literature review**

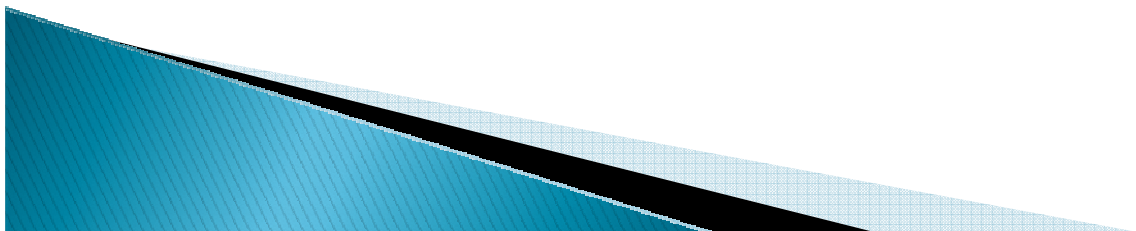
- ▶ Seminars and workshops on industry-related issues (70%).
- ▶ Short courses for industry personnel (69%).
- ▶ Consultancy services to enterprises (63%).
- ▶ Short courses for small-scale local entrepreneurs (58%)
- ▶ Technology transfer to local communities (50%).
- ▶ **But:** HIEs were least engaged in supporting science parks (22%), supporting technology incubators (33%) and surveying the skill needs of industry (29%).



Partnership **Benefits**

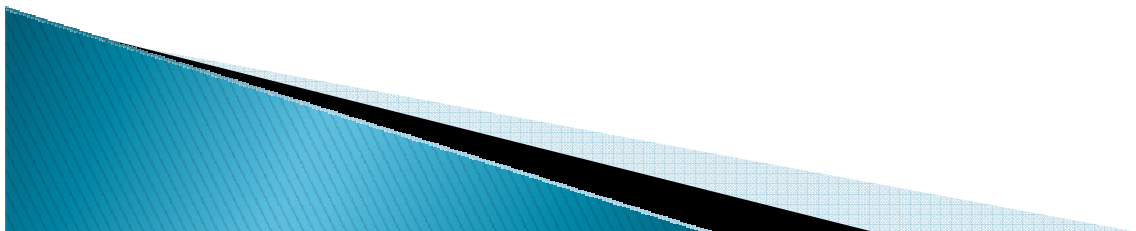
Reported from literature review:

- ▶ Network with and access industry partners (73%).
- ▶ Access to and use of industry laboratories and equipment (60%).
- ▶ Publish journals (46%).
- ▶ Set up start-up companies (18%).
- ▶ Own licenses/patents (18%).



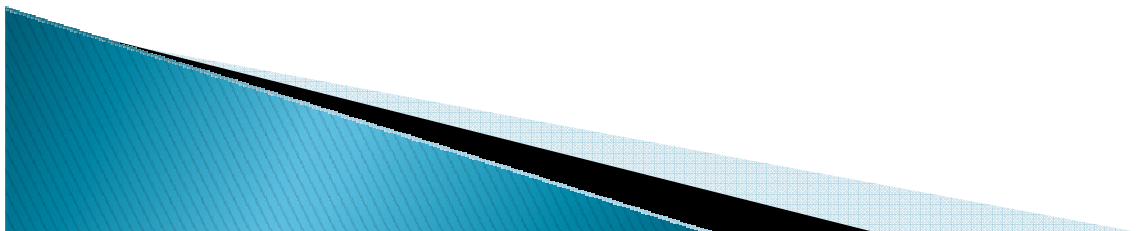
Other benefits reported:

- ▶ Institutional prestige.
- ▶ Increase in graduate employability due to internship, modified curricula and skills enhancement.
- ▶ Increased employment due to contacts from the labour market.
- ▶ Job satisfaction among faculty staff members.
- ▶ Diversified income from industrial sponsored research.



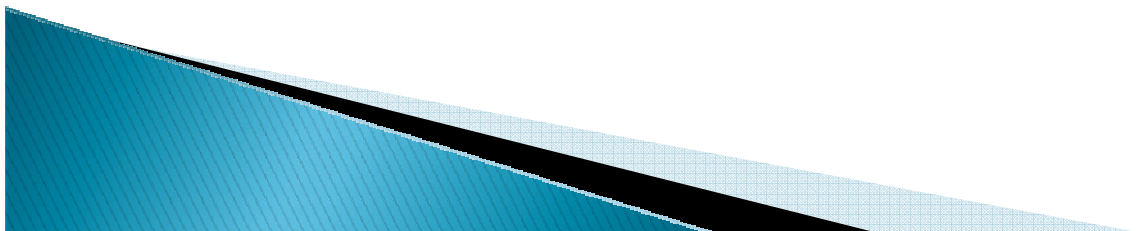
Challenges faced in the partnerships from literature review

- ▶ Lack of financial support for research related activities.
- ▶ Inadequate research infrastructure (equipment, laboratories, science parks, technology incubators).
- ▶ Limited knowledge and skills in entrepreneurship among faculty staff members.
- ▶ Absence of formal linkages with productive sector.



Challenges.....continued

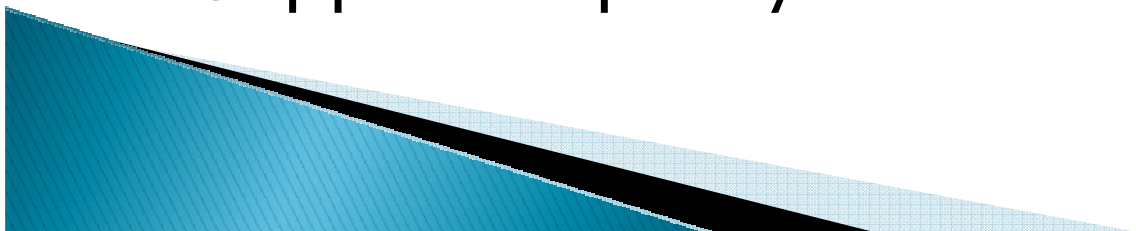
- ▶ Inadequate national policies, laws and expertise on intellectual property.
- ▶ Lack of internal codes such as Code of Business Ethics to address conflict of interests.
- ▶ Non-existence of mechanism to monitor and evaluate the effectiveness of collaborations.
- ▶ Challenges in developing and implementing strategic plans.



Critical **Success Factors**

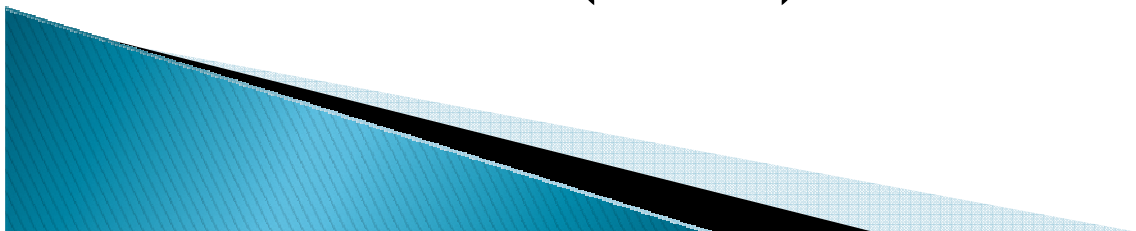
reported from literature review:

- ▶ Support of university governing councils.
- ▶ Availability of staff with entrepreneurial experience.
- ▶ Prioritising partnerships and linkages in strategic and operational policies.
- ▶ Leadership in promoting the linkages/partnerships with the productive sector.
- ▶ Additional revenue from non-traditional sources.
- ▶ Supportive policy environment.



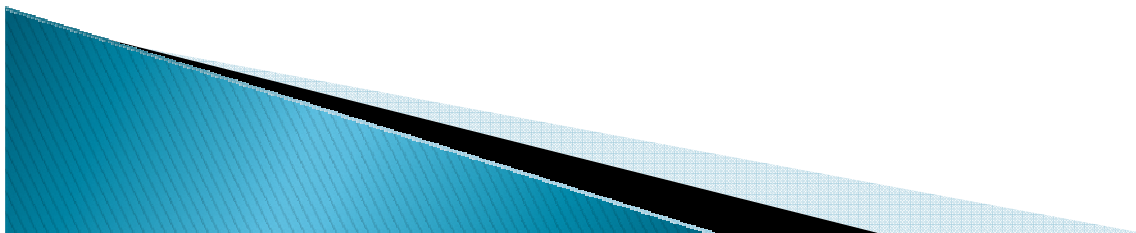
Similar partnerships benchmarked

- ▶ Higher Education for Development (HED), USA
- ▶ Strengthening Higher Education Stakeholder Relations in Africa (SHESRA) project
- ▶ Inter University Council for East Africa (IUCEA) and East African Business Council (EABC) Partnership
- ▶ Indian Institute of Technology Bombay (IITB) and Australia's Monash University (Sebastian and Khan, 2013).
- ▶ Case studies on partnerships published by the Association of Universities and Colleges of Canada (2013)



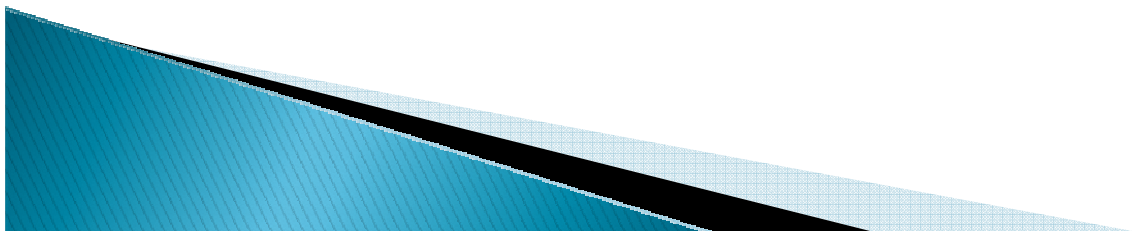
Success factors in benchmarked partnerships:

- ▶ Shared aspirations and strategies.
- ▶ Effective partnership governance structure.
- ▶ Assigning best team of professionals.
- ▶ Providing appropriate time frame.
- ▶ Shared vision, strong leadership, shared decision-making.
- ▶ Explicit and equitable rules, clear roles.
- ▶ Concrete activities, monitoring and evaluation of results.



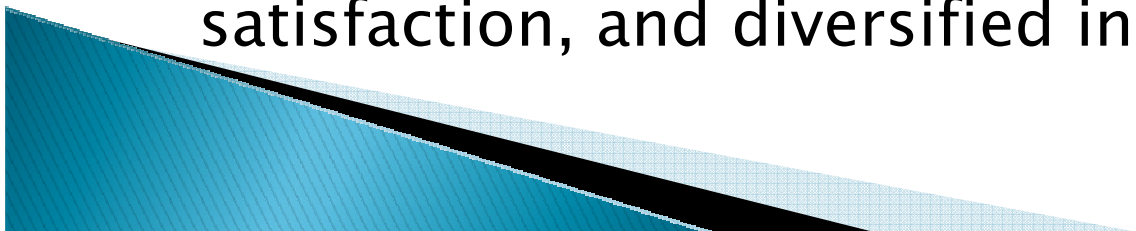
Required **Support Services** from **literature review**

- ▶ Entrepreneurial training for academic staff (46%).
- ▶ Strategic planning focusing on productive sector engagement (46%)
- ▶ Technology incubators and science parks (44%).
- ▶ Opportunities to learn from similar successful partnerships (43%).
- ▶ Develop curricula promoting entrepreneurial skills and (22%).
- ▶ Develop institutional policies for managing and governing Intellectual Property Rights (22%).



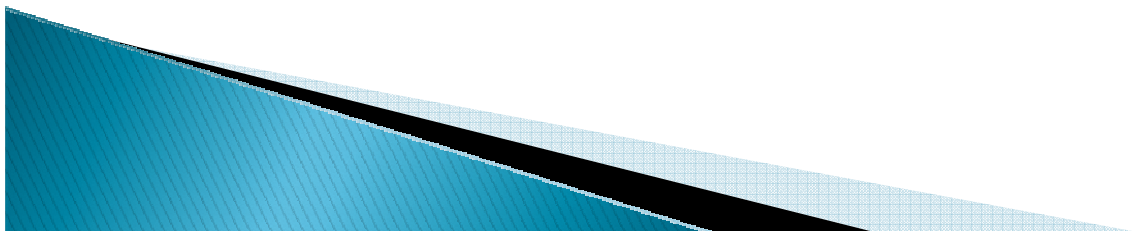
Conclusion based on CURAD and literature review

- ▶ CURAD champions community engagement for agribusiness incubation, productivity, profitability, new enterprises and job creation along the coffee value chain.
- ▶ Activities include: Training, curriculum reform, business development services, start-up support, mentoring and networking.
- ▶ Beneficiaries include: University graduates, farmers, agribusiness SME's and MSME's student startups, policy makers.
- ▶ Benefits: Networking, knowledge dissemination and commercialisation, enhanced prestige, enhanced employability and employment, faculty staff job satisfaction, and diversified income.



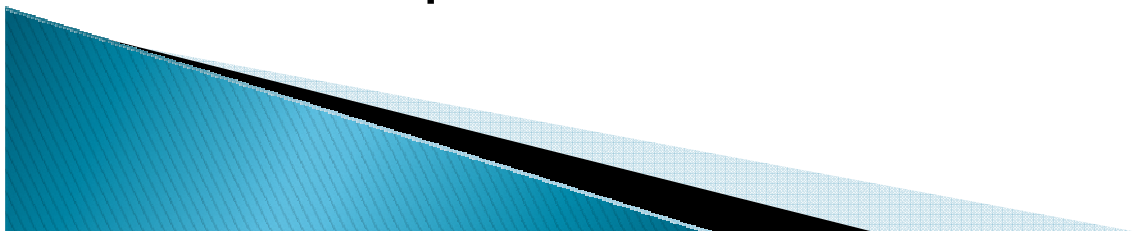
CONCLUSION...continued

- ▶ Challenges include: Lack of financial support, inadequate research infrastructure, limited staff knowledge on entrepreneurship, absence of formal linkages with productive sector, inadequate policy framework, lack of internal controls and M&E mechanisms, absence of relevant strategic plans.
- ▶ Success factors include: Top governance support, proper staffing, leadership, diversified income sources, supportive policy environment, strategic planning, clear structured and transparent management.



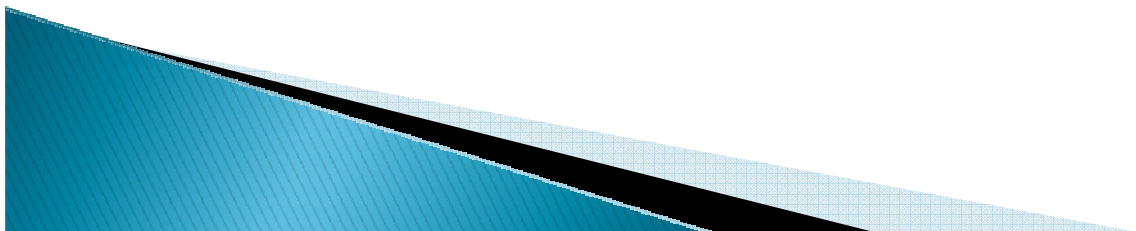
Recommendations for **Way Forward:**

- ▶ Collaborative learning involving funders and partners.
- ▶ More funding for innovations of the partnerships.
- ▶ Publicity and visibility of partnership initiatives and achievements.
- ▶ Quick disbursement of funds by funders for the partnership programmes.
- ▶ Careful screening and identification of willing partners.
- ▶ Flexibility of funding within a results-based framework.
- ▶ Sharing results throughout all stages of planning and implementation.



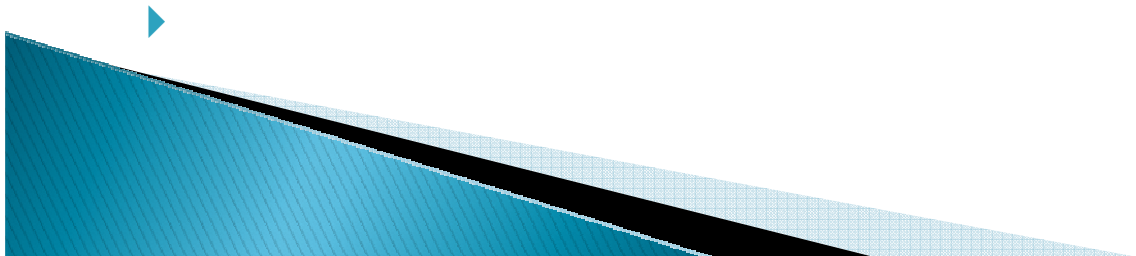
Recommendations

- Taking the initiative from productive sector
- Learning and Learning
- Broader coverage of partnerships
- Securing financing for partnerships
- Intellectual Property Rights (IPR)
- Building institutional expertise
- Institutionalising partnerships
- Technology/Business Incubators and Science parks
- Rewarding academic staff



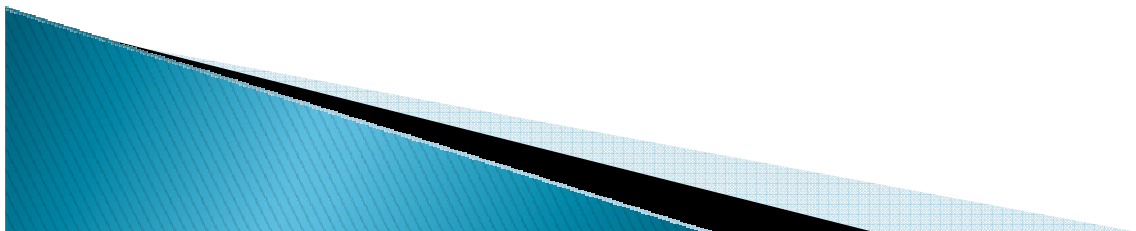
Recommendations

- ▶ Support staff from the productive sector
- ▶ Participatory strategic planning
- governments should create conducive environment under which partnerships could survive and grow by instituting policies and appropriate legislation for IPR, Research and Development, Science and Technology, etc.
national governments should provide necessary funding for establishing such partnerships.



Areas for future research

- ▶ to undertake a study to determine what interface structures, policies, positions, incentives, and funds are currently in place (or lacking) and what services or interventions the productive sector particularly the communities gauge to be most important for strengthening their efforts in building linkages with universities.



End

THANK YOU !

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