

**African Centres of Excellence  
East and Southern Africa**

**Africa Center of Excellence in  
Sustainable Use of Insects as  
Food and Feeds**



**JARAMOGI OGINGA ODINGA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**[ACE II proposal number: ESC 34]**

**Implementation Plan**

**2016– 2020**

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**LIST OF ABBREVIATIONS**

ACE	Africa Centre of Excellence
CD	The Centre Director
CUE	Commission for University Education
DVC, RIO	Deputy Vice Chancellor Research, Innovation and Outreach
EA	East Africa
INSEFOODS	Africa Centre of Excellence in Sustainable Use of Insects as Food and Feeds
IC	Implementation Committee
ICIPE	International Centre for Insect Physiology and Ecology
JOUST	Jaramogi Oginga Odinga University of Science and Technology
JKUAT	Jomo Kenyatta University of Agriculture and Technology
MAMAH	Mothers Against Malnutrition And Hunger
MoUs	Memorandum of Understanding
MIS	Management Information System
NMK	National Museum of Kenya
PhD	Doctor of Philosophy
PI	Principal Investigator
SDGs	Sustainable Development Goals

## 1. BRIEF NARRATIVE SUMMARY

*Focus on motivation, objectives, methodology, results and partnerships. Must include a section on important changes made*

Malnutrition and food insecurity remain a major challenge in sub-Saharan Africa due to limited access to proteins. Edible insects have been identified to be an inexpensive alternative source of animal protein for human and livestock due to their nutritional value and efficiency in food conversion.

Jaramogi Oginga Odinga University of Science and Technology (JOOUST) is a public chartered academic and research institution in Kenya and has been pioneering research in insect science and technology for food and feed in Western Kenya. The University working in collaboration with regional and international institutions has initiated rearing and value addition of insects for food and feed. However, the development of insect technology for food and feed has been hampered by limited capacity for training and research. In addition, the University has established Bachelors, Masters and Ph.D. programs in Food Security to address the Sustainable Development Goals (SDGs) number I and II with limited research and training facilities.

Through ACE II, the University in collaboration with local, regional and international partners proposes to establish the Africa Center of Excellence in Sustainable Use of Insects as Food and Feeds (INSEFOODS) with an overall objective to address challenges of sustainable food security using insects for food and feed. The specific objectives of INSEFOODS include: i) To build human resource and infrastructural capacity for research, training and technology development and transfer on insects as food and feed; ii) To build sustainable local, regional and international partnerships and networks for research, development and training on insects as food and feed; iii) To develop a biodiversity repository of insects for food and feed in the region; and iv) To develop insect technology incubation and skills transfer hub for teaching and research.

To address the listed objectives, the strategy is to have faculty guided graduate students in different disciplines to carry out research on identified topics for knowledge and information creation; put in place demonstration and development projects for teaching and research; and develop curricula at all levels of learning, from farmer schools to Ph.D. programs and postdoctoral studies. Students and staff will identify areas of research and operationalize further the objectives and the research questions to optimize knowledge creation for refined research and product development. Regional and International university partners will be involved in student supervision and product development and testing for benchmarking to provide high-quality training that will translate into high agricultural productivity. Student exchange programs will be implemented to enhance student learning by providing exposure to different settings and opportunity to interact with highly qualified academicians. Retooling seminars for faculty will be organized to provide opportunities for capacity enhancement in research methodologies, pedagogical methods, and group counselling. Field and case-based studies will be organized for students for increased exposure to industrial processes and techniques under the private sector supervision and faculty evaluation. The private sector and regional and national entrepreneurs will be partnered with to formulate and test specific consumer products, and package the products to meet global acceptable standards for targeted end users in the industry.

It is expected that INSEFOODS will contribute towards enhanced quality in teaching, learning, research, products and services in the Eastern and Southern Africa region. More specifically, the Centre's activities will result in: i) Strengthened Education Capacity Excellence through the

number of Ph.D. and Masters students trained, and the number of students who participate in short term trainings; ii) Strengthened Education Capacity & Development Impact through the number of student and staff internships with private sector, the number of sub-regional and internationally accredited education programs, the number of students employed by industry and by universities as faculty members, and the number of students who create/start their own businesses; iii) Strengthened Research Capacity Excellence through the number of internationally peer reviewed research publications in disciplines supported by the ACE Program; the number of new research collaboration in the region; the number of students employed by research organizations; and the number of patents, invention disclosures, trademarks and copyrights emanating from the ACE's activities; and iv) Strengthened Education and Research Capacity through increased financial sustainability and demonstration of value to students and partners through the amount of externally generated revenue by the ACE.

INSEFOODS will establish partnerships at local, regional and international levels, and with public, private and civil society organizations that will support and facilitate the ACE to conduct upstream and downstream research, teaching, training and outreach activities, and participate in the ACE's governance structures. The Principal Investigator for this proposed project has successfully partnered with several local, regional and international organizations and institutions in research on edible insects over the past several years. These partnerships will be continued in this project, as new partners will be identified and incorporated into the ACE's activities.

From their technical and site visit evaluations, the evaluators raised a number of weaknesses in the proposal. These were that: i) Government support for co-funding is not evident in the proposal; ii) the existing capacity of the institution to train will be a challenge especially in terms of the fact that modern scientific research equipment and resources are not yet available; iii) lack of social scientists in the proposed ACE; iv) missing regional (African) component or outreach; and v) that planned students number are too ambitious.

The proposed INSEFOODS will address these weaknesses as follows: i) JOOUST, a publicly (largely government) funded institution is committing and will continue to commit financial, physical and human resources to the establishment and management of INSEFOODS; ii) the ACE shall address the challenge of modern research equipment and resources through procurement of the equipment and resources in the context of the ACE's funding; iii) the project Implementation Team includes a consumer economist (who is the PI for the project), and two Agricultural Economists including the Project Director. In addition, a Social Anthropologist/Sociologist from JOOUST's School of Humanities and Social Sciences has been included into the Team. These social scientists will contribute to ACE's activities related to research, training, masters and doctoral student research supervision and socioeconomic impact assessments; already there is an Ph.D. student researching the acceptability of insect-based foods; iv) INSEFOODS will recruit/engage qualified teaching and research staff from the region and internationally for its research and training programs; in addition, Masters and Ph.D. students to be involved in the Centre's activities will be recruited from the African region; furthermore regional outreach activities will be achieved through current collaborative arrangements with Makerere University, MAMAH and ECOFARM in Uganda, and will be extended to partners in other countries in the African region; and v) the expected number of Ph.D. and Masters students to graduate from the ACE's activities over the five year period is 20 and 60 respectively. These numbers would be accommodated given the facilities and resources from the ACE's funding.

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Thus by the end of the project period, expected outputs of the ACE are:

- Twenty (20) PhDs and sixty (60) MSc, of which about 65% will be national and 35% from the region. Overall, at least 40% of all fellowships will be females to ensure gender inclusivity.
- Eight (8) short courses relevant to the needs of the region developed.
- Four (4) capacity building workshops conducted (at least 3 in partner Universities).
- One (1) retooling workshop to build capacity of University teaching and administrative/finance staff.
- Ten (10) high level consultative workshops with industry/private actors on student internships held.
- Four (4) collaborative research projects for staff supported.
- Four (4) Community collaborative research activities.
- Two (2) international conferences held.
- Teaching and research facilities procured, installed and commissioned by the 3rd year of the project.
- ICT infrastructure of host enhanced.
- English language support for students from the region not proficient in English.
- E-learning platform for students from the region by the end of 2<sup>nd</sup> year
- At least seventy-five (75) publications published in peer-reviewed Journals by the end of the project period.
- At least five (5) incubations of innovations supported.
- One edible insects' repository hub established.
- One library modernized and equipped.
- One ultra-modern computer centre by the fourth year.
- One Africa Centre of Excellence facility established at Jaramogi Oginga Odinga University of Science and Technology.

## 2. OVERVIEW OF PLANNED OUTPUTS, ACTIVITIES AND COST FOR FIRST YEAR

**Table 1: Overview of First Project Year**

Code	Priority Rank (1 highest, 5 lowest)	Results/Activity/Task (Expected output)	Budget Estimates (US\$)Year 1		
			ACE leader	Partners	Total
<b>Action Plan 1</b>		<b>1.0. Strengthen education capacity (excellence) and development impact</b>	<b>367,720</b>	<b>113,680</b>	<b>481,400</b>
	1	1.1. Develop new relevant multidisciplinary MSc and PhD food security curricula and regular reviews	9,600	2,400	<b>12,000</b>
	1	1.2. Benchmark and obtain accreditation for MSc and PhD food security curriculum	10,000	5,000	<b>15,000</b>
	1	1.3. Rehabilitate and upgrade teaching and learning facilities	18,000	0	<b>18,000</b>
	1	1.4. Set up a grants management scheme and allocate research funds	61,080	98,520	<b>159,600</b>
	1	1.5. Strengthen ICT infrastructure for teaching and learning	159,000	0	<b>159,000</b>
	1	1.6. Advertise and admit students into MSc and PhD programmes	5,440	1,360	<b>6,800</b>
	1	1.7. Offer required taught courses to MSc and PhD students	15,000	0	<b>15,000</b>

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Code	Priority Rank (1 highest, 5 lowest)	Results/Activity/Task (Expected output)	Budget Estimates (US\$)Year 1		
			ACE leader	Partners	Total
	1	1.8. Initiate and implement regional student exchanges to broaden learning experience	7,200	4,800	12,000
	2	1.9. Develop and offer relevant short courses for special groups	6,400	1,600	8,000
	3	1.10. Develop content and convert for delivery by e-learning platform	0	0	0
	2	1.11. Expand the existing library resources including e-resources relevant to the ACE	7,6000	0	76,000
	3	1.12. Broaden students' knowledge and skills through internship at advanced research institutions and industries	0	0	0
	2	1.13. Provide appropriate tools for people with disabilities to access learning and research	0	0	0
	<b>(1 highest, 5 lowest)</b>	<b>(Expected output)</b>	<b>ACE leader</b>	<b>Partners</b>	<b>Total</b>
<b>Action Plan 2</b>		<b>2.0. Strengthen research capacity (excellence)</b>	<b>126,900</b>	<b>50,100</b>	<b>177,000</b>
	1	2.1. Scale up MSc and PhD research in key areas in insect science and food security	4,200	1,800	6,000
	1	2.2. Expand regional and international collaborations and joint research programmes	3,840	15,760	19,600
	1	2.3. Equip and rehabilitate research laboratories for upscaling insect rearing, processing and analysis	50,000	0	50,000
	2	2.4. Enhance faculty research capacity through staff development, exchange programmes and visits	13,520	10,080	23,600
	1	2.5. Recruit qualified technical and support staff	8,000	0	8,000
	2	2.6. Conduct training workshops and seminars to broaden students' learning experience	10,240	2,560	12,800
	2	2.7. Develop and sign MoUs with partner institutions	5,000	3,000	8,000
	2	2.8. Attract, retain and retool faculty in areas relevant to the ACE	16,000	0	16,000
	1	2.9. Publish in peer reviewed journals	10,500	4,500	15,000
	2	2.10. Support scientific conference presentations	5,600	12,400	18,000
	1	2.11. Develop insect technology incubation and skills transfer hub	0	0	0
	<b>(1 highest, 5 lowest)</b>	<b>(Expected output)</b>	<b>ACE leader</b>	<b>Partners</b>	<b>Total</b>
<b>Action Plan 3</b>		<b>3.0. Attracting regional faculty and students</b>	<b>116,400</b>	<b>11,600</b>	<b>12,8000</b>
	1	3.1. Set up collaborative postgraduate programmes with other Institutions	6,400	3,600	10,000
	1	3.2. Set up structures for student and staff support	100,000	0	100,000
	1	3.3. Establish staff/student regional mentorship programme and regional working groups	6,000	4,000	10,000
	2	3.4. Develop partnerships with industry, research organization for staff and equipment	4,000	4,000	8,000



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Code	Priority Rank	Results/Activity/Task	Budget Estimates (US\$)Year 1		
			ACE leader	Partners	Total
	(1 highest, 5 lowest)	(Expected output)			
		sharing			
	(1 highest, 5 lowest)	(Expected output)	ACE leader	Partners	Total
<b>Action Plan 4</b>		<b>4.0 Plan for national, regional and international academic partners and collaborations</b>	<b>34,180</b>	<b>25,420</b>	<b>59,600</b>
	1	4.1. Inception meeting and workshops to form strategic working groups for collaborative teaching and research	10,000	17,200	27,200
	1	4.2. Institutionalize faculty exchange programmes	0	0	0
	1	4.3. Establish and publish a high impact peer reviewed journal in insects as food and feeds	0	0	0
	1	4.4. Set up collaborative postgraduate, postdoctoral studies and fellowship programmes	0	0	0
	1	4.5. Schedule a launching and inception workshop with partners	19,180	8,220	27,400
	2	4.6. Participation in two (2) joint regional ACEII Meetings	5,000	0	5,000
	(1 highest, 5 lowest)	(Expected output)	ACE leader	Partners	Total
<b>Action Plan 5</b>		<b>5.0. Plan for management and governance</b>	<b>296,793</b>	<b>14,620</b>	<b>311,413</b>
	1	5.1. Incorporate Management Information System (MIS) for implementing Centre's activities including a Grant Management System	2,000	0	2,000
	1	5.2. Adopt best practices in Financial Management and Procurement	15,000	0	15,000
	1	5.3. Establish sound fiduciary practices	7,500	0	7,500
	2	5.4. Procure and maintain vehicles	40,000	0	40,000
	1	5.5. Centre operations	23,702	0	23,702
	2	5.6. Centre staff	148,811	0	148,811
	1	5.7. Put in place governance framework, financial management, administrative, procurement, monitoring and evaluation procedures and systems	50,00	0	50,00
	1	5.8. Schedule and hold implementation team meetings	19,180	5,220	24,400
	3	5.9. Schedule and hold M&E meetings	25,000	7,000	32,000
	2	5.10. Design, host and manage a custom website for the centre	5,000	0	5,000
	2	5.11. Promote the Centre (marketing)	5,600	2,400	8,000
	(1 highest, 5 lowest)	(Expected output)	ACE leader	Partners	Total
<b>Action Plan 6</b>		<b>6.0 Sustainability</b>	<b>12,500</b>	<b>0</b>	<b>12,500</b>
	1	6.1. Generate revenue from internal and external sources (student fees, government subsidies, consultancies, income generating activities from selling products and services from the Centre)	4,500	0	4,500

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Code	Priority Rank (1 highest, 5 lowest)	Results/Activity/Task (Expected output)	Budget Estimates (US\$)Year 1		
			ACE leader	Partners	Total
	1	6.2. Support faculty to submit three major grant applications	3,000	0	3,000
	1	6.3. Support PhD and MSc students to apply for small grants from international agencies to support their their research, attendance and presentations at meetings	5,000	0	5000
<b>Grand total</b>			<b>954,493</b>	<b>215,420</b>	<b>1,169,913</b>



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<b>Code</b>	<b>Results/Activity/Task</b>	<b>ICIPE</b>	<b>NMK</b>	<b>JKUAT</b>	<b>Makerere</b>	<b>Chinhoyi</b>	<b>Wageningen</b>	<b>Copenhagen</b>	<b>Sanergy</b>	<b>Uga Ltd</b>	<b>Sigma Feeds</b>	
	<b>(Expected output)</b>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<b>Sub Totals</b>
	1.10. Develop content and convert for delivery by e-learning platform											<b>0</b>
	1.11. Expand the existing library resources including e-resources relevant to the ACE											<b>0</b>
	1.12. Broaden students' knowledge and skills through internship at advanced research institutions and industries											<b>0</b>
	1.13. Provide appropriate tools for people with disabilities to access learning and research											<b>0</b>
<b>Action Plan 2</b>	<b>2.0. Strengthen research capacity (excellence)</b>	<b>5,752</b>	<b>4,176</b>	<b>5,526</b>	<b>9,466</b>	<b>9,466</b>	<b>4,712</b>	<b>4,712</b>	<b>2,310</b>	<b>1,990</b>	<b>1,990</b>	<b>50,100</b>
	2.1. Scale up MSc and PhD research in key areas in insect science and food security			600	600	600						<b>1,800</b>
	2.2. Expand regional and international collaborations and joint research programmes	1,576			3,940	3,940	3,152	3,152				<b>15,760</b>
	2.3. Equip and rehabilitate research laboratories for upscaling insect rearing, processing and analysis											<b>0</b>
	2.4. Enhance faculty research capacity through staff development, exchange programmes and visits	2,016	2,016	2,016	2,016	2,016						<b>10,080</b>

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<b>Code</b>	<b>Results/Activity/Task</b>	<b>ICIPE</b>	<b>NMK</b>	<b>JKUAT</b>	<b>Makerere</b>	<b>Chinhoyi</b>	<b>Wageningen</b>	<b>Copenhagen</b>	<b>Sanergy</b>	<b>Uga Ltd</b>	<b>Sigma Feeds</b>	
	<b>(Expected output)</b>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<b>Sub Totals</b>
	2.5. Recruit qualified technical and support staff											<b>0</b>
	2.6. Conduct training workshops and seminars to broaden students' learning experience	320	320	320	320	320	320	320	320			<b>2,560</b>
	2.7. Develop and sign MoUs with partner institutions	600	600	600	600	600						<b>3,000</b>
	2.8. Attract, retain and retool faculty in areas relevant to the ACE											<b>0</b>
	2.9. Publish in peer reviewed journals			750	750	750			750	750	750	<b>4,500</b>
	2.10. Support scientific conference presentations	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240	<b>12,400</b>
	2.11 Develop insect technology incubation and skills transfer hub											<b>0</b>
<b>Action Plan 3</b>	<b>3.0. Attracting regional faculty and students</b>	<b>1,600</b>	<b>1,600</b>	<b>2,800</b>	<b>2,800</b>	<b>2,800</b>						<b>11,600</b>
	3.1. Set up collaborative postgraduate programmes with other Institutions			1,200	1,200	1,200						<b>3,600</b>
	3.2. Set up structures for student and staff support											<b>0</b>
	3.3. Establish staff/student regional mentorship programme and regional working groups	800	800	800	800	800						<b>4,000</b>
	3.4. Develop partnerships with industry, research organization for staff and equipment sharing	800	800	800	800	800						<b>4,000</b>
<b>Action Plan 4</b>	<b>4.0 Plan for national, regional and international</b>	<b>5,084</b>	<b>5,084</b>	<b>5,084</b>	<b>5,084</b>	<b>5,084</b>						<b>25,420</b>

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<b>Code</b>	<b>Results/Activity/Task</b>	<b>ICIPE</b>	<b>NMK</b>	<b>JKUAT</b>	<b>Makerere</b>	<b>Chinhoyi</b>	<b>Wageningen</b>	<b>Copenhagen</b>	<b>Sanergy</b>	<b>Uga Ltd</b>	<b>Sigma Feeds</b>	
	<b>(Expected output)</b>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<b>Sub Totals</b>
	<b>academic partners and collaborations</b>											
	4.1. Inception meeting and workshops to form strategic working groups for collaborative teaching and research	3,440	3,440	3,440	3,440	3,440						<b>17,200</b>
	4.2. Institutionalize faculty exchange programmes											<b>0</b>
	4.3. Establish and publish a high impact peer reviewed journal in insects as food and feeds											<b>0</b>
	4.4. Set up collaborative postgraduate, postdoctoral studies and fellowship programmes											<b>0</b>
	4.5. Schedule a launching and inception workshop with partners	1644	1644	1644	1644	1644						<b>8,220</b>
	4.6. Participation in two (2) joint regional ACEII Meetings											<b>0</b>
<b>Action Plan 5</b>	<b>5.0. Plan for management and governance</b>											<b>14,620</b>
	5.1. Incorporate Management Information System (MIS) for implementing Centre's activities including a Grant Management System											<b>0</b>
	5.2. Adopt best practices in Financial Management and Procurement											<b>0</b>
	5.3. Establish sound											<b>0</b>

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

<b>Code</b>	<b>Results/Activity/Task</b>	<b>ICIPE</b>	<b>NMK</b>	<b>JKUAT</b>	<b>Makerere</b>	<b>Chinhoyi</b>	<b>Wageningen</b>	<b>Copenhagen</b>	<b>Sanergy</b>	<b>Uga Ltd</b>	<b>Sigma Feeds</b>	
	<b>(Expected output)</b>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<b>Sub Totals</b>
	fiduciary practices											
	5.4. Procure and maintain vehicles											<b>0</b>
	5.5. Centre operations											<b>0</b>
	5.6. Centre staff											<b>0</b>
	5.7. Put in place governance framework, financial management, administrative, procurement, monitoring and evaluation procedures and systems											<b>0</b>
	5.8. Schedule and hold implementation team meetings	522	522	522	522	522	522	522	522	522	522	<b>5,220</b>
	5.9. Schedule and hold M&E meetings	700	700	700	700	700	700	700	700	700	700	<b>7,000</b>
	5.10. Design, host and manage a custom website for the centre											<b>0</b>
	5.11. Promote the Centre (marketing)	240	240	240	240	240	240	240	240	240	240	<b>2,400</b>
<b>Action Plan 6</b>	<b>6.0 Sustainability</b>											<b>0</b>
	6.1. Generate revenue from internal and external sources (student fees, government subsidies, consultancies, income generating activities from selling products and services from the Centre)											<b>0</b>
	6.2. Support faculty to submit three major grant											<b>0</b>

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

<b>Code</b>	<b>Results/Activity/Task</b>	<b>ICIPE</b>	<b>NMK</b>	<b>JKUAT</b>	<b>Makerere</b>	<b>Chinhoyi</b>	<b>Wageningen</b>	<b>Copenhagen</b>	<b>Sanergy</b>	<b>Uga Ltd</b>	<b>Sigma Feeds</b>	
	<b>(Expected output)</b>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<i>(component total for Partners)</i>	<b>Sub Totals</b>
	applications											
	6.3. Support PhD and MSc students to apply for small grants from international agencies to support their their research, attendance and presentations at meetings											<b>0</b>
<b>Grand total</b>		<b>33,898</b>	<b>22,322</b>	<b>29,244</b>	<b>32,164</b>	<b>31,364</b>	<b>15,306</b>	<b>25,446</b>	<b>8,772</b>	<b>8,452</b>	<b>8,452</b>	<b>215,420</b>



**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**3. TIMING OF PLANNED ACTIVITIES FOR ENTIRE PROJECT PERIOD (Gantt chart)**

*(Please use project year 1, 2, 3 and month 1, 2, 3 and not specific dates like 2016 September, as we cannot predict the exact start date for the project. Please indicate as a footnote when in the challenger year MSc students start, and PhD students if they have fixed starting dates).*

**Table 3. Work Plan for the Five Year Project Period**

Activity	Timeline																			
	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>1 1.0. Strengthen education capacity (excellence) and development impact</b>																				
1.1 Develop new relevant multidisciplinary MSc and PhD food security curricula and regular reviews																				
1.2 Benchmark and obtain accreditation for MSc and PhD food security curriculum																				
1.3 Rehabilitate and upgrade teaching and learning facilities																				
1.4 Set up a grants management scheme and allocate research funds																				
1.5 Strengthen ICT infrastructure for teaching and learning																				
1.6 Advertise and admit students into MSc and PhD programmes																				
1.7 Offer required taught courses to MSc and PhD students																				
1.8 Initiate and implement regional students exchanges to broaden learning experience																				
1.9 Develop relevant short courses for special groups																				
1.10 Develop content and convert for delivery by e-learning platform																				
1.11 Expand the existing library resources including e-resources relevant to the ACE																				
1.12 Broaden students' knowledge and skills through internship at advanced research institutions and industries																				
1.13 Provide appropriate tools for people with disabilities to access learning and research																				
<b>2 2.0. Strengthen research capacity (excellence)</b>																				
2.1 Scale up MSc and PhD research in key areas in insect science and food security																				
2.2 Expand regional and international collaborations and joint research programmes																				
2.3 Equip and rehabilitate research laboratories for upscaling insect rearing, processing and analysis																				
2.4 Enhance faculty research capacity through staff development, exchange programmes and visits																				
2.5 Recruit qualified technical and support staff																				
2.6 Conduct training workshops and seminars to broaden students' learning experience																				
2.7 Develop and sign MoUs with partner institutions																				
2.8 Attract, retain and retool faculty in areas relevant to the ACE																				
2.9 Publish in peer reviewed journals																				
2.10 Support scientific conference presentations																				
2.11 Develop insect technology incubation and skills transfer hub																				
<b>3 3.0. Attracting regional faculty and students</b>																				

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

	3.1 Set up collaborative postgraduate programmes with other Institutions																				
	3.2 Set up structures for student and staff support																				
	3.3 Establish staff/student regional mentorship programme and regional working groups																				
	3.4 Develop partnerships with industry, research organization for staff and equipment sharing																				
<b>4</b>	<b>4.0 Plan for national, regional and international academic partners and collaborations</b>	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	4.1 Inception meeting and workshops to form strategic working groups for collaborative teaching and research																				
	4.2 Institutionalize faculty exchange programmes																				
	4.3 Establish and publish a high impact peer reviewed journal in insects as food and feeds																				
	4.4 Set up collaborative postgraduate, postdoctoral studies and fellowship programmes																				
	4.5 Schedule a launching and inception workshop with partners																				
	4.6 Participation in two joint regional ACE II Meetings																				
<b>5</b>	<b>5.0. Plan for management and governance</b>	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	5.1 Incorporate Management Information System (MIS) for implementing Centre's activities including a Grant Management System																				
	5.2 Adopt best practices in Financial Management and Procurement																				
	5.3 Establish sound fiduciary practices																				
	5.4 Procure and maintain vehicles																				
	5.5 Centre operations																				
	5.6 Centre staff																				
	5.7 Put in place governance framework, financial management, administrative, procurement, monitoring and evaluation procedures and systems																				
	5.8 Schedule and hold implementation team meetings																				
	5.9 Schedule and hold M&E																				
	5.10 Design, host and manage a custom website for the centre																				
	5.11 Promote the Centre (marketing)																				
<b>6</b>	<b>6.0 Sustainability</b>	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	6.1 Generate revenue from internal and external sources (student fees, government subsidies, consultancies, income generating activities from selling products and services from the Centre)																				
	6.2 Support faculty to submit three major grant applications																				
	6.3 Support PhD and MSc students to apply for small student grants from international agencies to support their research, attendance & presentations at meetings																				

## 4. IMPLEMENTATION ARRANGEMENTS

### 4.1 Guiding rules and regulations

*(Briefly describe the rules that govern the ACE and its partnerships, including safeguarding against fraud/corruption, just referring to rules and regulation is not sufficient).*

Jaramogi Oginga Odinga University of Science and Technology (JOOUST), is a precursor of Bondo University College which was founded in 2009. JOOUST was established through the Award of Charter on 13<sup>th</sup> February 2013 by the Universities Act No. 42 of 2012. The University is governed by the JOOUST Statutes, 2013. The University operates under the general regulations of Kenya's Commission for University Education (CUE). The provisions of the Universities Act No. 42 of 2012 and the JOOUST Statutes empower the University to award degrees, diplomas and certificates. It also empowers the University to withdraw such awards, if it is ascertained that the award was obtained by fraud or tainted by any act that the University believes undermines its integrity. The Statutes also empower the University to establish centres and campuses. INSEFOODS, as a semi-autonomous Centre, is also regulated by the various JOOUST policies namely terms and conditions of service for academic staff, Criteria for Appointment and Promotion, ICT policy, financial management Policy, Public Procurement and Asset Disposal Act, 2005. JOOUST students are subject to the rules and regulations governing the Conduct and discipline of students as spelt out in the Handbook. The Office of the University's Legal Officer reviews all the Centre's contracts and MoUs with partners to ensure that they are within the legal framework of the University and consistent with national and international laws. The Vice Chancellor is signatory to all agreements. These measures safeguard the Centre against fraud and corruption. In addition the core values of the University which shall as well be reflected in the centre include fairness, professionalism, transparency and accountability, integrity, meritocracy and gender equity. In line with these the centre shall observe the following:

#### **Undertake Science that is Ethical**

- Promote participatory and consultative management including adoption of good governance concepts and practices
- Countable and transparent in using funding resources, partnerships
- Being open: adoption of good governance concepts and practices e.g. share resources, make as much knowledge available as possible, give-back policy, transparent (private-public partnership); web-sharing
- Visibility: Community presence as an institution, being relevant, accessible. Includes issues like good neighbor policy, offer classes of extra teaching in schools, open University, socially responsible and responsive. Enhance the social responsibility involvement of staff and students through community outreach programmes
- Experiential training and research: real-time training and applied research
- Multi- and inter-disciplinary teaching and research activities
- Inter-sectorial and multi-level teaching and research activities
- Equity: mainstreaming of gender and disability- decisions will be based on targeting gender (faculty and students), in terms of research distribution (stream-based resource allocation), represented voice on the table to make decisions

## INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016

Build sustainability in all activities (invest in people and projects)

### 4.2 Governance structures

*(Briefly describe ACE governance structures both within the host university and among the partner institutions, at faculty/centre level and university/institution level. Which partner is a part of the Board/Steering Committee, how do they participate in meeting, who covers the cost, etc.)*

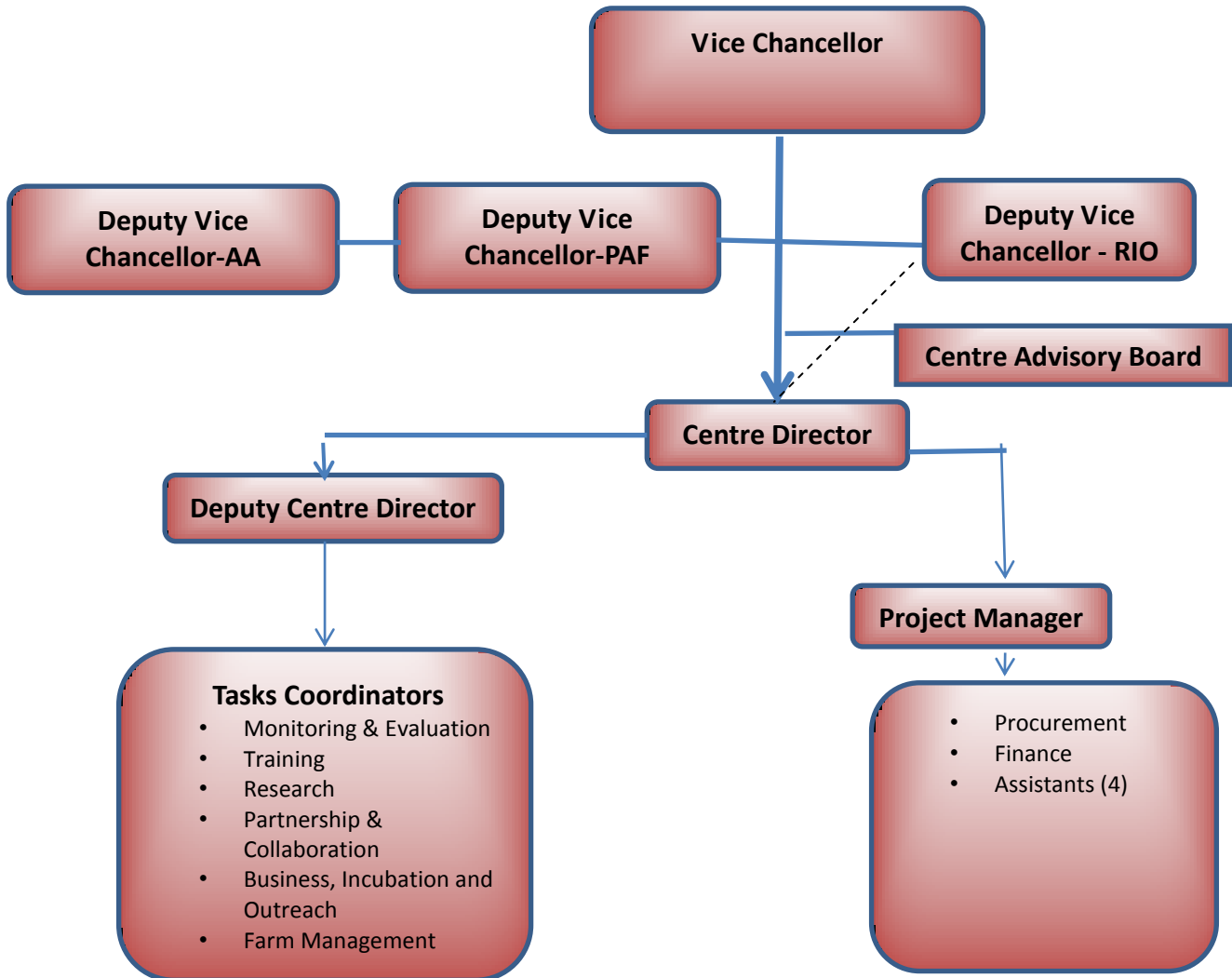
INSEFOODS is a semi-autonomous Centre in Jaramogi Oginga Odinga University of Science and Technology. The Centre is headed by a Centre Director who is the academic and administrative head. The Centre Director (CD) reports administratively to the Vice Chancellor in consultations with the Deputy Vice Chancellor Research, Innovation and Outreach (DVC, RIO).

The Centre Director is responsible for the day-to-day management of Centre activities. The Centre Director is assisted by a PI who also deputizes the Centre Director. A multi-disciplinary team of subject area specialists from various schools in the University form the Centre technical committee for consultations in subject areas as necessary. The specialists oversee ACE student research and learning activities, and provide student mentoring.

There is a Centre Advisory Board which provides an oversight function to the Centre and consists of representatives from key local, regional and international partner institutions. The Board meets once a year during one of the two regional meetings.

A Centre Management Committee whose membership includes the CD, DCD/PI, and the Programme Manager.

**INSEFOODS Centre Organogram**



**Figure 1: Centre organogram**

**4.3 Project team Roles and responsibilities**

*(Brief Terms of Reference (TOR) for the most important ACE team member and project financed support staff\* (maximum 5 – 7 people)*

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 4: Overview of Core Project Team:**

<b>Name</b>	<b>Discipline</b>	<b>Project title/Role</b>	<b>Responsibility</b>
Prof Adrian Mukhebi	Agricultural Economics	Centre Director	Head of the Centre responsible for day to day management of the Centre and coordination of the programs on full time basis
Prof Monica Ayieko	Agriculture and Consumer Economics	Principal Investigator/Deputy Centre Director	-The Principal Investigator responsible for research, training and learning activities. -Assist the Centre Director in the management of center activities
<i>To be appointed from amongst JOOUST staff</i>		Coordinator for research	-Coordinate research activities of the Centre and ensure relevance to the Centre objectives -Responsible for Conferences, workshops, seminars -Oversee students' research activities -Answerable to the PI
<i>To be appointed from among JOOUST staff</i>		Coordinator for training	-Oversee curriculum development, accreditations, Scholarships -Development and conducting short courses -Liaises with relevant Deans for students' academic and welfare activities -Answerable to the PI
<i>To be appointed from among JOOUST staff</i>		Coordinator for linkage and outreach	-Initiate and coordinate broad-based linkages and partnership -Identify and build synergies with relevant local, regional and global organizations -Manage exchange programmes. -Answerable to the PI
<i>To be appointed from among JOOUST staff</i>		Coordinator for innovations and business incubation	-Coordinate business and technology incubation, transfer and commercialization of the centre products -Answerable to the PI
<i>To be appointed from among JOOUST staff</i>		Coordinator/ Focal point for monitoring and evaluation	-Responsible for Centre M&E activities and reporting -Answerable to the PI

**Table 5: Centre Support Staff Positions and Roles**

<b>Position</b>	<b>Roles</b>
Project Manager	<ul style="list-style-type: none"> <li>• General administration and day to day management of the Centre</li> <li>• Answerable to the Director and Deputy Director/ PI</li> <li>• Perform any other duties as may be assigned from time to time by the</li> </ul>

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

<b>Position</b>	<b>Roles</b>
	Director, Deputy Director/ PI <ul style="list-style-type: none"> <li>• Day to day running of project business in the field</li> <li>• Reporting to the PI and the Director</li> </ul>
Finance	<ul style="list-style-type: none"> <li>• Management of funds within the approved budget.</li> <li>• Responsible for all financial matters in the Centre</li> <li>• Answerable to the Director and the Deputy Director/ PI</li> <li>• Shall be supervised by the University Finance Officer</li> </ul>
Procurement	<ul style="list-style-type: none"> <li>• Procurement of goods and services in accordance with approved procurement procedures.</li> <li>• Responsible for all procurement and stores matters in the Centre</li> <li>• Answerable to the Director and the Deputy Director/ PI</li> <li>• Shall be supervised by the University's Procurement Officer</li> </ul>
Insect Farm Manager	<ul style="list-style-type: none"> <li>• Responsible for Centre insects production and management of the various demonstration units on and off campus</li> <li>• Liaise with the relevant project coordinators for day to day project business on insects production and processing</li> <li>• Answerable to PI and the Centre Director</li> </ul>
Project Assistants (4) <ul style="list-style-type: none"> <li>• Monitoring</li> <li>• Managing ICT</li> <li>• Secretarial</li> <li>• Driving</li> </ul>	<ul style="list-style-type: none"> <li>• Answerable to the Project manager</li> <li>• Perform duties as may be assigned according to their areas of specialities</li> </ul>

**4.4 Incentive structures**

*(Briefly describe the incentive structures for involved staff at lead and partner institutions (faculty, administration, management) as well as towards involvement of external stakeholders, e.g. private sector). Please be aware that the World Bank supported project does not support salary topping up, sitting allowances and the like.*

**Table 6: Incentive System**

<b>Project title/Role</b>	<b>Discipline</b>	<b>Motivating factors</b>	<b>Incentive required/offered</b>
Director	Agricultural Economics	Opportunity for research, recognition, publications, networking	Research funds and facilities, running high quality post graduate programmes
PI	Agriculture and Consumer Economics	Opportunity for research, recognition, publications and networking	Research funds and facilities, running high quality post graduate programmes
Coordinator for research	Food Science and Technology	Opportunity for growth, research, publications and networking	Training funds, exchange programme, running high quality post graduate programmes, facilities for research
Coordinator for training	Soil Science/Agronomy	Opportunity for research, growth, publications and networking	Training funds, exchange, running high quality post graduate programmes, facilities for research

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

<b>Project title/Role</b>	<b>Discipline</b>	<b>Motivating factors</b>	<b>Incentive required/offered</b>
Coordinator for linkage and outreach	Horticulture and Extension	Opportunity for research, growth publications and networking	Training funds, exchange, running high quality post graduate programmes, facilities for research
Coordinator for innovations and business incubation	Ecology and biodiversity	Opportunity for research, publications and networking	Funds for retooling, exchange, running high quality post graduate programmes facilities for research
Coordinator for monitoring and evaluation	Environmental (Sustainable Development) Planning and Management	Opportunity for growth, use M&E skills, do research, publish and network	Training funds, retooling, exchange and facilities for research
Project manager	Project management skills	Attractive TORs	Attractive remunerations, funds for retooling
Finance Assistant	Financial management and accounting skill	Attractive TORs	Attractive remunerations, funds for retooling
Procurement Assistant	Skills in procurement and supply chain management	Attractive TORs	Funds for retraining Attractive remunerations,
ICT Assistant	Computer software and hardware skills	Attractive TORs	Retraining funds , Attractive remunerations,
Secretary	Office management skills	Attractive TORs	Attractive remunerations, funds for retooling
Driver	Driving and auto-mechanic skills	Attractive TORs	Attractive remunerations,

#### **4.5 Environment safeguards**

The Africa Centre of Excellence in Sustainable Use of Insects as Food and Feeds (INSEFOODs) project is low-risk with Environmental Impacts expected to be minimal. The approved safeguard report (environmental and social management plan (EMP) is provided in Annex I and is also available in the University website.





**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**5. DISBURSEMENT LINKED INDICATORS AND PERFORMANCE MONITORING**

**Table 7: Overview of Disbursement Linked Indicators (DLI) and Disbursement Linked Results (DLR) and Allocated Funds**

<b>Disbursement Linked Indicators</b> (Can trigger maximum 6 million USD equivalent )	<b>Action to be Completed</b>	<b>Definition</b>	<b>Disbursement Amounts<sup>1</sup></b> (expressed in USD equivalent)	<b>IP Result/Activity/Task contributing directly</b>
DLI #1: Institutional readiness  Total amount 1,100,000 (expressed in USD equivalent)	DLR#1.1: Completion of Effectiveness Conditions	Disbursed when all conditions for effectiveness outlined in the legal agreements signed between the ACE hosting government and the World Ban	DLR#1.1: 600,000	1.0 Set up institutional framework for commencement of the ACE (1.1)
	DLR#1.2: Development of the Project Implementation Plan	Disbursed when detailed implementation plan of ACE is approved by the ministry in charge of higher education as part of the Performance Agreement.	DLR#1.2: 500,000	
DLI #2: Excellence in education and research capacity and development impact  Total amount 4,300,000 (expressed in USD equivalent)	DLR# 2.1 <sup>2</sup> : Timely annual implementation of the plans	Disbursement based on the achievement of at least 50% and scalable up to 85% of implementation targets in any given year. Achievement rates beyond 85% in any given year triggers a 100% disbursement of that year	DLR#2.1: 500,000 (100,000 per year)	All
	DLR #2.2: Newly enrolled students in the ACE of which at least 20% must be regional (African) students.	<b>Short-Term Courses:</b> Disbursement occurs when any course leading to qualification (certificate/diploma /degree) counts as a short-term course: 400 per male national student 500 per female national student 800 per male regional student 1,000 per female regional student.	DLR#2.2: 1,200,000	2.0
		<b>Master's:</b> Disbursement occurs when Master's students have successfully completed at least one semester: 2,500 per male national student 3,000 per female national student 4,500 per male regional student		

<sup>1</sup> This amount is the capped disbursement amount per DLR for the project period of 5 years.

<sup>2</sup> If an ACE achieves 50% of this DLR in a given year, it will receive 50% of the allocation US\$100,000 for this DLR in that year, i.e., US\$50,000. If an ACE achieves 85% of this DLR in a given year, it will receive 85% of the allocation US\$100,000 for this DLR in that year, i.e., US\$85,000. If an ACE achieves beyond 85% of this DLR in a given year, it will receive 100% of the allocation US\$100,000 for this DLR in that year, i.e., US\$100,000.

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

<b>Disbursement Linked Indicators</b> (Can trigger maximum 6 million USD equivalent )	<b>Action to be Completed</b>	<b>Definition</b>	<b>Disbursement Amounts<sup>1</sup></b> (expressed in USD equivalent)	<b>IP Result/Activity/Task contributing directly</b>
		<p>5,500 per female regional student.</p> <p><b>PhD:</b> Disbursement occurs when PhD students enroll:                      12,000 per male national student                      15,000 per female national student                      25,000 per male regional student                      30,000 per female regional student.</p> <p>Disbursement for academic accomplishment will occur upon the student’s successful completion of a Master’s program or the approval of a student’s PhD research proposal. The amount triggered will be half of the above indicated in each category, totalling for not more than 300,000.</p>		
	DLR#2.3: Accreditation of quality of education programs	<p>Disbursement occurs when a Master or PhD program is accredited by international or regional or national body (satisfactory to IUCEA and the World Bank):                      300,000 per program internationally accredited                      150,000 per program regionally accredited                      75,000 per program nationally accredited                      75,000 per program for self-evaluation (satisfactory executed according to internationally recognized standard).                      Self-evaluation and national accreditation, totalling for not more than 300,000.</p>	DLR# 2.3: 600,000	
	DLR#2.4: Partnerships for collaboration in applied research and training	<p>Disbursement occurs when MoUs are signed and accompanied by signed proposals that outline at least a two-year collaboration and partnership work-program:                      30,000 per MoU with public institutions/civil society                      40,000 per MoU with private sector/ industry                      In order to access the disbursement under this DLR minimum 1 eligible MoU with private sector must be</p>	DLR#2.4: 200,000	3.0

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

<b>Disbursement Linked Indicators</b> (Can trigger maximum 6 million USD equivalent )	<b>Action to be Completed</b>	<b>Definition</b>	<b>Disbursement Amounts<sup>1</sup></b> (expressed in USD equivalent)	<b>IP Result/Activity/Task contributing directly</b>
		approved. All MoU work programs must be satisfactory to IUCEA/World Bank.		
	DLR#2.5: Peer-reviewed journal papers or peer-reviewed conference papers prepared collaboratively with regional or international co-authors	Disbursement occurs when a paper is accepted by a peer-review journal or is an accepted peer-reviewed conference paper: 30,000 per paper accepted by a peer-reviewed journal with regional author (s) 25,000 per paper accepted by a peer-reviewed journal with international author (s) 25,000 per accepted peer-reviewed conference paper with regional author (s) 20,000 per accepted peer-reviewed conference paper with international author (s)	DLR#2.5: 300,000	7.3
	DLR#2.6: Faculty and PhD student exchanges to promote regional research and teaching collaborations	This DLR is awarded to the ACE when it hosts faculty/PhD students from other institutions or when it sends its faculty/PhD students to other institutions locally, in the region or internationally for a “period” of minimum two weeks (for teaching/research collaboration): 5,000 per “period” within the country 10,000 per “period” outside the country but within the region 8,000 per “period” for international, outside the region	DLR#2.6: 500,000	3.0
	DLR#2.7: External revenue generation	Externally generated revenue deposited into the ACE’s account from tuition fees, other student fees, sale of consultancies, joint research, fund raising and donations, or other external sources: US\$1 per externally generated US\$1 from national sources, and US\$2 per externally generated US\$1 from regional and international sources	DLR#2.7: 900,000	2.0
	DLR#2.8: Institution	The DLR will be disbursed if the ACE hosting	DLR#2.8:	2.0

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

<b>Disbursement Linked Indicators</b> (Can trigger maximum 6 million USD equivalent )	<b>Action to be Completed</b>	<b>Definition</b>	<b>Disbursement Amounts<sup>1</sup></b> (expressed in USD equivalent)	<b>IP Result/Activity/Task contributing directly</b>
	participating in benchmarking exercise	university participate in the Partnership of Applied Sciences, Engineering and Technology (PASET) benchmarking exercise	100,000	
DLI#3: Timely, transparent and institutionally reviewed Financial Management  Total amount 300,000 (expressed in USD equivalent)	DLR#3.1: Timely Withdrawal Applications supported by interim unaudited financial reports for each ACE		DLR#3.1: 75,000 (15,000 per year)	
	DLR#3.2: Functioning Audit Committee under each Eastern and Southern African Higher Education Institution		DLR#3.2: 75,000 (15,000 per year)	
	DLR#3.3: Functioning internal audit unit for each Eastern and Southern African Higher Education Institution		DLR#3.3: 75,000 (15,000 per year)	
	DLR#3.4: Transparency of financial management (audit reports, interim unaudited financial reports, budgets and Annual Work Programs are all web accessible)		DLR#3.4: 75,000 (15,000 per year)	
DLI#4: Timely and audited Procurement  Total amount 300,000 (expressed in USD equivalent)	DLR# 4.1 Timely procurement audit report for each ACE		DLR#4.1: 150,000 (30,000 per year)	
	DLR#4.2: Timely and satisfactory procurement progress report for each ACE		DLR#4.2: 150,000 (30,000 per year)	

**Note:**

- Any enrolment that occurs after 1st August, 2016 is counted towards the DLIs in the first year.
- A regional student is interpreted as a student from Africa.

## INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016

- Total disbursement is limited to the overall amount of financing for each ACE, which will be confirmed after negotiations.
- DLI amounts will be proportionately allocated based on the total financing for that ACE (18 percent for DLI#1, 72 percent for DLI #2, 5 percent each for DLI #3 and #4)
- During implementation each ACE will have flexibility to achieve education and research excellence through completing different combinations of the education and research results indicated in DLRs #2.2 – 2.7. Therefore, the amounts allocated to each DLR#2.2 – 2.7 can be adjusted downwards and upwards. But, no more than 50 percent of the original amount capped for each DLR#2.2 – 2.7 can be re-allowed. The financing allocated to DLR# 2.1 and DLR# 2.8 is not adjustable and remains fixed. All adjustments to the amount of financing per DLI and DLR, including to DLR#2.2 – 2.7, will have to be requested by the ACE, and approved by the National Steering Committee and the World Bank.

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**5.1 INSEFOODS Results Framework and Monitoring**

**Table 8. Project Development Objective (PDO):** The Project Development Objectives (PDO) for the proposed ACE II is to strengthen selected Eastern and Southern African higher education institutions to deliver quality post-graduate education and build collaborative research capacity in the regional priority areas.

PDO Level Results Indicators	Unit of Measure	Baseline	Target Values					Frequency	Data Source/ Methodology	Responsibility for Data Collection	Definition
			YR 1	YR 2	YR3	YR 4	YR5				
1. No. of new non-national students enrolled in priority areas: (i) Master's [30% of which are female] and (ii) PhD programs [30% of which are females]	No.	Masters=0 PhD=0	2 1	3 1	4 2	4 3	4 3	Annual MS=4 PhD=2	ACE Progress Reports	ACE and RFU	This indicator measures the number of African students who are not from the country hosting the particular ACE and are enrolled in Master's and/or PhD courses (for at least one semester)
2. No. of new students (national and regional) enrolled in priority areas: (i) Master's [30% of which are female] and (ii) PhD programs [30% of which are females]	No.	Masters=1 PhD=2	5 3	10 3	15 4	15 5	15 5	Annual MS=12 PhD=4	ACE Progress Reports	ACE and RFU	This indicator measures the total number of students (national and regional) enrolled in Master's and PhD programs
3. No. of collaborative research initiatives launched by the ACE	No.	3	2	3	4	4	5	Annual 4	ACE Progress Reports	ACE and RFU	This indicator measures the number of collaborative research initiatives (MoU, proposals, working papers, conference presentations) launched by the ACE
4. No. of internationally accredited education programs	No.	0	1	2	3	4	4	Annual 3	ACE Progress Reports	ACE and RFU	This indicator measures quality of program and counts the number of nationally/regionally accredited programs by a body satisfactory to Bank.
<b>Intermediate Results</b>											
1. No of faculty trained in an area relevant to the ACE-Program or organized through the ACEs [30% of which are females]	No.	1	4	5	8	10	10	Annual 7	ACE Progress Reports	ACE and RFU	This indicator measures the number of faculty who are trained in ACE relevant program by the ACE (includes faculty from partner institutions)
2. No of newly established or revised curricula (meeting labor market	No.	0	1	2	2	3	3	Annual 3	ACE Progress Reports	ACE and RFU	The curricula will have to be approved by an appropriate institutional body. To ensure the

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PDO Level Results Indicators	Unit of Measure	Baseline	Target Values					Frequency	Data Source/ Methodology	Responsibility for Data Collection	Definition
			YR 1	YR 2	YR3	YR 4	YR5				
skills)											curricula meets labor market needs, a note from external reviewers (from industry/academia) must be included.
3. Amount of externally generated revenue by the ACEs	USD	0	0	20,000	50,000	150,000	200,000	Annual 84,000	ACE Progress Report	ACE and RFU	This amount includes revenue of the ACE from tuition fees, student fees, consultancies, research, fundraising and/or other sources. This does not include government (or foreign/donor) funds.
4. Increase in internationally recognized research publications in disciplines supported by the ACE Program (in %) with regional coauthors	No.	3	5	10	15	20	25	Annual 15	Data source is International bibliometrica l databases, such as ISI Thomson Reuters and/or Scopus		This indicator records the increase in the number of research publications produced by the ACEs with regional coauthors.
5. No of partnership agreements including a 3-5 year cooperation implementation plan signed, by leaders of ACEs and partner institutions (including private sectors)	No.	2	3	3	4	4	4	Annual 4	ACE Progress Reports	ACE and RFU	Partnership agreements follow the guidelines (to be) outlined in the Project Operational Manual and are signed by academic leaders from ACE and partner institutions.

*For ease of reference, a simplified chart of annual student movements (recruitments status) will be posted on a chart at the Centre office*



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**6. DETAILED BUDGET**

**Table 9: Project Budget Year 1 – 5 (with split between JOOUST and consortium partners)**

Expenditure Category	Estimated Cost in (US\$)						
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	Total	% of total
<b>A: Budget by Activity Plan</b>							
Action Plan 1: Strengthen education capacity (excellence) and development impact	481,400	481,400	481,400	481,400	481,400	2,407,000	40.12
Action Plan 2: Strengthen research capacity (excellence)	177,000	227,587	227,587	227,587	227,587	1,087,348	18.12
Action Plan 3: Attracting regional faculty and students	128,000	128,000	128,000	128,000	128,000	640,000	10.67
Action Plan 4: Plan for national, regional and international academic partners and collaborations	59,600	20,000	19,000	19,000	19,000	136,600	2.28
Action Plan 5: Plan for management & governance	311,413	311,413	311,413	311,413	311,300	1,556,952	25.95
Action Plan 6: Sustainability	12,500	39,900	39,900	39,900	39,900	172,100	2.87
<b>TOTALS</b>	<b>1,169,913</b>	<b>1,208,300</b>	<b>1,207,300</b>	<b>1,207,300</b>	<b>1,207,187</b>	<b>6,000,000</b>	<b>100</b>
<b>B: Budget by Partners</b>							
JOOUST	954,493	1,010,604	1,009,604	1,009,604	1,009,491	4,993,796	83.23
ICIPE	33,898	30,400	30,400	30,400	30,400	155,498	15.45
NMK	22,322	19,160	19,160	19,160	19,160	98,962	1.65
JKUAT	29,244	24,194	24,194	24,194	24,194	126,020	12.52
Makerere University	32,164	29,002	29,002	29,002	29,002	148,172	2.47
Chinhoyi University	31,364	28,202	28,202	28,202	28,202	144,172	14.33
Wageningen University	15,306	15,028	15,028	15,028	15,028	75,418	1.26
Copenhagen University	25,446	25,068	25,068	25,068	25,068	125,718	2.10
Sanergy Ltd	8,772	9,094	9,094	9,094	9,094	45,148	0.75
Uga Ltd	8,452	8,774	8,774	8,774	8,774	43,548	0.73
Sigma Feeds Ltd	8,452	8,774	8,774	8,774	8,774	43,548	0.73
<b>TOTALS</b>	<b>1,169,913</b>	<b>1,208,300</b>	<b>1,207,300</b>	<b>1,207,300</b>	<b>1,207,187</b>	<b>6,000,000</b>	<b>100.00</b>
<b>Total Partner Year Budget</b>	<b>215,420</b>	<b>197,696</b>	<b>197,696</b>	<b>197,696</b>	<b>197,696</b>	<b>1,006,204</b>	
<i>Partner % of total Budget</i>	<i>18.41</i>	<i>16.36</i>	<i>16.38</i>	<i>16.38</i>	<i>16.38</i>	<i>16.77</i>	

**7. DETAILED ACTIVITY SHEET**

**Table 10.1 : Detailed Activity Sheet (1.1)**

**Key Activity** : 1.0. Strengthen education capacity (excellence) and development impact

**Time Frame** : 2<sup>nd</sup> Qtr Y1 – 20<sup>th</sup> Qtr Y5

**Sub-Activity** : 1.1. Develop new relevant multidisciplinary MSc and PhD food security curricula with regular reviews

RESULT	Students equipped with requisite knowledge and skills						
ACTIVITY	1.1. Develop new relevant multidisciplinary MSc and PhD food security curricula & regular reviews						
OUTPUT	Graduates with diversified skills: The centre will develop MSc Food Security (Food Science, Food Safety and Quality Control, Nutrition and Dietetics; Food Security and Nutrition, and Community Nutrition); MSc Entomology; and MSc Biotechnology and Develop PhD food security curriculum						
OUTPUT INDICATOR: Sound curricula established to expose the learners to skills development for relevant industry					SOURCE OF VERIFICATION: Number of developed programs		
IMPLEMENTATION MILESTONES	3 MSc and 1PhD curricula in related areas developed by 4 <sup>th</sup> Qtr, Y1						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years		Commencement: 2 <sup>nd</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5		
PRIMARY CONSTITUENTS: IUCEA, GoK and JOUST				PARTICIPANTS: JOUST-ACE Team and Partners			
ASSUMPTIONS	Develop new relevant multidisciplinary MSc and PhD food security curricula will be supported by all participants/partners and regular reviews						
FINANCIAL IMPLICATIONS	Budget from JOUST-ACE (USD)						
Budget Line Analysis		1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr		Total
1	Develop MSc Food Security; MSc Entomology; and MSc Biotechnology		3,000	3,000	3,000		9,000
2	Develop PhD food security curriculum		1000	1000	1000		3,000
TOTALS			4000	3000	4000		12,000

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**Table 10.2 : Detailed Activity Sheet (1.2)**

**Key Activity** : 1.0. Strengthen education capacity (excellence) and development impact.

**Time Frame** : 4<sup>th</sup> Qtr Y1 – 8<sup>th</sup> Qtr Y2

**Sub-Activity** : 1.2 Benchmark and obtain accreditation for MSc and PhD food security curriculum

RESULT	A curriculum meeting national educational standard						
ACTIVITY	1.2. Obtain accreditation for MSc and PhD food security curriculum						
OUTPUT	Accredited programs and curricula						
OUTPUT INDICATOR: Certificate of accreditation for the MSc and Ph.D. programme from CUE and ICUEA					SOURCE OF VERIFICATION: 1.2 Certificate of accreditation		
IMPLEMENTATION MILESTONES	1.2. Accreditation for MSc and Ph.D. programmes obtained by Y2						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 2 Years	Commencement: 4 <sup>th</sup> Qtr Y1			Completion: 8 <sup>th</sup> Qtr Y2			
PRIMARY CONSTITUENTS: GoK and JOOUST				PARTICIPANTS: JOOUST School of Agriculture Board, JOOUST BPS, CUE, IUCEA			
ASSUMPTIONS	CUE will accredit the MSc and PhD programmes on time for the commencement of the programme						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1	Certificate from CUE (3MSc and 1PhD)			12,000			12,000
2	Certificate from IUCEA-International (1 PhD)			3,000			3,000
TOTALS				15,000			15,000

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**Table 10.3 : Detailed Activity Sheet (1.3.)**

**Key Activity** : 1.0. Strengthen education capacity (excellence) and development impact.

**Time Frame** : 2<sup>nd</sup> Qtr Y1 - 20<sup>th</sup> Qtr Y5

**Sub-Activity** : 1.3. Rehabilitate and upgrade teaching and learning facilities

RESULT	Enabling environment for cutting edge research for student and staff						
ACTIVITY	1.3. Rehabilitate and upgrade teaching and learning facilities						
OUTPUT	1.3. Teaching and learning facilities infrastructure improved. By Y5, laboratories and demonstration structures would have been expanded and equipped.						
OUTPUT INDICATOR: Equipment purchased, Laboratories rehabilitated and constructed	SOURCE OF VERIFICATION: Improved Laboratory equipment, space and new laboratories; Inspection certification						
IMPLEMENTATION MILESTONES	Teaching and learning facilities rehabilitated and upgraded by Y5						
PROCUREMENT	Sole sourcing, Competitive tender						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years	Commencement: 2 <sup>nd</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5			
PRIMARY CONSTITUENTS: JOOUST ACE, CUE, GoK	PARTICIPANTS: IUCEA, Partners						
ASSUMPTIONS	Procurement procedures and processes at the JOOUST University will be strictly adhered to						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1 Rehabilitate Food science and chemistry laboratories		15,000					15,000
2 Building inspection and certification			3,000				3,000
<b>TOTALS</b>		15,000	3,000				18,000

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**Table 10.4 : Detailed Activity Sheet (1.4)**

**Key Activity** : 1.0. Strengthen education capacity (excellence) and development impact

**Time Frame** : 2<sup>nd</sup> Qtr Y1 – 16<sup>th</sup> Qtr Y4

**Sub-Activity** : 1.4. Set up a grants management scheme and allocate research funds

RESULT	A sound financial system that meets all international best practices						
ACTIVITY	1.4. Set up a grants management scheme and allocate research funds						
OUTPUT	1.4. Restrictive web-accessible audit and financial reports, annual work plan, and budgets.						
OUTPUT INDICATOR: 1.4. Web access to two published financial reports and one audit report					SOURCE OF VERIFICATION: 1.4. Published documents on JOOUST-ACE website		
IMPLEMENTATION MILESTONES	1.4. Budgets, annual work plans, audit reports, financial reports published on JOOUST-ACE website by Y5.						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 4 Years		Commencement: 2 <sup>nd</sup> Qtr Y1			Completion: 16 <sup>th</sup> Qtr Y4		
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST				PARTICIPANTS: JOOUST-ACE Team and Partners			
ASSUMPTIONS	Grants management scheme and allocation of funds will be supported by all partners						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1	Design (consultancy fee)		4000	4000	0		8000
2	Allocate funds(MSc & PhD students)				100,000		100,000
3	Stipend				53,600		53,600
TOTALS		4000	4000	153,600			159,600

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**Table 10.5 : Detailed Activity Sheet (1.5.)**

**Key Activity** : 1.0. Strengthen education capacity (excellence) and development impact

**Time Frame** : 2<sup>nd</sup> Qtr Y1 -20<sup>th</sup> Qtr Y5

**Sub-Activity** : 1.5. Strengthen ICT infrastructure for teaching and learning

<b>RESULT</b>	Provision of readily accessible information on Insects for food and feed						
<b>ACTIVITY</b>	1.5. Strengthen ICT infrastructure for teaching and learning						
<b>OUTPUT</b>	Accessibility to ICT resources for teaching, learning, research and dissemination						
<b>OUTPUT INDICATOR:</b> Availability of e-learning tools with the available broadband connection				<b>SOURCE OF VERIFICATION:</b> Number of computers and accessories procured; Broad band connectivity; Number of programs on ICT platform			
<b>IMPLEMENTATION MILESTONES</b>	1.5. ICT infrastructure established by Y5						
<b>PROCUREMENT</b>	Procure Quality computer facilities (Hardware and soft wares)						
<b>RESPONSIBILITY FOR IMPLEMENTATION</b>	Center Director & Principal Investigator/DCD						
<b>DURATION:</b> 5 Years	Commencement: 2 <sup>nd</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5			
<b>PRIMARY CONSTITUENTS:</b>			<b>PARTICIPANTS:</b>				
<b>ASSUMPTIONS</b>	Establishment of ICT resources will be supported by all participants/partners						
<b>FINANCIAL IMPLICATIONS</b>	Budget from JOOUST-ACE (USD)						
<b>Budget Line Analysis</b>	<b>1<sup>st</sup> Qtr</b>	<b>2<sup>nd</sup> Qtr</b>	<b>3<sup>rd</sup> Qtr</b>	<b>4<sup>th</sup> Qtr</b>			<b>Total</b>
1	Procure LCD Projector@60,000; laptop@50,000	60,000	50,000				110,000
2	Procure Application software@49,000; Dedicate bandwidth 10Mb@50,000	49,000					49,000
<b>TOTALS</b>		109	50,000				159,000

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**Table 10.6 : Detailed Activity Sheet (1.6)**

**Key Activity** : 1.0. Strengthen education capacity (excellence) and development impact.

**Time Frame** : 2<sup>nd</sup> Qtr Y1 – 19<sup>th</sup> Qtr Y5

**Sub-Activity** : 1.6. Advertise and admit students into MSc and PhD programmes

RESULT	Qualified students admitted into PhD and MSc programmes						
ACTIVITY	1.6. Advertise and admit students into MSc and PhD programmes						
OUTPUT	1.6. Non-national and national students admitted. Between April and June every year from 2017, a call for application will be posted on the ACE website, advertised in regional print media and sent to all partner institutions in the region in snail mail. Applications for admission will done online						
OUTPUT INDICATOR: 1.6. Admission documents for MPhil and PhD students						SOURCE OF VERIFICATION:1.6 Admission documents	
IMPLEMENTATION MILESTONES	1.6. 60 MSc students and 20 PhD students admitted by Y5						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years	Commencement: 2 <sup>nd</sup> Qtr Y1			Completion: 19 <sup>th</sup> Qtr Y5			
PRIMARY CONSTITUENTS: JOOUST-ACE,GOK,IUCEA	PARTICIPANTS: JOOUST-ACE Team and Partners						
ASSUMPTIONS	The Admissions Committee shall admit students following an open, merit-based procedure.						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1	Develop and produce brochures		2000				2,000
2	Advertise in the print media		4000				4,000
3	Advertise on the website		800				800
TOTALS			6,800				6,800

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**Table 10.7 : Detailed Activity Sheet (1.7)**

**Key Activity** : 1.0. Strengthen education capacity (excellence) and development impact.

**Time Frame** : 2<sup>nd</sup>Qtr Y1 – 20<sup>th</sup> Qtr Y5

**Sub-Activity** : 1.7. Offer required taught courses to MSc and PhD students

RESULT	Students equipped with requisite knowledge and skills						
ACTIVITY	1.7. Offer required taught courses to MSc and PhD students						
OUTPUT	1.7. Courses taught - All first year MSc students will take core units in food security before majoring in 2 <sup>nd</sup> year. PhD students will be taught advanced modules in insect science						
OUTPUT INDICATOR: Course outlines and Course evaluation forms for MSc programme. Modular presentations for the PhD programme					SOURCE OF VERIFICATION: 1.7. Course outline, Course evaluation forms		
IMPLEMENTATION MILESTONES	1.7. Offer required taught courses to MSc and PhD students by Y1						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years	Commencement: 4 <sup>th</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5			
PRIMARY CONSTITUENTS: JOOUST-ACE, CUE, GoK			PARTICIPANTS: Visiting faculty, Partner Institutions, ICUEA				
ASSUMPTIONS	Associate Faculty and Visiting Scientists will support the teaching of all academic courses and modules						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1 Visiting Scholar (travel, accommodation and honoraria costs)		15,000					15,000
TOTALS		15000					15,000



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**Table 10.8 : Detailed Activity Sheet (1.8)**

**Key Activity** : 1.0. Strengthen education capacity (excellence) and development impact.

**Time Frame** : 4<sup>th</sup> Qtr Y1 – 19<sup>th</sup> Qtr Y5

**Sub-Activity** : 1.8. Initiate and implement regional student exchanges to broaden learning Experience

RESULT	Students equipped with cross cultural and institutional learning experiences and with capacity to serve internationally						
ACTIVITY	1.8. Initiate and implement regional students exchanges to broaden learning experience						
OUTPUT	1.8 Enhanced capacity and cross cultural skills: Promotion of cross learning at JOOUST, provide an opportunity for interaction with experienced researchers, building networks and enhancement employability.						
OUTPUT INDICATOR: Students undergone exchange program					SOURCE OF VERIFICATION: Number of students on exchange program.		
IMPLEMENTATION MILESTONES	1.8. Full enhancement with cross cultural and institutional learning experiences Y5						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years		Commencement: 4 <sup>th</sup> Qtr Y1			Completion: 19 <sup>th</sup> Qtr Y5		
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST				PARTICIPANTS: JOOUST-ACE Team and Partners			
ASSUMPTIONS	All participants will be cooperative for effective monitoring and evaluation						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis		1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr		Total
1	Students: travel, accommodation and stipends per year [students airfare]				12,000		12,000
TOTALS					12,000		12,000

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**Table 10.9 : Detailed Activity Sheet (1.9)**

**Key Activity** : 1.0. Strengthen education capacity (excellence) and development impact.

**Time Frame** : 1<sup>st</sup> Qtr Y1 - 20<sup>th</sup> Qtr Y5

**Sub-Activity** : 1.9. Develop and offer relevant short courses for special groups

RESULT	Students equipped with strong conceptual, technical and analytical skills						
ACTIVITY	1.9. Develop and offer relevant short courses for special groups						
OUTPUT	Short term courses to be offered for full time, part-time or e-platform: Honoraria, accommodation, travel, consumables, certificates, preparation of training materials						
OUTPUT INDICATOR: Short course curriculum	SOURCE OF VERIFICATION: 8 short courses developed						
IMPLEMENTATION MILESTONES	8 Short courses curriculum developed by Y1						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years	Commencement: 1 <sup>st</sup> Qtr Y1		Completion: 20 <sup>th</sup> Qtr Y5				
PRIMARY CONSTITUENTS: JOUST-ACE, GoK	PARTICIPANTS: JOOUST Faculty, IUCEA						
ASSUMPTIONS	The curriculum development will be supported by all participants/partners						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1 Honoraria, accommodation, travel, consumables, certificates, preparation of training materials	2000	2000	2000	2000			8,000
TOTALS	2000	2000	2000	2000			8,000

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**Table 10.10 :Detailed Activity Sheet (1.10)**

**Key Activity** :1.0. Strengthen education capacity (excellence) and development impact

**Time Frame** : 5<sup>th</sup> Qtr Y2 - 20<sup>th</sup> Qtr Y5

**Sub-Activity** :1.10. Develop content and convert for delivery by e-learning platform

RESULT	Learning content developed and delivered on e-platform						
ACTIVITY	1.10. Develop content and convert for delivery by e-learning platform						
OUTPUT	Accessibility for teaching, learning and research						
OUTPUT INDICATOR: Enhanced communication, information sharing and learning activities					SOURCE OF VERIFICATION: Teleconferencing facility		
IMPLEMENTATION MILESTONES	Content delivered via e-platform by 5 <sup>th</sup> Qtr Y2						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 4 Years	Commencement: 5 <sup>th</sup> Qtr Y2			Completion: 20 <sup>th</sup> Qtr Y5			
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST				PARTICIPANTS: JOOUST-ACE Team and Partners			
ASSUMPTIONS	Learning content development and delivery via e-platform will be supported by all partners						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1	Preparation of content by staff		0	0	0		0
2	Conversion of the content		0	0	0		0
TOTALS			0	0	0		0

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**Table 10.11 :Detailed Activity Sheet (1.11)**

**Key Activity** : 1.0. Strengthen education capacity (excellence) and development impact

**Time Frame** : 3<sup>rd</sup> Qtr Y1 – 16<sup>th</sup> Qtr Y4

**Sub-Activity** : 1.11. Expand the existing library resources including e-resources relevant to the ACE

RESULT	Enhanced access to training and research materials						
ACTIVITY	1.11. Expand the existing library resources including e-resources relevant to the ACE						
OUTPUT	Improved Information Technology capacity and external connectivity of the library						
OUTPUT INDICATOR: Existing library resources expanded with a server and other IT devices purchased					SOURCE OF VERIFICATION: Procurement Documents		
IMPLEMENTATION MILESTONES	Existing library resources expanded by Y2						
PROCUREMENT	Sole sourcing, Competitive tender						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 4 Years	Commencement: 3 <sup>rd</sup> Qtr Y1			Completion: 16 <sup>th</sup> Qtr Y4			
PRIMARY CONSTITUENTS: IUCEA, GoK and JOUST			PARTICIPANTS: JOUST-ACE Team and Partners				
ASSUMPTIONS	Expansion of the existing library resources including e-resources will be supported by all partners						
FINANCIAL IMPLICATIONS	Budget from JOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1	Periodic subscription		25000	0			25,000
2	Book Purchases		0	51,000			51,000
TOTALS			25000	51000			76,000

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.12 :Detailed Activity Sheet (1.12)**

**Key Activity** : 1.0. Strengthen education capacity (excellence) and development impact.

**Time Frame** : 3<sup>rd</sup> Qtr Y1 - 20<sup>th</sup> Qtr Y5

**Sub-Activity** : 1.12. Broaden students' knowledge and skills through internship at advanced research institutions and industries

RESULT	Enhanced students' knowledge and skills in their respective fields of specialization						
ACTIVITY	1.12. Broaden students' knowledge and skills through internship at advanced research institutions						
OUTPUT	Enhanced knowledge base in insect in insect science and technology. The Centre will engage advanced research institutions such as KALRO, ICIPE, KEMRI aimed at broadening the knowledge and skills base of students.						
OUTPUT INDICATOR: 1.12. Enhanced knowledge and skills base of participated students					SOURCE OF VERIFICATION: 1.12. Students' internship reports		
IMPLEMENTATION MILESTONES	1.12 Organize internship for students by Y3						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years		Commencement: 3 <sup>rd</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5		
PRIMARY CONSTITUENTS: JOOUST-ACE			PARTICIPANTS: Regional and international partners				
ASSUMPTIONS	Advanced research institutions and students be supportive prior and during the period of internship						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1 Internship		0	0	0			
TOTALS		0	0	0			0

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**Table 10.13 : Detailed Activity Sheet (1.13)**

**Key Activity** : 1.0. Strengthen education capacity (excellence) and development impact.

**Time Frame** : 5<sup>th</sup> -8<sup>th</sup> Qtr Y2

**Sub-Activity** : 1.13. Provide appropriate tools for people with disabilities to access learning and research

RESULT	Enhanced teaching/learning materials used in the instructional process.						
ACTIVITY	1.13. Provide appropriate tools for people with disabilities to access learning and research						
OUTPUT	Improvement in the number of disabled and learners from marginalized communities accessing education from home.						
OUTPUT INDICATOR: Learning tools procured					SOURCE OF VERIFICATION: Number of assistive devices procured		
IMPLEMENTATION MILESTONES	Procure assistive devices for various challenges by Y2						
PROCUREMENT	Sole sourcing, Competitive tender						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 1 Year	Commencement: 5 <sup>th</sup> Qtr Y2			Completion: 8 <sup>th</sup> Qtr Y2			
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST				PARTICIPANTS: JOOUST-ACE Team and Partners			
ASSUMPTIONS	All participants will be cooperative for effective monitoring and evaluation						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1	Presence of assistive devices for various challenges						
TOTALS							0

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.14 :Detailed Activity Sheet (2.1)**

**Key Activity** : 2.0. Strengthen research capacity (excellence)

**Time Frame** : 3<sup>rd</sup> Qtr Y1 - 20<sup>th</sup> Qtr Y5

**Sub-Activity** : 2.1. Scale up MSc and PhD research in key areas in insect science and food security

RESULT	An improved research knowledge in the field of students' specialization						
ACTIVITY	2.1. Scale up MSc and PhD research in key areas in insect science and food security						
OUTPUT	2.1 Enhanced research and supervision. The Centre will fund the research work of students in food security.						
OUTPUT INDICATOR: 2.1. Students' research work funded and progress monitored					SOURCE OF VERIFICATION: 2.1 Fund remittance advice, supervisory reports		
IMPLEMENTATION MILESTONES	2.1 Fund and supervise students' research by Y3						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years		Commencement: 3 <sup>rd</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5		
PRIMARY CONSTITUENTS: JOOUST ACE			PARTICIPANTS: Associate faculty				
ASSUMPTIONS	All partners and Associate Faculty be supportive during the entire research phase						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis		1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr		Total
1	Scale up MSc and PhD research		1500	3000	1500		6,000
TOTALS			1500	3000	1500		6,000

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**Table 10.15 : Detailed Activity Sheet 2.2**

**Key Activity** : 2.0. Strengthen research capacity (excellence)

**Time Frame** : 4<sup>th</sup> Qtr Y1 - 20<sup>th</sup> Qtr Y5

**Sub-Activity** : 2.2 Expand regional and international collaborations and joint research Programmes

RESULT	Functional partnership platforms for regional and international collaboration in research						
ACTIVITY	2.2 Expand regional and international collaborations and joint research programmes						
OUTPUT	2.2. New partners engaged and existing strengthened						
OUTPUT INDICATOR: New Partnership MoUs .					SOURCE OF VERIFICATION: Partnership records		
IMPLEMENTATION MILESTONES	2.2. Establish new partnerships and strengthen existing ones in Insect research and organize stakeholders meeting by Y5						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years		Commencement: 4 <sup>th</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5		
PRIMARY CONSTITUENTS: JOOUST-ACE				PARTICIPANTS: Regional and international partners			
ASSUMPTIONS	Existing and new partners will e supportive at all stages						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis		1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr		Total
1	Regional and international collaborations	5000	5000	5000	4,600		8,000
TOTALS							19,600



**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.16 :Detailed Activity Sheet (2.3)**  
**Key Activity** : 2.0. Strengthen research capacity (excellence).  
**Time Frame** : 2<sup>nd</sup> Qtr Y1- 15<sup>th</sup> Qtr Y4  
**Sub-Activity** : 2.3. Equip and rehabilitate research laboratories for upscaling insect rearing, processing and analysis

RESULT	Enabling environment for cutting edge research						
ACTIVITY	2.3. Equip and rehabilitate research laboratories for upscaling insect rearing, processing and analysis						
OUTPUT	2.3 Existing biology laboratory will be rehabilitated with state-of-the-art facilities for cutting edge research						
OUTPUT INDICATOR: 2.3 Lab equipment purchased					SOURCE OF VERIFICATION: Procurement documents		
IMPLEMENTATION MILESTONES	2.3. Rehabilitate research labs by Y4						
PROCUREMENT	Sole sourcing, Competitive tender						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 4 Years		Commencement: 2nd Qtr Y1			Completion: 15 <sup>th</sup> Qtr Y4		
PRIMARY CONSTITUENTS: JOOUST-ACE team				PARTICIPANTS: JOOUST Procurement			
ASSUMPTIONS	Procurement procedures and processes at the University of Ghana will be strictly adhered to						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis		1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr		Total
1	Equip and rehabilitate research laboratories		20,000	20,000	10,000		50,000
TOTALS							50,000

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10. 17 : Detailed Activity Sheet (2.4)**

**Key Activity** : 2.0. Strengthen research capacity (excellence)

**Time Frame** : 2<sup>nd</sup> Qtr Y1 – 20<sup>th</sup> Qtr Y5

**Sub-Activity** : 2.4. Enhance faculty research capacity through staff development, exchange programmes and visits

RESULT	Improved staff capacity in knowledge and skills in research and publications						
ACTIVITY	2.4. Enhance faculty research capacity through staff development, exchange programmes and visits						
OUTPUT	2.4. Enhanced capacity building for faculty: This will be achieved through: setting up research grant pools to support research activities at the centre; giving staff incentives based on achievement						
OUTPUT INDICATOR: 2.4. Academic improved knowledge and skills in research.	SOURCE OF VERIFICATION: Report of skills audit						
IMPLEMENTATION MILESTONES	2.4. Full enhanced capacity by 20th Qtr, Y1-Y5						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years	Commencement: 2nd Qtr Y1			Completion: 20th Qtr Y5			
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST	PARTICIPANTS: JOOUST-ACE Team and Partners						
ASSUMPTIONS	All participants will be cooperative for effective monitoring and evaluation						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1	Travel and subsistence cost (3 persons/yr)		2,800	2,800	3,000		8,600
2	Postdoctoral fellowship (3 persons/yr x 3yrs max 6 mnths)		5,000	5,000	5,000		15,000
TOTALS		7,800	7,800	8,000			23,600

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.18 : Detailed Activity Sheet (2.5)**

**Key Activity** : 2.0. Strengthen research capacity (excellence).

**Time Frame** : 1<sup>st</sup> Qtr Y1 – 11<sup>th</sup> Qtr Y3

**Sub-Activity** : 2.5. Recruit qualified technical and support staff

RESULT	Support staff recruited with requisite knowledge and skills relevant to the ACE						
ACTIVITY	2.5. Recruit qualified technical and support staff						
OUTPUT	2.5. Technical and support staff recruited. The Centre has a well-designed incentive structure to retain recruited staff.						
OUTPUT INDICATOR: Qualified technical and support staff recruited					SOURCE OF VERIFICATION: Number of technical and support staff recruited.		
IMPLEMENTATION MILESTONES	1 Food technologist, 2 technicians and 2 support staff recruited by 15 <sup>th</sup> , Qtr Y1						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 2 Years	Commencement: 1 <sup>st</sup> Qtr Y1			Completion: 11 <sup>th</sup> Qtr Y3			
PRIMARY CONSTITUENTS: GoK and JOOUST			PARTICIPANTS: JOOUST-ACE Team and Partners				
ASSUMPTIONS	All participants will be cooperative for effective monitoring and evaluation						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1	Cost of adverts	1,000					1,000
2	salaries and allowances		1,000		6,000		7,000
TOTALS							8,000

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.19 : Detailed Activity Sheet (2.6)**

**Key Activity** : 2.0. Strengthen education capacity (excellence) and development impact.

**Time Frame** : 4<sup>th</sup>, 8<sup>th</sup>, 12<sup>th</sup>, 16<sup>th</sup> & 20<sup>th</sup> Qtrs Y1-Y5

**Sub-Activity** : 2.6. Conduct training workshops and seminars to broaden students' learning experience

RESULT	Students equipped with requisite knowledge and skills						
ACTIVITY	2.6. Conduct training workshops and seminars to broaden students' learning experience						
OUTPUT	2.6. By Y5, JOOUST ACE would have conducted training workshops aimed at broadening the knowledge and skills of participants to be abreast of current trends in Insect science.						
OUTPUT INDICATOR: Four training workshops and seminar reports				SOURCE OF VERIFICATION: workshops and seminar reports			
IMPLEMENTATION MILESTONES	Organize four training workshops and seminars to broaden students' learning experience by Y5						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years		Commencement: 4 <sup>th</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5		
PRIMARY CONSTITUENTS: JOOUST-ACE, GoK				PARTICIPANTS: MoE, Students			
ASSUMPTIONS	Collaborating partners and participants will be supportive at all stages of the training workshop						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis		1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr		Total
1	Cost of adverts and allowances				12,800		12,800
TOTALS					12,800		12,800

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10. 20 : Detailed Activity Sheet (2.7)**

**Key Activity** : 2.0. Strengthen research capacity (excellence)

**Time Frame** : 1<sup>st</sup> Qtr Y1 - 8<sup>th</sup> Qtr Y2

**Sub-Activity** : 2.7. Develop and sign MoUs with partner institutions

<b>RESULT</b>	Strengthen research infrastructure and management capacity globally through model programs in insect science						
<b>ACTIVITY</b>	2.7. Develop and sign MoUs with partner institutions						
<b>OUTPUT</b>	Partnership arrangements and networks for ACE INSEFOODS						
<b>OUTPUT INDICATOR:</b> Partnership MOU signed					<b>SOURCE OF VERIFICATION:</b> MOU documents		
<b>IMPLEMENTATION MILESTONES</b>	Partnership MOU developed and signed by 2						
<b>PROCUREMENT</b>	N/A						
<b>RESPONSIBILITY FOR IMPLEMENTATION</b>	Center Director & Principal Investigator/DCD						
<b>DURATION:</b> 2 Years		Commencement: 1 <sup>st</sup> Qtr Y1			Completion: 8 <sup>th</sup> Qtr Y2		
<b>PRIMARY CONSTITUENTS:</b> JOOUST, GoK and IUCEA				<b>PARTICIPANTS:</b> JOOUST-ACE Team and Partners			
<b>ASSUMPTIONS</b>	All participants will be cooperative for effective MOU development and signing						
<b>FINANCIAL IMPLICATIONS</b>	Budget from JOOUST-ACE (USD)						
<b>Budget Line Analysis</b>		<b>1<sup>st</sup>Qtr</b>	<b>2<sup>nd</sup>Qtr</b>	<b>3<sup>rd</sup>Qtr</b>	<b>4<sup>th</sup>Qtr</b>		<b>Total</b>
1	Legal fees	3,000					3,000
2	Travel & accommodation for council	5,000					5,000
3							
<b>TOTALS</b>		<b>8,000</b>					<b>8,000</b>

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10. 21 : Detailed Activity Sheet (2.8)**

**Key Activity** : 2.0. Strengthen research capacity (excellence).

**Time Frame** : 2<sup>nd</sup> Qtr Y1 - 20<sup>th</sup> Qtr Y5

**Sub-Activity** :2.8. Attract, retain and retool faculty in areas relevant to the ACE

<b>RESULT</b>	Faculty retooled with requisite knowledge and skills relevant to the ACE						
<b>ACTIVITY</b>	2.8. Attract, retain and retool faculty in areas relevant to the ACE						
<b>OUTPUT</b>	2.8. Faculty attracted, retained and retooled: The Centre is designed with incentive structure to retain recruited faculty. These incentives include paid accommodation, health insurance, duty vehicle, communication allowance, education and health concession for registered dependents.						
<b>OUTPUT INDICATOR:</b> 2.8. One Faculty training report.					<b>SOURCE OF VERIFICATION:</b> Faculty training report		
<b>IMPLEMENTATION MILESTONES</b>	2.8. Faculty retooled by Y5						
<b>PROCUREMENT</b>	N/A						
<b>RESPONSIBILITY FOR IMPLEMENTATION</b>	Center Director & Principal Investigator/DCD						
<b>DURATION:</b> 5 Years	Commencement: 2 <sup>nd</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5			
<b>PRIMARY CONSTITUENTS:</b> IUCEA, GoK and JOOUST			<b>PARTICIPANTS:</b> JOOUST-ACE Team and Partners				
<b>ASSUMPTIONS</b>	All participants will be cooperative for effective faculty skills enhancement						
<b>FINANCIAL IMPLICATIONS</b>	Budget from JOOUST-ACE (USD)						
<b>Budget Line Analysis</b>	<b>1<sup>st</sup>Qtr</b>	<b>2<sup>nd</sup>Qtr</b>	<b>3<sup>rd</sup>Qtr</b>	<b>4<sup>th</sup>Qtr</b>			<b>Total</b>
1	Retool staff in 4 specialized areas - [Nutrition and dietetics, food quality and safety and agricultural entomology, M&E]	8,000	8,000				16,000
<b>TOTALS</b>		8,000	8,000				16,000

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.22 : Detailed Activity Sheet (2.9)**

**Key Activity** : 2.0. Strengthen research capacity (excellence).

**Time Frame** : 2<sup>nd</sup> Qtr Y1 - 20<sup>th</sup> Qtr Y5

**Sub-Activity** :2.9. Publish in peer reviewed journals

RESULT	Research publications in recognized peer-reviewed journals						
ACTIVITY	2.9. Publish in peer reviewed journals						
OUTPUT	2.9. Research publications in recognized peer-reviewed journals. By 31.12.2020, the centre will have published in internationally recognized peer reviewed journal: This will add up to existing knowledge in the areas of insect science. The Centre will also gain international visibility as an African Centre of Excellence for contributing to the existing body of knowledge.						
OUTPUT INDICATOR: 2.9. 10 Research publication per year in peer reviewed journals					SOURCE OF VERIFICATION: Research Publications folder		
IMPLEMENTATION MILESTONES	2.9. 40 research publication by Y5						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years		Commencement: 2 <sup>nd</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5		
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST				PARTICIPANTS: JOOUST-ACE Team and Partners			
ASSUMPTIONS	Publication of peer-reviewed research findings will be supported by all participants/partners						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis		1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr		Total
1	10 Publication costs per year	2,000	3,000	5,000	5,000		15,000
TOTALS		2,000	3,000	5,000	5,000		15,000

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.23 :Detailed Activity Sheet (2.10)**

**Key Activity** : 2.0. Strengthen research capacity (excellence).

**Time Frame** : 2<sup>nd</sup> Qtr Y1 - 20<sup>th</sup> Qtr Y5

**Sub-Activity** : 2.10. Support scientific conference presentations

RESULT	Staff knowledge generation and transfer						
ACTIVITY	2.10. Support scientific conference presentations						
OUTPUT	Enhancing capacity building for faculty leading to improved knowledge and skills in research						
OUTPUT INDICATOR: 2.10. Academic improved knowledge and skills in research					SOURCE OF VERIFICATION: Report of skills audit		
IMPLEMENTATION MILESTONES	2.10. Support staff and students' conference presentations by Y5						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years		Commencement: 2 <sup>nd</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5		
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST				PARTICIPANTS: JOOUST-ACE Team and Partners			
ASSUMPTIONS	All participants will be cooperative for effective monitoring and evaluation						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis		1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr		Total
1	Transport cost, registration, subsistence cost			9,000	9,000		18,000
TOTALS				9,000	9,000		18,000



**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.24: Detailed Activity Sheet (2.11)**  
**Key Activity:** 2.0. Strengthen research capacity (excellence)  
**Time Frame:** 5<sup>th</sup> Qtr Y2 - 20<sup>th</sup> Qtr Y5  
**Sub-Activity:** 2.11. Develop insect technology incubation and skills transfer hub

RESULT	Enhanced knowledge base in insect in insect science and technology						
ACTIVITY	2.11. Carry out an implementation survey and impact assessments through participatory community outreach activities						
OUTPUT	2.11. Enhanced scientific capacity across the country and regionally						
OUTPUT INDICATOR: 2.11. Establishment of strategic regional outreach plans					SOURCE OF VERIFICATION: Number of strategic regional outreach plans developed; Number of community outreach plans developed		
IMPLEMENTATION MILESTONES	2.11. Carry out an implementation survey and impact assessments by Y3						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 3 Years	Commencement: 5 <sup>th</sup> Qtr Y2			Completion: 20 <sup>th</sup> Qtr Y5			
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST			PARTICIPANTS: JOOUST-ACE Team and Partners				
ASSUMPTIONS	Carrying out survey and impact assessment will be supported by all participants/partners						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1	Write proposal and acquire funds to develop insect technology incubation and skills transfer hub						0
TOTALS							0

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.25 : Detailed Activity Sheet (3.1)**

**Key Activity:** 3.0. Attracting regional faculty and students.

**Time Frame:** 3<sup>rd</sup> Qtr Y1 - 6<sup>th</sup> Qtr Y2

**Sub-Activity:** 3.1. Set up collaborative postgraduate programmes with other Institutions

RESULT	Model Master, PhD and Post-Doctoral fellowships programmes as well as mentorship of staff and postgraduate supervisors in Insect Science for Food and Feed						
ACTIVITY	3.1. Set up collaborative postgraduate programmes with other Institutions						
OUTPUT	Internationally modelled postgraduate programmes: The centre will collaborate in delivery of programs through formal lectures, open discussions, group work, assigned readings, tests, and examinations						
OUTPUT INDICATOR: Research organizations and equipment sharing	SOURCE OF VERIFICATION: MOU signed, number of postgraduate students in other institutions						
IMPLEMENTATION MILESTONES	16 students involved in postgraduate programmes by Y2						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 2 Years	Commencement: 3 <sup>rd</sup> Qtr Y1			Completion: 6 <sup>th</sup> Qtr Y2			
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST	PARTICIPANTS: JOOUST-ACE Team and Partners						
ASSUMPTIONS	Collaborative postgraduate programmes will be supported by all participants/partners						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1 Accommodation, travel (5 days), consumables, certificates, preparation of training materials	5,000	5,000	0	0	0		10,000
TOTALS	5,000	5,000	0	0	0		10,000

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**Table 10.26: Detailed Activity Sheet (3.2)**  
**Key Activity:** 3.0. Attracting regional faculty and students.  
**Time Frame:** 1<sup>st</sup> Qtr Y1 -16<sup>th</sup> Qtr Y4  
**Sub-Activity:** 3.2. Set up structures for student and staff support

RESULT	Enabling environment for cutting edge research						
ACTIVITY	3.2. Set up structures for student and staff support						
OUTPUT	Improved research Infrastructure: To build research infrastructure that will attract high number of regional and international faculty and high student enrolment in food security in the region						
OUTPUT INDICATOR: 3.2. Availability of equipped labs, working space and equipment	SOURCE OF VERIFICATION: Number of state-of-the-art teaching laboratories Number of state of the art laboratories						
IMPLEMENTATION MILESTONES	Office Block/conference facility set up by Y4						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 3 Years	Commencement: 1 <sup>st</sup> Qtr Y1			Completion:16 <sup>th</sup> Qtr Y4			
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST	PARTICIPANTS: JOOUST-ACE Team and Partners						
ASSUMPTIONS	Setting up structures for students and staff support will be supported all partners						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1 Office Block/conference facility	40,000	60,000					100,000
2 Guest house (20 postgraduates)							
TOTALS	40,000	60,000					100,000

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10. 27:**

**Detailed Activity Sheet (3.3)**

**Key Activity:**

3.0. Attracting regional faculty and students.

**Time Frame:**

2<sup>nd</sup> Qtr Y1 - 20<sup>th</sup> QtrY5

**Sub-Activity:**

3.3. Establish staff/student regional mentorship programme and regional working groups

RESULT	Enhanced regional mentorship, training and research programmes						
ACTIVITY	3.3. Establish staff/student regional mentorship programme and regional working groups:						
OUTPUT	3.3. Creating a critical mass of researchers to strengthen scientific leadership in sustainable Food Security at individual and institutional level for national and regional development						
OUTPUT INDICATOR: 3.3. Number of mentorship programmes and new research collaboration					SOURCE OF VERIFICATION: Number of strategic working groups		
IMPLEMENTATION MILESTONES	3.3. Design and implement mentorship programmes (Consultancy) by 20 <sup>th</sup> Qtr -Y5						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years		Commencement: 2 <sup>nd</sup> – Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5		
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST				PARTICIPANTS: JOOUST-ACE Team and Partners			
ASSUMPTIONS	Formation of strategic working groups/teams will be supported by all participants/partners						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1	Consultancy		2,000				2,000
2	Travel; subsistence and honoraria			4,000			4,000
3	Language support				4,000		4,000
<b>TOTALS</b>			2,000	4,000	4,000		10,000

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10. 28**

**Detailed Activity Sheet (3.4)**

**Key Activity:**

3.0. Attracting regional faculty and students.

**Time Frame:**

2<sup>nd</sup> Qtr Y1 - 20<sup>th</sup> Qtr Y5

**Sub-Activity:**

3.4. Develop partnerships with industry, research organization for staff and equipment sharing

RESULT	Enhanced periodical staff exchange programs and development of partnership in the teaching and research laboratories						
ACTIVITY	3.4. Develop partnerships with industry, research organization for staff and equipment sharing						
OUTPUT	Enhanced knowledge base in insect in insect science and technology. The center will establish a strong partnership to promote and expand translational science, and outreach of research outputs to provide an access for commercialization research outputs.						
OUTPUT INDICATOR: Strong partnership to promote and expand translational science established					SOURCE OF VERIFICATION: Number of industries/research organization		
IMPLEMENTATION MILESTONES	Develop partnership for staff and equipment sharing -Y5						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years	Commencement: 2 <sup>nd</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5			
PRIMARY CONSTITUENTS:				PARTICIPANTS:			
ASSUMPTIONS	Development of partnerships with industry, research organization for staff and equipment sharing will be supported by all partners						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1	Travel; subsistence; bench fee; (Costs covered under research)		2,000	3,000	3,000		8,000
TOTALS							8,000

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.29: Detailed Activity Sheet (4.1)**  
**Key Activity:** 4.0. Plan for national, regional and international academic partners and collaborations.  
**Time Frame:** 2<sup>nd</sup>, 5<sup>th</sup>, 8<sup>th</sup>, 11<sup>th</sup>, 14<sup>th</sup>, 17<sup>th</sup> & 20<sup>th</sup> Qtrs Y1-Y5  
**Sub-Activity:** 4.1. Inception meeting and workshops to form strategic working groups for collaborative teaching and research

RESULT	Integrated large scale interdisciplinary programs to intensify sharing and research collaboration with International Academic Partners.						
ACTIVITY	4.1. Inception meeting and workshops to form strategic working groups for collaborative teaching						
OUTPUT	4.1. Enhanced quality and quantity of research in insect for foods and feeds relevant to the industry						
OUTPUT INDICATOR: International workshops, conferences and seminars held; research infrastructure sharing.				SOURCE OF VERIFICATION: Inception workshop report; conference report			
IMPLEMENTATION MILESTONES	Honoraria, accommodation, travel (5 days), workshop consumables, certificates, preparation of workshop materials						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years	Commencement: 2 <sup>nd</sup> Qtr Y1		Completion: 20 <sup>th</sup> Qtr Y5				
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST			PARTICIPANTS: JOOUST-ACE Team and Partners				
ASSUMPTIONS	Formation of strategic working groups for collaborative teaching will be supported by all partners						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1 Honoraria, accommodation, travel, workshop consumables, certificates		10,000	10,000	7,200	0		27,200
TOTALS		10,000	10,000	7,200			27,200

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.30: Detailed Activity Sheet (4.2)**  
**Key Activity:** 4.0. Plan for national, regional and international academic partners and collaborations.  
**Time Frame:** 6<sup>th</sup> Qtr Y2 -20<sup>th</sup> Qtr Y5  
**Sub-Activity:** 4.2. Institutionalize faculty exchange programmes

RESULT	Improved staff capacity in knowledge and skills in research and publications						
ACTIVITY	4.2. Institutionalize faculty exchange programmes						
OUTPUT	4.2. Efficient and effective implementation of teaching, learning and processes. Faculty (5) : travel, accommodation and stipends per year (2 faculty/yr for 3 months @Ksh 600,000.00/person)						
OUTPUT INDICATOR: 7.2. Academic improved knowledge and skills in research					SOURCE OF VERIFICATION: Report of skills audit		
IMPLEMENTATION MILESTONES	4.2. Five faculty participate in exchange programmes by Y5						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 4 Years	Commencement: 6 <sup>th</sup> Qtr Y2			Completion: 20 <sup>th</sup> Qtr Y5			
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST				PARTICIPANTS: JOOUST-ACE Team and Partners			
ASSUMPTIONS	All participants will be cooperative for effective monitoring and evaluation						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1	Faculty (5) /yr for 3 months @Ksh 600,000.00/person). Apply for competitive grant						
TOTALS							0

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.31**

**Detailed Activity Sheet (4.3)**

**Key Activity:**

4.0. Plan for national, regional and international academic partners and collaborations.

**Time Frame:**

6<sup>th</sup> Qtr Y2 -20<sup>th</sup> Qtr Y5

**Sub-Activity:**

4.3. Establish and publish a high impact peer reviewed journal in insects as food and feeds

RESULT	Enhanced platform for research publications						
ACTIVITY	4.3. Establish and publish a high impact peer reviewed journal in insects as food and feeds						
OUTPUT	Register a journal name; set up an Editorial Board; signing a contract with a publishing house						
OUTPUT INDICATOR: 4.3.One peer-reviewed journal in Insect Science					SOURCE OF VERIFICATION: Contract document; Registered name		
IMPLEMENTATION MILESTONES	4.3. Publish one peer-reviewed journal in Insect Science by Y3						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 4 Years		Commencement: 6 <sup>th</sup> Qtr Y2			Completion: 20 <sup>th</sup> Qtr Y5		
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST				PARTICIPANTS: JOOUST-ACE Team and Partners			
ASSUMPTIONS	All participants will be cooperative for effective monitoring and evaluation						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1							0
TOTALS							0



**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10. 32:**

**Detailed Activity Sheet (4.4)**

**Key Activity:**

4.0. Plan for national, regional and international academic partners and collaborations.

**Time Frame:**

4<sup>th</sup> Qtr Y1 - 20<sup>th</sup> Qtr Y5

**Sub-Activity:**

4.4. Set up collaborative postgraduate, postdoctoral studies and fellowship Programmes

RESULT	Enhanced research infrastructure sharing; sustainable knowledge and technology transfer and benchmarking of international accreditation of programs						
ACTIVITY	4.4. Set up collaborative postgraduate, postdoctoral studies and fellowship programmes						
OUTPUT	Enhanced quality and quantity of research in insect for foods and feeds relevant to the industry.						
OUTPUT INDICATOR 4.4. Opportunities for visiting scholars, academic staff, researchers, staff and student exchange programs	SOURCE OF VERIFICATION: Number of new research collaborations, Number of student scholarships, Number of staff research grants						
IMPLEMENTATION MILESTONES	Integrate large scale interdisciplinary programs to intensify sharing and research collaboration by Y5						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years	Commencement: 4 <sup>rd</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5			
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST	PARTICIPANTS: JOOUST-ACE Team and Partners						
ASSUMPTIONS	All participants will be cooperative for effective monitoring and evaluation						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1 Travel and subsistence allowance; honorarium (Covered under research)							0
TOTALS							0

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.33: Detailed Activity Sheet (4.5)**  
**Key Activity:** 4.0. Plan for national, regional and international academic partners and collaborations.  
**Time Frame:** 1<sup>st</sup> Qtr Y1  
**Sub-Activity:** 4.5 Schedule a launching and inception workshop with partners

<b>RESULT</b>	Integrated large scale interdisciplinary programs to intensify sharing and research collaboration with International Academic Partners.						
<b>ACTIVITY</b>	4.5. To form strong working teams for collaborative research and teaching						
<b>OUTPUT</b>	4.5. Enhanced quality and quantity of research in insects for foods and feeds relevant to the industry.						
<b>OUTPUT INDICATOR:</b> International workshops, conferences and seminars held; research infrastructure sharing.					<b>SOURCE OF VERIFICATION:</b> Inception workshop report; conference report		
<b>IMPLEMENTATION MILESTONES</b>	Honoraria, accommodation, travel (5 days), workshop consumables, certificates, preparation of workshop materials						
<b>PROCUREMENT</b>	N/A						
<b>RESPONSIBILITY FOR IMPLEMENTATION</b>	Center Director & Principal Investigator/DCD						
<b>DURATION:</b> 1 Qtr Y1	Commencement: 1 <sup>st</sup> Qtrs Y1			Completion: 1 <sup>st</sup> Qtr Y1			
<b>PRIMARY CONSTITUENTS:</b> IUCEA, GoK and JOOUST				<b>PARTICIPANTS:</b> JOOUST-ACE Team and Partners			
<b>ASSUMPTIONS</b>	Formation of strategic working groups for collaborative teaching will be supported by all partners						
<b>FINANCIAL IMPLICATIONS</b>	Budget from JOOUST-ACE (USD)						
<b>Budget Line Analysis</b>	<b>1<sup>st</sup>Qtr</b>	<b>2<sup>nd</sup>Qtr</b>	<b>3<sup>rd</sup>Qtr</b>	<b>4<sup>th</sup>Qtr</b>			<b>Total</b>
1	Honoraria, accommodation, travel, workshop consumables, certificates	27,400	0	0	0	0	27,400
<b>TOTALS</b>							27,400

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.34: Detailed Activity Sheet (4.6)**  
**Key Activity:** 4.0. Plan for national, regional and international academic partners and collaborations.  
**Time Frame:** 3<sup>rd</sup> Qtr Y1 – 20<sup>th</sup> Qtr Y20  
**Sub-Activity:** 4.6 Participation in 2 joint regional ACE II Meetings

RESULT	Integrated large scale interdisciplinary programs to intensify sharing and research collaboration with International Academic Partners.						
ACTIVITY	4.6. Inception meeting and workshops to form strategic working groups for collaborative teaching						
OUTPUT	4.6. Enhanced quality and quantity of research in insects for foods and feeds relevant to the industry.						
OUTPUT INDICATOR: International workshops, conferences and seminars held; research infrastructure sharing.					SOURCE OF VERIFICATION: Inception workshop report; conference report		
IMPLEMENTATION MILESTONES	Honoraria, accommodation, travel (5 days), workshop consumables, certificates, preparation of workshop materials						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years		Commencement: 1 <sup>st</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5		
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST				PARTICIPANTS: JOOUST-ACE Team and Partners			
ASSUMPTIONS	Formation of strategic working groups for collaborative teaching will be supported by all partners						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1 Honoraria, accommodation, travel, workshop consumables, certificates		0	2,500	2,500	0		5,000
TOTALS							5,000

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.35: Detailed Activity Sheet (5.1)**  
**Key Activity:** 5.0. Plan for management, governance  
**Time Frame:** 1<sup>st</sup> -20<sup>th</sup> Qtr Y1 – Y5  
**Sub-Activity:** 5.1. Incorporate Management Information System (MIS) for implementing Centre's activities including a Grant Management System

RESULT	Promote sharing of information among internal and external partners to ensure efficiency and effectiveness in data management						
ACTIVITY	5.1. Incorporate Management Information System (MIS) for implementing Centre's activities including a Grant Management System						
OUTPUT	Effective and efficient service delivery						
OUTPUT INDICATOR: 5.1. Enhanced student admissions, teaching and learning, examinations and financial reporting	SOURCE OF VERIFICATION: Activities on Enterprise Resource Planning (ERP) software						
IMPLEMENTATION MILESTONES	5.1. Management Information System (MIS) fully incorporated in the Centre's activities by the 5 <sup>th</sup> year.						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Yrs	Commencement: 1 <sup>st</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5			
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST	PARTICIPANTS: JOOUST-ACE Team and Partners						
ASSUMPTIONS	5.1. Incorporation of Management Information System (MIS) into the centre's activities will be supported by all partners.						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1 Procure and implement Grant Management System	2,000						2,000
TOTALS	2,000						2,000

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10. 36: Detailed Activity Sheet (5.2)**  
**Key Activity:** 5.0. Plan for management, governance  
**Time Frame:** 1<sup>st</sup> -20<sup>th</sup> Qtr Y1 – Y5  
**Sub-Activity:** 5.2. Adopt best practices in Financial Management and Procurement

RESULT	A sound financial system that meets all international best practices						
ACTIVITY	5.2. Adopt best practices in Financial Management and Procurement						
OUTPUT	5.2. Annual financial reports submitted WACCI will prepare and submit 2 financial reports by June 30, 2015. The financial						
OUTPUT INDICATOR: 5.2. Two bi-annual financial reports					SOURCE OF VERIFICATION: ACE financial reports		
IMPLEMENTATION MILESTONES	5.2. Capacity building for best practices in financial management and procurement by 20 <sup>th</sup> Qtrs						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Yrs		Commencement: 1 <sup>st</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5		
PRIMARY CONSTITUENTS: JOOUST, GoK and IUCEA				PARTICIPANTS: JOOUST-ACE Team and Partners			
ASSUMPTIONS	All participants will be cooperative for effective monitoring and evaluation						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1	Capacity building costs for 10@15,000	5,000	5,000	3,000	2,000		15,000
TOTALS		5,000	5,000	3,000	2,000		15,000

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.37: Detailed Activity Sheet (5.3)**  
**Key Activity:** 5.0. Plan for management, governance  
**Time Frame:** 1<sup>st</sup> -20<sup>th</sup> Qtr Y1 – Y5  
**Sub-Activity:** 5.3. Establish sound fiduciary practices

RESULT	A sound financial system that meets all international best practices							
ACTIVITY	5.3. Establish sound fiduciary practices							
OUTPUT	5.3. Functioning internal audit oversight: ACE will engage the JOOUST internal audit unit in all financial procedures and transactions.							
OUTPUT INDICATOR:5.3. Evidence of pre-audit procedures on financial transactions and one comprehensive financial audit report					SOURCE OF VERIFICATION: 5.3 Remittance Advice, Audit Reports			
IMPLEMENTATION MILESTONES	5.3 Internal audit oversight ensured by 31.12.2020							
PROCUREMENT	JOOUST Internal Audit will follow due process in auditing ACE							
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD							
DURATION: 5 Yrs		Commencement: 1 <sup>st</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5			
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST				PARTICIPANTS: JOOUST Audit, JOOUST-ACE Team and Partners				
ASSUMPTIONS	JOOUST Internal Audit Directorate will follow due diligence at all stages of the audit							
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)							
Budget Line Analysis		1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	5 <sup>th</sup> Qtr	6 <sup>th</sup> Qtr	Total
1	Stakeholders training workshops	1,500	3,000	1,500	1,500			7,500
TOTALS		1,500	3,000	1,500	1,500			7,500

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.38: Detailed Activity Sheet (5.4)**  
**Key Activity:** 5.0. Plan for management, governance  
**Time Frame:** 3<sup>rd</sup>, 8<sup>th</sup>, & 13<sup>th</sup> Qtrs Y1-Y3  
**Sub-Activity:** 5.4. Procure and maintain vehicles

RESULT	An effective means of travel provided for student’s visit to research sites						
ACTIVITY	5.4. Procure and maintain vehicles						
OUTPUT	5.4. Effective means of travel provided for student’s visit to research sites. car] will be procured at a cost of USD 39,500 and 500 each to facilitate students’ travels to research sites.						
OUTPUT INDICATOR: 3vehicles procured and maintained by Y5					SOURCE OF VERIFICATION: 5.4. Procurement Document, Registration Documents		
IMPLEMENTATION MILESTONES	Procurement of car by Y1						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: Y1 – Y3		Commencement: 3 <sup>rd</sup> Qtr Y1			Completion: 13 <sup>th</sup> Qtr Y3		
PRIMARY CONSTITUENTS: ACE-JOOUST				PARTICIPANTS: JOOUST Procurement Unit,			
ASSUMPTIONS	JOOUST Procurement Unit will facilitate the entire procurement process						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis		1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr		Total
1	Procure a vehicle [double cabin pick-up)			39,500			39,500
2	Maintenance of the vehicles (fuel and servicing)			500			500
TOTALS				40,000			40,000

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.39**

**Detailed Activity Sheet (5.5)**

**Key Activity:**

5.0. Plan for management, governance

**Time Frame:**

1<sup>st</sup> -20<sup>th</sup> Qtr Y1-Y5

**Sub-Activity**

5.5. Centre operations

RESULT	Effective and efficient operation of centres activity						
ACTIVITY	5.5. Centre operations						
OUTPUT	Functioning ACE under the university						
OUTPUT INDICATOR: Accessories and Stationaries availed					SOURCE OF VERIFICATION: Computer accessories; stationary; service delivered		
IMPLEMENTATION MILESTONES	5.5. Centre staff recruited and trained by 31.09.2019						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years	Commencement: 1 <sup>st</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5			
PRIMARY CONSTITUENTS: JOOUST ACE			PARTICIPANTS: Associate faculty, JOOUST				
ASSUMPTIONS	JOOUST will be supportive at all stages of the process						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1 Stationeries & Communication	3,500	2,500	2,500	2,500			11,000
2 Computer accessories/maintenance	3,500	2,500	2,500	2,500			11,000
3 Hospitality & office maintenance	202	500	500	500			1702
<b>TOTALS</b>	<b>7,202</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>			<b>23,702</b>



**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.40**

**Detailed Activity Sheet (5.6)**

**Key Activity:**

5.0. Plan for management, governance.

**Time Frame:**

1<sup>st</sup> -20<sup>th</sup> Qtr Y1-Y5

**Sub-Activity:**

5.6. Centre Staff

RESULT	Centre staff recruited and designated incentive structure for ACE						
ACTIVITY	5.6. Recruit and train Centre staff						
OUTPUT	5.6. Centre staff recruited, trained and assigned duties.						
OUTPUT INDICATOR: 5.6 Four centre staff recruited and trained					SOURCE OF VERIFICATION: Staff records and training report		
IMPLEMENTATION MILESTONES	5.6 Salaries for Centre staff up to 20 <sup>th</sup> Qtr Y5						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years		Commencement: 1 <sup>st</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5		
PRIMARY CONSTITUENTS: JOOUST ACE				PARTICIPANTS: Associate faculty, JOOUST			
ASSUMPTIONS	JOOUST will be supportive at all stages of the process						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis		1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr		Total
1	Travel and training costs, salaries and benefits, advertisement	27,311	49,500	49,500	49,500		148,811
TOTALS		27,311	49,500	49,500	49,500		148,811

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10. 41 : Detailed Activity Sheet (5.7)**

**Key Activity** : 5.0. Plan for management and governance

**Time Frame** : 1<sup>st</sup> -4<sup>th</sup> Qtr Y1

**Sub-Activity** : 5.7. Put in place governance framework, financial management, administrative, procurement, monitoring and evaluation procedures and systems

RESULT	Availability of a legal framework for carrying out the three ACE objectives for Sustainable Use of Insects as Food and Feed						
ACTIVITY	5.7. Put in place governance framework, financial management, administrative, procurement, monitoring and evaluation procedures and systems						
OUTPUT	5.7. Review Committee established; Management and Administrative team established; ACE account opened; Financial Management and Procurement procedures formulated.						
OUTPUT INDICATOR: 5.7. Review Committee established; ACE Organogram developed; a Financial Management and a Procurement manual developed; an ACE project bank account opened					SOURCE OF VERIFICATION: 5.7 Minutes of RC meetings; ACE organogram; ACE project bank account details; Financial Management and Procurement manuals		
IMPLEMENTATION MILESTONES	5.7. Establish governance framework, financial management, administrative and procurement procedures and systems by Y1						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 1 year	Commencement: 1 <sup>st</sup> Qtr Y1			Completion: 4 <sup>th</sup> Qtr Y1			
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST	PARTICIPANTS: JOOUST-ACE Team and Partners						
ASSUMPTIONS	All participants will be cooperative for effective, governance, financial management, and monitoring and evaluation						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1	Review committee	5,000					5,000
2	Open ACE Bank Account	100					100
3	Review & develop Financial management and Procurement procedures	7,450	5,000	5,000	5,000		22,450
4	Develop monitoring & evaluation procedures & systems	7,450	5,000	5,000	5,000		22,450
<b>TOTALS</b>		20,000	10,000	10,000	10,000		50,000

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.42 : Detailed Activity Sheet (5.8)**  
**Key Activity : 5.0. Plan for management and governance**  
**Time Frame : 1<sup>st</sup>-20<sup>th</sup> Qtr Y1-Y5**  
**Sub-Activity : 5.8. Schedule and hold ACE implementation team meetings**

RESULT	A transparent project implementation process and a solid platform for taking corrective measures against set objectives						
ACTIVITY	5.8. Schedule and hold ACE implementation team meetings						
OUTPUT	5.8. Minutes of meetings. Forty implementation team meetings will be held between Qtr 1 and 4 in the first year of the project						
OUTPUT INDICATOR: 5.8. Forty six (46) ACE implementation meetings held per year					SOURCE OF VERIFICATION: 5.8 Record of minutes		
IMPLEMENTATION MILESTONES	5.8 230 ACE implementation meetings held by Y5						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years	Commencement: 1 <sup>st</sup> Qtrs Y1			Completion: 20 <sup>th</sup> Qtr Y5			
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST				PARTICIPANTS: JOOUST-ACE Partners			
ASSUMPTIONS	All participants will be cooperative for effective ACE implementation						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1	Centre meetings	100	100	100	4,100		4,400
2	Centre Advisory Board (CAB) (15 pple, 1 meeting/yr, Return tickets (15 people)				20,000		20,000
TOTALS		100	100	100	24,100		24,400

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.43 : Detailed Activity Sheet (5.9)**

**Key Activity** : 5.0. Plan for management and governance

**Time Frame** : 1<sup>st</sup> – 20<sup>th</sup> Qtr Y1-Y5

**Sub-Activity** : 5.9. Schedule and hold ACE Monitoring and Evaluation (M&E) Meetings

RESULT	A transparent basis for measuring actual performance against set objectives and monitoring for continues progress and improvement						
ACTIVITY	5.9. Schedule and hold ACE M&E meetings						
OUTPUT	5.9. Hold internal and external M&E meetings between 4 <sup>th</sup> Qtr Y1 and December 20 <sup>th</sup> Qtr Y5 to monitor adherence to set objectives, and monitor performance for continuous progress and improvement.						
OUTPUT INDICATOR: 5.9. Internal and External ACE M&E meetings held	SOURCE OF VERIFICATION: 5.9. Record of minutes, M&E Fact Sheet						
IMPLEMENTATION MILESTONES	5.9. Conduct 10 internal M&E (quarterly) and Conduct 2 external M &E (mid-term and final) by Y5						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years	Commencement: 1 <sup>st</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5			
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST	PARTICIPANTS: JOOUST-ACE Team and Partners						
ASSUMPTIONS	All participants will be cooperative for effective monitoring and evaluation						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1	Conduct 10 Internal M&E (quarterly)	5000	5000	5000	5000		20,000
2	Conduct external M&E (mid- term and final for a team).			12000			12,000
TOTALS		5000	5000	172000	5000		32,000

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.44 : Detailed Activity Sheet (5.10.)**

**Key Activity** : 5.0. Plan for management and governance

**Time Frame** : : 1-20 Qtr Y1-Y5

**Sub-Activity** : 5.10. Design, host and manage a custom website for the centre

<b>RESULT</b>	Strengthened ICT infrastructure and software for teaching, learning and research and New e-learning tools deployed.						
<b>ACTIVITY</b>	5.10. Design, host and manage a custom website for the centre						
<b>OUTPUT</b>	5.10. Enhanced communication, information sharing and learning activities. Accessibility to ICT resources for teaching, learning, research and dissemination						
<b>OUTPUT INDICATOR:</b> Availability of custom website with e-learning tools	<b>SOURCE OF VERIFICATION:</b> Number of computers and accessories procured; Broad band connectivity; Number of programs on ICT platform						
<b>IMPLEMENTATION MILESTONES</b>	5.10. Custom website designed and ICT infrastructure established by 31.12.2020						
<b>PROCUREMENT</b>	N/A						
<b>RESPONSIBILITY FOR IMPLEMENTATION</b>	Center Director & Principal Investigator/DCD						
<b>DURATION:</b> 5 Years	Commencement: 1 <sup>st</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5			
<b>PRIMARY CONSTITUENTS:</b> IUCEA, GoK and JOOUST	<b>PARTICIPANTS:</b> JOOUST-ACE Team and Partners						
<b>ASSUMPTIONS</b>	Establishment of ICT resources will be supported by all participants/partners						
<b>FINANCIAL IMPLICATIONS</b>	Budget from JOOUST-ACE (USD)						
<b>Budget Line Analysis</b>	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			<b>Total</b>
1 Design and develop the website (50)	500						500
2 Operationalize the website	1,500	1,000	1,000	1,000			4,500
<b>TOTALS</b>							5,000

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.45 : Detailed Activity Sheet (5.11)**  
**Key Activity** : 5.0. Plan for management and governance  
**Time Frame** : 1-20 Qtr Y1-Y5  
**Sub-Activity** : 5.11. Promote the Centre (Marketing)

RESULT	Local, regional and international recognition						
ACTIVITY	5.11 Promote the Centre						
OUTPUT	5.11 Enhanced information sharing in Insect science and sustainability of the centre						
OUTPUT INDICATOR: Promotion materials on the website centre					SOURCE OF VERIFICATION: Brochures		
IMPLEMENTATION MILESTONES	The centre promoted by Y5						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years	Commencement: 1 <sup>st</sup> Qtrs Y1			Completion: 20 <sup>th</sup> Qtrs Y5			
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST				PARTICIPANTS: JOOUST-ACE Team and Partners			
ASSUMPTIONS	Promotion of the centre will be supported by all participants/partners						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1	Develop marketing strategy	2,500					2,500
2	Develop promotional materials	2,500	1,000	1,000	1,000		5,500
<b>TOTALS</b>		<b>5,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>		<b>8,000</b>

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.46:**

**Detailed Activity Sheet 6.1**

**Key Activity:**

6.0. Plan for management, governance and sustainability.

**Time Frame:**

1<sup>st</sup> -20<sup>th</sup> Qtr Y1 -Y5

**Sub-Activity:**

6.1. Generate revenue from internal and external sources (student fees, government subsidies, consultancies, income generating activities from selling products and services from centre activities)

RESULT	Sustained Centre of Excellence						
ACTIVITY	6.1 Generate revenue from internal and external sources						
OUTPUT	6.1. Enhanced capacity for sustainability of the center: Incubation centers, enterprises and generated revenue						
OUTPUT INDICATOR: 6.1. Revenue generated internally and externally	SOURCE OF VERIFICATION: Records of internally and externally generated revenue by the ACE						
IMPLEMENTATION MILESTONES	Amount of revenue internally and externally by the ACE						
PROCUREMENT	N/A						
RESPONSIBILITY FOR IMPLEMENTATION	Center Director & Principal Investigator/DCD						
DURATION: 5 Years	Commencement: 1 <sup>st</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5			
PRIMARY CONSTITUENTS: IUCEA, GoK and JOOUST	PARTICIPANTS: JOOUST-ACE Team and Partners						
ASSUMPTIONS	Donors will buy into the vision of JOOUST-ACE.						
FINANCIAL IMPLICATIONS	Budget from JOOUST-ACE (USD)						
Budget Line Analysis	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr			Total
1	Consultancies			1,500			1,500
2	Fees			2,000			2,000
3	Commercial technologies			1,000			1,000
TOTALS				4,500			4,500

**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.47 : Detailed Activity Sheet (6.2)**

**Key Activity** : 6.0 Sustainability.

**Time Frame** : 1<sup>st</sup>-20<sup>th</sup> Qtr Y1- Y5

**Sub-Activity** : 6.2. Support faculty to submit three major grant applications

<b>RESULT</b>	Increased research in insect science and publications in recognized peer-reviewed journals						
<b>ACTIVITY</b>	6.2. Grant proposals submitted						
<b>OUTPUT</b>	6.2. This will add up to existing knowledge in the areas of insect science. The Centre will also gain international visibility as an African Centre of Excellence for contributing to the existing body of knowledge.						
<b>OUTPUT INDICATOR:</b> 6.2. 10 Research publication per year in peer reviewed journals					<b>SOURCE OF VERIFICATION:</b> Research Publications folder		
<b>IMPLEMENTATION MILESTONES</b>	6.2. 40 research publication by Y5						
<b>PROCUREMENT</b>	N/A						
<b>RESPONSIBILITY FOR IMPLEMENTATION</b>	Center Director & Principal Investigator/DCD						
<b>DURATION:</b> 5years	Commencement: 1 <sup>st</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5			
<b>PRIMARY CONSTITUENTS:</b> IUCEA, GoK and JOOUST				<b>PARTICIPANTS:</b> JOOUST-ACE Team and Partners			
<b>ASSUMPTIONS</b>	Publication of peer-reviewed research findings will be supported by all participants/partners						
<b>FINANCIAL IMPLICATIONS</b>	Budget from JOOUST-ACE (USD)						
<b>Budget Line Analysis</b>	<b>1<sup>st</sup>Qtr</b>	<b>2<sup>nd</sup>Qtr</b>	<b>3<sup>rd</sup>Qtr</b>	<b>4<sup>th</sup>Qtr</b>			<b>Total</b>
1	Incentives for grant making teams	1,000	500	500	500		2,500
2	Submission of grants	100	150	150	100		500
<b>TOTALS</b>							3,000



**INSEFOODS IMPLEMENTATION PLAN 17TH MAY 2016**

**Table 10.48 :Detailed Activity Sheet (6.3)**

**Key Activity** : 6.0 Sustainability.  
**Time Frame** : 1<sup>st</sup> -20<sup>th</sup> Qtr Y1-Y5  
**Sub-Activity** : 6.3. Support PhD and MSc students to apply for small student grants from international agencies to support their research, attendance & presentations at meetings

<b>RESULT</b>	Student knowledge generation and transfer						
<b>ACTIVITY</b>	6.3. Support scientific conference presentations						
<b>OUTPUT</b>	Enhancing capacity building for students leading for improved knowledge and skills in research						
<b>OUTPUT INDICATOR:</b> 6.3. Academic improved knowledge and skills in research					<b>SOURCE OF VERIFICATION:</b> Report of skills audit		
<b>IMPLEMENTATION MILESTONES</b>	6.3. Support staff and students' conference presentations by Y5						
<b>PROCUREMENT</b>	N/A						
<b>RESPONSIBILITY FOR IMPLEMENTATION</b>	Center Director & Principal Investigator/DCD						
<b>DURATION:</b> 5years		Commencement: 1 <sup>st</sup> Qtr Y1			Completion: 20 <sup>th</sup> Qtr Y5		
<b>PRIMARY CONSTITUENTS:</b> IUCEA, GoK and JOOUST				<b>PARTICIPANTS:</b> JOOUST-ACE Team and Partners			
<b>ASSUMPTIONS</b>	All participants will be cooperative for effective monitoring and evaluation						
<b>FINANCIAL IMPLICATIONS</b>	Budget from JOOUST-ACE (USD)						
<b>Budget Line Analysis</b>		<b>1<sup>st</sup>Qtr</b>	<b>2<sup>nd</sup>Qtr</b>	<b>3<sup>rd</sup>Qtr</b>	<b>4<sup>th</sup>Qtr</b>		<b>Total</b>
1	Transport cost, registration, subsistence cost	1,000	1,500	1,500	1,000		5,000
<b>TOTALS</b>		1,000	1,500	1,500	1,000		5,000