

Work Plan & Annual Activities for the Financial Year 2020/2021

Flagship Focus/ Activity	KP Indicators/ Target	Budget available	In-kind contribution by	Q1			Q2			Q3			Q4		
				July	A	S	O	N	D	J	F	M	A	M	J
FLAGSHIP PROGRAMME: TAGDev: Transforming African Agricultural Universities for Africa's Growth and Development															
Objective: To transform African agricultural universities and their graduates to better respond to developmental challenges through enhanced application of science, technology, business and innovation for rural agricultural transformation															
Expected Outcomes:															
<ul style="list-style-type: none"> • Skilled, adaptive and pro-active graduates responsive to labor market needs • Universities more actively engaged with community and industry in teaching, research and outreach 															
Flagship Programme Activities 2020-2021															
1.1 Design and roll-out online adapted academic training programmes at early adopter universities	<ul style="list-style-type: none"> • At least five academic programmes; two at Egerton University and two at Gulu University are translated into online adapted programmes • Egerton University and Gulu University deploy the developed academic programmes and processes in the training of students • Kabale University to develops an online program in agro studies 	30,600													
1.2 Support continued professional development of University and TVET Staff in entrepreneurship to strengthen the entrepreneurial acumen and skills in TVET institutions and Universities	<ul style="list-style-type: none"> • At least three trainings for TVET institutions are organised in Kenya and Uganda and other African countries • At least three RUFORUM Universities receive a retooling training in entrepreneurship through a virtual or physical medium 	33,000													
1.3 Support a TVET Institutional review in Kenya and Uganda pending the lifting of travel ban in Kenya and Uganda	<ul style="list-style-type: none"> • Roll out training of community based ag advisors (Pig value chain curriculum at Baraka Agricultural College finalized); • Lessons for improvement of TVET curriculum delivery with emphasis on quality of graduates, linkage with industry and with Universities 	27,000													
1.4 Recruit students to complete graduate studies in agricultural sciences in Gulu University, Uganda and Egerton University, Kenya	<ul style="list-style-type: none"> • At least 30 MSc students recruited, bringing to total 80 students. • On- going students monitored • 4 Specialized skills enhancement training for selected universities and students undertaken 	2,512,490													
1.5 Support community action research teams of supported students and faculty at each university to engage with communities and strengthen commodity value chains for smallholder farmers	<ul style="list-style-type: none"> • 16 on- going CARP projects effectively monitored / Adapt and mainstream COVID related processes • Technologies, Innovations and Management Practices (TIMPs) emerging clearly documented • Monthly meetings/ quarterly reports. • Family farmer activities under FAO LOA 	3,222,450													
1.6 Support the development, scaling-up and documentation of commercialisable innovations emerging from agribusiness incubation centers for greater impacts	<ul style="list-style-type: none"> • Two new RECAP grants awarded • 14 student groups of 5 awarded receive US\$ 5,000 to implement hands On business incubation training at Gulu University and Egerton, USSEIN and Mbarara University as an experiential learning activity with private sector institutions identified to support each teams • All student enterprises affected by COVID-19 receive technical backstopping, mentorship to facilitate their re- entry into business 	302,530													

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1.7 Support Universities to pursue partnerships with industry to spin out start-ups based on commercializable research outputs and knowledge products	• At least 10 products developed by universities transitioning into start ups supported by the private sector	320,000														
1.8 Support Student field attachment to communities and mentorship for Cohort I, II, III and IV undergraduate and Cohort II and III post-graduates	• 120 undergraduates in Cohort I & II placed for internships in the respective countries • 10 Postgraduates in Cohort II& III undertake field attachment Programme	284,000														
1.9 Provide additional psychosocial support and learning options for continuing students to enable them manage the COVID-19 pandemic	• Mentorship provided to the students • Review of additional support to students • Online learning and thesis supervision options provided • Psychosocial support provided to students on monthly basis	126,280														
1.10 Document, synthesize and share lessons emerging from the TAGDev programme	• At least 15 publications released and shared															
1.11 Support development of an updated version of the 2007 World Bank publication entitled <i>Cultivating Knowledge and Skills to Grow African Agriculture: A Synthesis of an Institutional, Regional, and International Review</i>	• Revised book packaged and ready for printing															
1.12 Completion of the Mid term review of the TAGDEV program	• Midterm review report discussed and concluded with all stakeholders including RUFORUM and Mastercard Foundation															
1.13 Support Feasibility Study for Youth employment, entrepreneurship and agro-innovation development in Uganda.	• Consultant identified and engaged to undertake the Study • Feasibility Study report approved by BADEA and Governments	270,000														
FLAGSHIP PROGRAMME: RANCH: Regional Anchor Universities for Higher Agricultural Education.																
Objective: To facilitate and escalate setting up networks of linked universities with relevant high-level skills and standards of conduct in the field of agricultural and STI education, research, innovation and learning.																
Expected Outcomes																
<ul style="list-style-type: none"> • Regional Anchor Universities with capacity to address the regional agricultural transformation challenges, including the design and strengthening of research programs in key gaps areas • High impact, demand-driven research outputs and innovations 																
Flagship Programme Activities 2020-2021																
2.1 Identify African universities to serve as Centers of excellence for leadership in strategic thematic areas, promote regional specialization and collective action among participating universities in areas that address specific common regional development challenges	At least 3 proposals written to support funding for at least one Universities to serve as Regional Anchor Universities															

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2.2 Implement the RUFORUM Academic Research Chairs initiative to attract and retain outstanding scholars and scientists, and train the next generation of science leaders for the agricultural sector	At least one Research Chair established in One RUFORUM Member University															
FLAGSHIP PROGRAMME: CREATE: Cultivating Research and Teaching Excellence																
Objective: To realign universities' research and teaching functions into a more integrated model with a focus on problem solving and enhancing the capacity of the entire university academic practice and outreach system																
Expected Outcomes																
<ul style="list-style-type: none"> • University scholarship and instruction that is grounded in the academic principles of research and evidence, enables students to excel academically, and supports a campus-wide culture that values, fosters, and rewards continuous improvement in teaching and learning • High impact infrastructure, novel curricula approaches, cutting-edge research and teaching facilities and highly skilled faculty 																
Flagship Programme Activities 2019-2020																
3.1 Facilitate Academic Staff Development (ASD) Graduate Teaching Assistantship (GTA) programs	<ul style="list-style-type: none"> • At least 42 GTA placements facilitated • Continued support for 133 continuing GTAs • At least 30% of member universities participating in GTAs • At least 5 GTAs graduate • At least 20% of the GTAs progress to the research phase • Psychosocial support extended to the GTA 	440,125	3,500,000													
3.2 Support Regional Academic Mobility for academic and administrative Staff in Africa to promote access to quality academic programmes, strengthen inter-regional, inter-cultural exchange and collaboration in the field of higher agricultural education and research	<ul style="list-style-type: none"> • At least 40 Student and Staff exchanges supported • At least 5 universities participating in Staff Exchange 	303,125														
3.3 Support participation of women in science and technology-related training and research activities in all institutions benefiting from RUFORUM schemes	<ul style="list-style-type: none"> • Support the convening of the Fourth Forum for Women Vice Chancellors in Africa (FAWoVC) • 50% of female staff and students recruited on the Carnegie Post Doc fellowship Program • At least 2 proposals focusing on women in science written to potential funders 	303,125														
3.4 Provide opportunities for Doctoral training to increase the pool of science, technology and innovation (ST&I) leaders in Africa with a focus of fragile states	<ul style="list-style-type: none"> • At least 40 Doctoral research grants awarded • At least 10 PhD students graduate 	336,822														
3.5 Support post graduate training and research for small and fragile states	<ul style="list-style-type: none"> • At least 50 additional students supported • At least 30 students/staff from small and fragile States supported to undertake graduate education 															

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3.6 Support students share research findings, obtain mentorship support and skills enhancement	<ul style="list-style-type: none"> Online communication media exploited to link students to mentorship support. At least 30 student research articles published. Mentorship programme developed. <p style="text-align: right;">Psychosocial support plan</p>														
3.7 Support RUFORUM Post- Doctoral Fellows undertake thematic research to strengthen agri-food systems, inclusivity and environmental sustainability	<ul style="list-style-type: none"> Ten new Postdoc Fellowships awarded. Postdoc Fellows and students assisted to profile outputs emerging from their respective research areas 	303,125													
3.8 Support thematic research to strengthen agri-food systems, inclusivity and environmental sustainability	<ul style="list-style-type: none"> Eight Research grants awarded to support research under the RUFORUM-Global Research Alliance on Agricultural Greenhouse Gases initiative 	560,000													
FLAGSHIP PROGRAMME: K-Hub: Knowledge Hub for University Networking, Partnership and Advocacy															
<p>Objective: To facilitate collaboration amongst RUFORUM member institutions and affiliates using up to date information to make substantial structural changes in the way Higher Agricultural Education is organized and operated</p> <p>Expected Outcomes</p> <ul style="list-style-type: none"> Greater access to information and knowledge by all stakeholders facilitated by an open access portal with multiple functionalities and systems Knowledge products that inspire RUFORUM, universities and other stakeholders towards finding sustainable and well researched solutions and impact Regular events around common interests to share and use information, knowledge, best practice experiences and evidence <p>Utilise existing structure and formulate response to emerging disruptions to the HAE sector such as COVID-19</p>															
Flagship Programme Activities 2019-2020															
4.1 Organize national forum meetings to link universities (students and staff) to national agricultural innovation system actors for demand articulation and exposure to the needs of the sector	<ul style="list-style-type: none"> National Forum guidelines reviewed taking into consideration the effects imposed by COVID 19 At least two National Forums convened in Kenya and Uganda either through online or face-to-face mechanisms. At least two National Higher Education Days held 	106,107													
4.2 Intergrate RUFORUM online platforms to facilitate and enhance systematic access to information. These platforms include: Higher Agricultural Education Capacity Indicators portal and database, Online Impact Portal and platform, Ideas Bank, Management Information System, Knowledge Repository, Website and Blog, and digital communication and social media platforms	<ul style="list-style-type: none"> Information emerging from the RUFORUM Network disseminated easily through inter- linked communication platforms. The RUFORUM higher education capacity indicator platform revamped and expanded to cover more universities 	54,399													
4.3 Foster dialogues on emerging global issues for collective action together with specific focus groups for a needs-oriented network.	At least ten RUFORUM webinar convenings held	5,000													

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4.4 Facilitate the establishment of customised user-friendly Virtual Learning Environments - "Moodle Platforms" to enable universities provide relevant and practical training using the latest electronic means to deliver and enhance the student learning experience	• RUFORUM Moodle platform revamped and functional.	24,480													
4.5 Facilitate universities to create knowledge platforms, knowledge hubs and knowledge management units to better respond to the knowledge demand by their stakeholders and partners	<ul style="list-style-type: none"> • ICT readiness of Member Universities in light of the covid 19 pandemic assessed and linked to the RUFORUM data hub. • Development of online educational resources initiated for sharing • In collaboration with UM6P, co-facilitate the development/review/strengthening of Eight Masters courses for online and face to face course delivery 	9,180													
4.6 Develop a dynamic database of technologies emerging from RUFORUM supported research grants and other initiatives	<ul style="list-style-type: none"> • Technologies database updated on a quarterly basis • Create online realtime and offline technologies database versions 	32,520													
4.7 Strengthen knowledge use through dissemination of knowledge products and services, providing easy-to-access on time information and using specific feedback mechanisms to gauge client satisfaction.	<ul style="list-style-type: none"> • Four new Publications of the African Journal of Rural Development released. • Three new issues of the RUFORUM Working Document Series published. • New publications of the RUFORUM Weekly (52) and Media Monitoring Extracts (52) shared. • At least 4 volumes of Voices from the field published (including Post Docs, GTA, TAGDev) 	74,869													
PROGRAM SUPPORT – Technical, administrative and logistical support															
<p>Objective: To enhance the relevance, legitimacy and viability of RUFORUM as a continental Higher Agricultural and STI network and effectiveness of its members to collaborate for implementing its programs and be held accountable for results</p> <p>Expected Outcomes</p> <ul style="list-style-type: none"> • A governance structure and processes that provide effective stewardship and oversight • A facilitative, effective and efficient management structure and systems for program elaboration, implementation, and responsibility for results and their quality. 															
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5.1 Convene Governance meetings to guide the network in designing operating models to ensure that the network is effective to meet the strategic objectives of Vision 2030	<ul style="list-style-type: none"> At least one meeting of each one of the RUFORUM Governance organs held either virtually or face-to-face 2020 AGM discussed and held Plan the convening of the 2021 Triennial Conference 	146,367													
5.2 Support broker alliances and partnerships to assist universities establish delivery networks for scaling-up research outputs, knowledge products and innovations	<ul style="list-style-type: none"> Establish and formalize at least five partnerships with private sector organisations for capacity development, business incubation and acceleration and co- creation of innovations; Establish/strengthen partnership with African Union Commission, European Union, Regional Economic Commissions, and National Governments for strengthening universities engagement in development processes; Strengthen engagement with TVET Institutions, rural youth organisations, farmer organisations and other community based organisations; Deepen partnership with Sub Regional Organisations and other Higher Education Networks for joint capacity building and research in agriculture and related sciences; Expand and scale out the partnership with GCIAR for joint capacity building and research in agriculture and related sciences 	29,927													
5.3 Facilitate the growth of organisations to deliver products and services to end users by attracting new member universities	<ul style="list-style-type: none"> At least five new member Universities admitted The West African Node established and operationalised in Benin 														
5.4 Convene dialogues to advocate for political commitment to support and increase investment in higher agricultural education, science, technology and innovation	<ul style="list-style-type: none"> At least two high level policy dialogue convenings held 	100,000													
5.5 Recruit a dedicated specialist team of managers and programme leadership professionals with knowledge, skills and experience to lead, provide advice and support the network of universities	<ul style="list-style-type: none"> At least two additional staff recruited including one Technical Specialist and Executive Assistant to the Executive Secretary 														
5.6 Undertake Annual internal and external audits	<ul style="list-style-type: none"> Internal and External audit of 2019/2020 financial year undertaken 	65,000													
5.7 Support University research teams successfully submit at least 10 proposals to support university-level activities	<ul style="list-style-type: none"> At least 10 proposals prepared and submitted 	10,000	50,000												
5.8 Prepare and submit at least 10 proposals to support implementation of the RUFORUM Vision 2030	<ul style="list-style-type: none"> At least 10 proposals prepared and submitted 	19,713													
5.9 Recurrent Secretariat operations while mainstreaming operations in line with Covid 19	<ul style="list-style-type: none"> At least 33 Secretariat employees sustained Maintenance of office structures including utilities Other operations 	2,009,766													