

## UNIVERSITY OF RWANDA

### UR OFFICE OF THE PRINCIPAL OF THE COLLEGE OF AGRICULTURE ANIMAL SCIENCES AND VETERINARY MEDICINE

#### RE-ADVERTISEMENT

#### **JOB ANNOUNCEMENT FOR THE POSITION OF THE DIRECTOR OF THE AFRICA CENTRE OF EXCELLENCE FOR SUSTAINABLE COOLING AND COLD CHAIN (ACES).**

#### **INTRODUCTION**

The University of Rwanda is a Public Institution of Higher Learning committed to support the development of the country through the generation and advancement of knowledge, research, innovation and community outreach among other core activities. The University of Rwanda is the implementing partner for the Africa Centre of Excellence for Sustainable Cooling and Cold Chain (ACES) funded by Governments of Rwanda and United Kingdom (UK's Department for Environment, Food and Rural Affairs (Defra) through the United Nations Environment Programme's United for Efficiency (UNEP U4E) initiative and being developed by an international academic team led by University of Birmingham (Top 100, World University Rankings)

#### **Terms of Reference (ToR)**

##### **Background**

The Africa Centre of Excellence for Sustainable Cooling and Cold Chain (ACES) was established in 2020 by the Governments of Rwanda (GoR) and the United Kingdom (UK), the United Nations Environment Programme's United for Efficiency (UNEP U4E) initiative, the Centre for Sustainable Cooling, and a range of academic institutions. It is in line with Government commitments on climate change, the Kigali Amendment to the Montreal protocol, and overall sustainable development. The University of Rwanda is the host of the Centre and has designated an expert team and facilities, infrastructure, and land at its Rubirizi Campus in Kigali. It is building a new Demonstration Hall to house technology and establishing significant industrial collaborations with ACES core partners.

ACES aims to catalyse pan-African adoption of energy-efficient and climate-friendly integrated Community Cooling, Cold-chain and Postharvest Management technologies and strategies using food cold chains as the foundation upon which to meet the social and development goals of rural communities including health cold-chains. ACES will empower farmers to increase export revenues, enhance job creation, reduce malnutrition and enhance food safety, with sustainable business models that attract investment, mitigate climate and environment impacts, and foster low-carbon development. ACES enables a "hub and spoke" approach with the headquarters in Kigali acting as a knowledge hub and dissemination point, proving ground and opportunity to showcase new concepts to investors and visiting researchers and officials. Specialized Outreach and Knowledge Establishments (SPOKES) in strategic locations and with particular areas of specialization (e.g. value chain opportunities well-suited to that community) across the continent will showcase how such solutions can be deployed in practical applications. The first of these is being developed in Kenya. The SPOKES will exchange best practices and lessons learned through the ACES hub as part of an inter-connected whole.

The Steering Committee (SC) and National Technical Advisory Committee (NTAC) were established to guide the overall management and implementation of the programme. An Academic Research and Learning Committee (ARLC) will oversee all ACES's academic, research and innovation matters. A Director of the Centre is needed to strategically manage the activities of the Centre.

### **Goal**

Within three years, to ensure that ACES becomes the pan-Africa research centre and knowledge hub of choice for the cooling and cold-chain/postharvest management sectors and secure the industrial and other collaborations to develop its research, reputation and self-sufficient business model.

### **Job Purpose**

The Director is responsible for the day-to-day leadership, management and financial control of the Centre. This includes overall responsibility for the economic success; scientific, teaching, learning and functional excellence, and the overall impact of the Centre. The role specifically includes establishing and ensuring the right work environment - ensuring unprejudiced and respectful cooperation; setting clearly defined expectations; offering the freedom for creativity and generating new ideas; and establishing a framework in which all employees can further develop their personal, speciality and methodical skillset.<sup>1</sup>

### **Main Duties and Responsibilities**

- To oversee and deliver the commissioning and opening of the Demonstration Hall and wider facilities at the Rubirizi Campus; the establishment of teaching and research and professional services capacity and programmes; introduction of first students and founder industry engagement on site.
- To create and deliver a 3-year business plan and financial strategy through to ACES becoming self-financing in agreed timeframe.
- To deliver ACES' 3-year strategic plan, including setting the framework for detailed business, financial and operational plans and ensuring that appropriate targets are set throughout ACES to ensure timeline milestones.
- To be responsible for ACES' direction, leadership, human resource management and financial control in compliance with the University's Instrument and Articles and Governance deed, including: a) overall responsibility for ACES, its staff and learners, b) line management for all staff, and c) implementation of all staffing and financial policies and procedures.
- Must be based in Rwanda

### *In so doing*

- To work with the University's academic community and other key stakeholders to develop and deliver high quality, relevant programmes responding to the community needs.
- To ensure the provision of outstanding education and training to the ACES's learners, employers and the wider stakeholder community, promoting international training programmes.
- To provide inspirational leadership to ACES' staff and learners, demonstrating ACES' values and behaviours.
- To engage with other international Centres of Excellence and research & innovation hubs for knowledge sharing and cross-learning activities.
- To represent ACES nationally, regionally and internationally and ensure promotion of ACES activities at all levels
- To ensure the Centre is complying with national, regional and international highest standards as defined by any regulatory authority.
- To work with the ACES ARLC to continuously review the educational character, mission and strategic objectives of ACES and implement the decisions.

- To build upon existing, and establish new relationships with local, regional, and international partners and stakeholders across the private and public sectors with the intent of promoting the aspirations and needs of ACES, together with a regional and national and international profile.
- By effective line management, lead ACES' Senior Leadership Team, holding them clearly accountable, both collectively and individually, for measurable delivery of the objectives, goals and aspirations of ACES, in consultation with the ARLC.
- To ensure that appropriate targets are set and agreed throughout ACES, that performance against them is monitored and that ACES meets or exceeds them.
- To lead marketing, business development and student recruitment, ensuring that ACES meets its targets for learner recruitment and develops a compelling and contemporary offer.<sup>2</sup>
- To promote a development culture, with clear lines of accountability, that ensures staff can deliver outstanding performance whilst supporting staff wellbeing.
- To actively promote equality, diversity and inclusion within the ACES.
- To ensure high quality arrangements for teaching, learning and learner support, set against an outstanding technical and vocational curriculum, aligned to current and future industry needs.
- To ensure that safe, high quality, innovative blended teaching, learning and assessment are at the core of our activities, continuing to work with employers in ensuring high levels of achievement and outcomes for learners.
- To ensure that ACES is an inclusive, learner-centred organisation where every learner can achieve their full potential.
- To be committed to safeguarding and promoting the welfare of learners and ensure that all staff and relevant stakeholders share this commitment.
- To ensure policies are compliant with the financial memorandum, the University's financial regulations and procedures, the Articles of Association and the Governance deed and the requirements of funding bodies.
- To ensure that arrangements are made for the timely preparation of realistic annual income and expenditure reports and the management of budgets and resources.
- To safeguard public funds and maintain the financial integrity of ACES, preparing a sustainable financial plan, sound financial controls, regular accounts and reports to the Board, with clear audit trails.
- To ensure there is a flexible, responsive business model which drives quality and income, is agile in its delivery and maintains an appropriate cost base to generate material levels of surplus to reinvest in ACES.
- To ensure that ACES complies with its statutory and regulatory responsibilities, aligned to effective risk management protocols.
- To meet all the requirements of funding and regulatory agencies including internal and external audit and inspections.
- To ensure the ARLC has the information it needs to discharge its duties.
- To regularly update and formally report to the University of Rwanda and ACES NTAC and SC on an agreed timeline

### **Qualifications and experience**

- Academic qualifications at the doctoral level in a relevant academic discipline (e.g. Chemical, Electrical or Mechanical Engineering) and evidence of eminent scholarship and engineering expertise (required) in one or more of the areas of ACES, namely: refrigeration, thermal and/or energy systems, postharvest, logistics and supply chain management technologies; thermo-fluids; agricultural economics (specifically postharvest management and logistics).
- Exposure/experience in technology development and transfer, commercialisation and entrepreneurship initiatives, provision of incubation services and expansion of the impact of research outcomes to the community.
- Experience of successfully managing a range of key stakeholders including funding bodies, employers,

<sup>2</sup> These and others will be implemented and managed by DD on a day to day basis

industry partners and academic organisations, with political insight and sensitivity to protect and enhance the reputation.

- Strong, inspirational leadership and senior management experience in a further education organisation of significant size, scope and complexity including demonstration of the ability of building up a strong team of faculty members with different research and cultural backgrounds.
- Attainment of an academic rank of full (or, if of adequate calibre, associate) Professor/Director at an internationally recognised university would be an added value.
- Proven and sustained success in research leadership and securing significant bids (>\$1M for single projects) for research awards and research contracts.
- A substantial and sustained range of published work, such as articles in leading refereed journals, authored books, contributions to edited volumes, reports etc.
- Experience in supervising postgraduate researchers (PhDs, Masters).
- Experience of good governance practices with strong understanding of in-country context and building effective relationships with the governing structures, aligned to a commitment to safeguarding and the promotion of equality and diversity.
- Other forms of assessable outputs, e.g. Invited addresses to, or organization of, international or major national research and sector/industrial meetings and conferences, high-profile participation in public, printed or broadcast debate.
- Involvement in research relating to markets and energy, applied economics, food policy and food security would be an added value.
- Significant research degree appointments as external examiner.
- Proven track record of ensuring high-quality teaching, learning and assessment as well as holistic development of the students, demonstrating an ambition for student success.
- Successful track record of sound financial management with the proven ability to develop financial strategies to deliver sustainable surpluses and identify new funding opportunities
- Proven track record of sound planning and reporting skills.
- Ability to motivate self and the wider team and to prioritise and act decisively.
- Excellent interpersonal skills that can be used to engage with a wide range of audiences.
- Strong analytical, information and problem-solving skills.
- Communicates orally in a clear, fluent, concise and appropriate way, which holds people's attention both in groups and in one-to-one situations.
- Excellent facilitation and negotiation skills and experience with consensus building.
- High standards of integrity, honesty and professionalism.
- Committed to acting corporately and collaboratively – inside and outside the organisation.
- Ability to give advice and guidance to help develop the knowledge and skills of team members.
- Ability to work effectively under pressure, meet deadlines and targets.
- Pursue diversity policies that raise awareness of the issues and tackle barriers to an inclusive way of working.

#### **Duration of contract, payment and reporting**

##### **Duration of contract**

The contract is for a full-time basis and a duration of three years, which is renewable if performance appraisals are satisfactory. "The start-date will be discussed and agreed upon with the selected candidate based on their availability and the needs of the Centre, with an aim for approximately mid-2023, or sooner."

The agreement may be renewed, based on recommendations of the ACES Steering Committee and upon an Annual Performance Appraisal of the services provided.

## Annual Performance Appraisal

Annual Performance Appraisal shall be signed upon hiring the Director between the Principal of the hosting College (College of Agriculture, Animal Sciences and Veterinary Medicine) on behalf of UR Deputy Vice Chancellor for Academic Affairs and Research (DVC-AAR) and following the current practice at UR. Especially, at the Centre level, Annual Performance Appraisal shall first be discussed with and agreed by ACES ARLC before it is signed by the Principal. The UR DVC-AAR through the Principal has the right to advise addition or removal of task(s) after discussing with ACES ARLC depending on the needs of the Centre and in accordance with available resources.

## Salary

A competitive salary will be offered and the exact pay rate will be based on the qualification and experience of the candidate. Salary will be made on a monthly basis.

## Reporting

ACES Director will be reporting to the DVC-AAR and ARLC through the Principal of the hosting College. The Principal has responsibility to report quarterly to the DVC-AAR about ACES's achievements, challenges and mitigation strategies.

## APPLICATION PROCEDURE

Interested and qualified candidates should submit their applications online to the University of Rwanda, College of Agriculture, Animal Sciences and Veterinary Medicine office of Human Resources through [g.bahirwe@ur.ac.rw](mailto:g.bahirwe@ur.ac.rw) or [gbahirwe@gmail.com](mailto:gbahirwe@gmail.com) and copy to [principal.cavm@ur.ac.rw](mailto:principal.cavm@ur.ac.rw), [dir.hr@ur.ac.rw](mailto:dir.hr@ur.ac.rw). The title of the position should be clearly indicated, and application file must be a single PDF file and should contain the following documents:

1. Application letter in English addressed to the Principal of the College of Agriculture, Animal Sciences and Veterinary Medicine at the University of Rwanda.
2. A detailed Curriculum Vitae
3. A copy of all academic degrees
4. A copy of proof of previous relevant experience
5. A copy of ID or international passport data page

**The deadline for submission of the application is set on 05<sup>th</sup> December, 2022. Only shortlisted candidates will be invited for the interview.**

Note: Those who submitted applications in the first advertisement do not need to re-apply, their applications will be considered automatically.

**Done at Busogo, 04<sup>th</sup> October, 2022.**



Digitally signed by UR(Acting  
Principal)  
Date: 2022.10.04 13:40:08  
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**The Principal of the College of Agriculture Animal Sciences and Veterinary Medicine,  
University of Rwanda**

## THE VISION OF ACES

**THE VISION OF ACES** has a clear but multifaceted exam question - *How do you create the local and global “field to fork” connectivity to nutritiously feed 10bn people sustainably from hundreds of millions of small-scale farmers whose livelihoods and well-being are often dependent on only 1-2 hectares, as well as ensure they are climate change adaptation ready and resilient... sustainably (without using fossil fuels)?*

Historically, we have correlated population (or demand) with food production (or supply). However, agriculture cannot be perceived from the narrow traditional vision of activities relating to cultivation, rearing or harvesting of crops or animal produce. In Rwanda as an example, inadequate post-harvest handling is responsible for the loss of 40% of food produced. This equates to 21% of its total land use, 16% of its greenhouse gas emissions, and a 12% loss to its annual GDP.

The missing components are effective and integrated physical Postharvest management (PHM) and market connectivity. Facilities to process and store fresh produce are scarce and in general, do not comply with food safety standards. As we strive to produce more food, if the PHM and appropriate logistics mechanisms are not available, or are unable to cope with the flood of farm produce, the production does not equal supply, and the losses that result will wipe out much of the hoped-for benefits. In short, food saved is as important as food produced.

The IFC states that *“given that most food loss and waste in developing countries occurs during production and after it is harvested, the greatest potential for reduction is investment in infrastructure related to storage, transport, cold-chains and distribution.”*

Ineffective delivery systems also limit the producers’ ability to extend sales beyond a restricted local area. Robust, effective and efficient logistics, and in the case of perishable produce temperature and climate managed environments, are essential to connect a farmer to new urban or international markets further afield for increased volume demand and higher price point discovery. Cold-chain is an empowering technology.

As Dr. Kanayo F. Nwanze, the 2016 Africa Food Prize Laureate and former president of the International Fund for Agricultural Development (IFAD) describes it: we need to see an “inclusive” transformation of the agri-food system to “one that focuses on linking many more smallholders to high-value markets, and adds value and employment along value chains through growth of small and medium enterprises (SMEs).”

To this end a cold-chain is not, as many perceive it, the provision of cold storage alone. It is in fact an integrated, optimised and managed network of Postharvest Management, temperature-environment controlled pack houses, pre-cooling operations, vehicles, cold stores, and distribution hubs which seamlessly maintains custody of the food under care, to assure the safety, quality and quantity of food, and to deliver it swiftly from farm, harbour or beach to consumption centres across geographies and over time. In short Cold-chain is not about preservation; it applies technology to stretch the marketable time of a perishable product, for a finite duration. In short, cold-chain buys time, to temporarily extend the saleable life.

A core challenge we want to address through ACES is that traditional approaches to intervention have been mainly reductionist with piecemeal projects testing individual Postharvest Management or cold-chain technologies or interventions in silos. Optimising the sub-systems neglects the interdependencies between them and neglects the economic model of the system and the social goals of the system. It results in at best a sub-optimal, system - at worst a failed system.

And we have the environmental challenge. Conventional cold-chains for food are energy intensive and use refrigerants, often with high global warming potentials). Designed properly using clean cold-chain technologies such as solar or wind powered refrigeration systems, and cryogenic cooling, cold storage, transport and/or quick freezing, we can pre-empt undesirable pollution and degrading energy exploitation.