



RUFORUM 21ST ANNUAL GENERAL MEETING 2025

CONCEPT NOTE

**Building Robust Finance and Financial
Management Systems Capacity in Higher
Agricultural Education Institutions**



THEME

Positioning Africa's Universities and the Higher Education Sector to effectively impact development processes on the continent

Hosts:

The Government of Botswana and
RUFORUM member Universities in Botswana led by Botswana University of
Agriculture and Natural Resources

Venue:

Hybrid participation (Gaborone International Conference Centre, Gaborone, Botswana)

Date: 27th - 28th November 2025

Time: 08.00-17:00 Central African Time (CAT)

Contact: Mr. Moses Eriyau (m.eriya@ruforum.org)

Background

African higher education, like the global sector, faces fluctuating and generally inadequate funding, particularly in low-income countries in Sub-Saharan Africa. Although spending has increased, it remains insufficient to address the learning crisis, and improvements in efficiency and equity are essential for better outcomes. Effective financial management requires allocating resources to cost-effective programs, responding to local needs, and optimizing institutional performance.

While African universities receive funding from governments, tuition, private entities, and development partners, external education assistance has declined—from 9.3% in 2019 to 7.6% in 2022—reflecting shifting donor priorities. This underscores the need for stronger internal financial capacities to build resilient, accountable financial systems that reduce risk and ensure value for money.

To meet these demands, higher education institutions must strengthen financial reporting and transparency to improve accountability, support informed decision-making, and attract diverse funding sources. However, challenges such as inconsistent accounting standards, limited qualified personnel, and weak systems hinder reporting quality across the continent. In response, RUFORUM and the Mastercard Foundation, through the TAGDev 2.0 program, aim to build the capacity of Finance Leads in partner universities to strengthen financial management and operations.

Objectives

The pre-conference workshop aims to strengthen institutional capacity in African universities by promoting sound financial reporting, accountability, transparency, and data-driven decision-making in collaboration with development partners. Specifically, it seeks to:

1. Build capacity for full compliance with TAGDev 2.0 financial reporting requirements set by the Mastercard Foundation and RUFORUM;
2. Share lessons, tools, frameworks, and best practices from African and global contexts to improve institutional financial reporting; and
3. Enhance partner institutions' understanding and application of diverse financial reporting requirements across TAGDev 2.0 implementing countries.

Approach

The workshop will be delivered through participatory and evidence-based approaches, including thematic key note presentations providing overviews of financial reporting challenges and propose actionable solutions. This will be followed by parallel training sessions on;

1. Supporting documents for accountability,
2. Financial reporting guidelines and Internal control,
3. Financial management systems and record keeping and,
4. Auditing practices,

These will be followed by an Interactive case-based group work and institutional experience sharing sessions will then be held to allow for peer learning and knowledge exchanges. Lastly, breakout sessions will be held and mixed teams (by institution and region) will be tasked with assessing their current gaps within financial reporting and drafting institutional action plans in each of the categories above. The day culminates in plenary reporting where each group presents its draft plan, fostering peer learning.

Expected Outcome

By the end of this workshop, the university finance leads, Program Coordinators, University academics, ITP's and TVETS are expected to have enhanced capacity and understanding in financial management, reporting, record keeping, auditing and a sound internal control system, and processes. Specifically, the workshop will result in increased awareness and understanding of finance leads and program coordinators on;

1. Supporting documents for accountability,
2. Financial reporting guidelines and Internal control,
3. Financial management systems and record keeping and,
4. Auditing practices and preparation for audit,

Participants

This workshop will be attended by TAGDev 2.0 secretariat at different institutions, university staff and leaders, Innovation Transfer Partners (ITP's), Deans, education regulators and students of RUFORUM member universities. Other participants will include development partners, experts in financial reporting best practices, and staff of RUFORUM.

Organizers

This event has been co-organized by RUFORUM, Mastercard Foundation, and TAGDev 2.0 Finance committee.

Day 1: Thursday 27th November, 2025

Venue: Operations B/Room

Session Chair: Eriyau Moses

Rapporteurs: Brian Collins Owino

Day and Time	Agenda Activity	In-charge
Date: 27th November 2025		
08:00-08:30	Arrival and settling	Abigael Otinga
08:30-08:35	Opening remarks	Anthony Egeru, TAGDev 2.0 Program Director / Manager SE4CD, RUFORUM
08:35-08:40	Opening remarks	George Wafula,
Mastercard Foundation		
08:40-09:00	Participants Expectations	Collaborative (Anthony Egeru)
09:00-09:30	State and status of financial reporting in RUFORUM and member universities	Judith Nakyobe, FCCA
09:30-10:00	Shared Lessons, Experience perspectives and insights from TAGDev 1.0	Loyce Angoku - RUFORUM, Ben Waiswa – Gulu University and Virginia Wanjiku – Egerton University
10:00-10:30	Discussions and Reflections	Facilitator
10:30-11:00	Tea/Coffee/Health Break	Service Providers
11:00-12:00	Strategic Finance and Financial Management (including finance thought leadership) for Development Impact and Creating	George Wafula, Mastercard Foundation
12:00-13:00	Financial compliance and guidelines and Internal control process from Mastercard Foundation perspective	Washington Ondago / Meri Siaka Mastercard Foundation
13:00-14:00	Lunch Break	Service Providers
14:00-15:00	Addressing financial reporting challenges and compliance issues at University levels, including engagement with communities. Presentation • Co-creation working session on key barriers to reporting challenges and compliance issues • Co-creation of solutions to challenges	Loyce Angoku & Robert Oduor
15:00- 16:00	Closing remarks	Moses Eriyau
Date: 28th November 2025		

08:00-08:30	Arrival and settling	Dr. Abigael Otinga
08:30-08:35	Recap of Day 1 Activities	Owino Collins Brian
08:35-08:45	Opening remarks	Mr. Washington Ondago, Mastercard Foundation
08:45-10:30	Building a robust financial management process for enhanced accountability among partner Universities; - Supporting documents for accountability, - Financial management systems and record keeping.	Moses Eriyau and Loyce Angoku - RUFORUM
10:30-11:00	Tea/Coffee/Health Break	Service Providers
11:00-13:00	Building a robust financial management process for enhanced accountability among partner Universities. Auditing practices and preparation for audit	Meri Siaka and Judith Nakyobe RUFORUM
13:00-14:00	Lunch Break	Service Providers
14:00-15:00	Developing a Performance Road Map and Indicators for tracking for each University	Moses Eriyau – RUFORUM and Robert Oduor – Mastercard Foundation
15:00-16:30	Individual Universities/Consortium Presentations Fire Side Chat format	All Finance Leads
16:30-16:45	Day two wrap up	Owino Collins Brian
16:45-17:00	Closing remarks	Anthony Egeru