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February 26, 2019

Dr. Hulda Shaidi Swai
Center Leader
Africa Center for Research, Academic Teaching and Sustainability (CREATES)
Nelson Mandela African Institution of Science & Technology
Tanzania

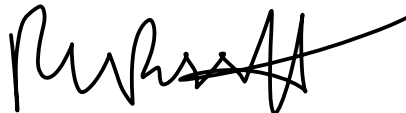
Dear Dr. Swai

Subject: Approval of Annual Work Plan (AWP) for CREATES, Nelson Mandela African Institution of Science & Technology, FY 2019, under Eastern and Southern Africa Higher Education Centers of Excellence Project (ACE II)

Thank you for the submission of the Annual Work Plan (AWP) by your center for implementation of the Project for **Fiscal Year 2019**. IUCEA and the World Bank team have reviewed the AWP and found it satisfactory. For targeted suggestions, please reflect on the feedback provided (see Annex) to strengthen your current work plan and consider similar guidelines for planning the next AWP. Further, we note the overall lack of action on the part of National Steering Committees (NSC) for ACEII and request that each center incorporate into the AWP the hosting of the NSC meetings on a rotational basis. Subject to incorporation of these comments, we have no objection to the AWP.

We thank the Center Leaders and their team for their commitment towards establishing regional center of excellence aimed at improving the quality of education in the region and planning a strategic action plan to fulfill this commitment. We look forward to your center successfully meeting the proposed targets aimed at building institutional capacity to provide quality post-graduate education and conduct high quality applied research, as well as building collaborative networks and partnerships. Please contact me at rbassett@worldbank.org or Kaboko Mathus Nkahiya at knkahiya@worldbank.org if you have any questions.

Sincerely,



Roberta Malee Bassett, Task Team Leader
Eastern and Southern Africa Higher Education Centers of Excellence (ACE II)

ANNEX: Report on the assessment of Annual Work Plan 2019

Collaborating Centre for Research, Evidence, Agricultural Advancement & Teaching Excellence & Sustainability (CREATES)

Nelson Mandela African Institution of Science & Technology, Tanzania

AWP 2019

Reviewed on December 9, 2018

	Check items	Comments
1	AWP should include: 1) activity description 2) output 3) budget 4) type of expenditure (goods, works, consultancies, operating costs) 5) link to DLIs 6) responsible unit 7) time table	<ul style="list-style-type: none">• The AWP has the following: Component, Sub-component, Action Plan, Objective, Justification, Output, DLIs, DLRs, Estimated budget, Responsible Unit and implementation timeline (time table).• Type of expenditures for goods, consultancies, operating costs are outlined in the AWP.• The activities have linked to DLIs.
2	Activities and outputs aligned with priorities and contribute to the achievement of results and DLIs.	<ul style="list-style-type: none">▪ Yes, the activities and outputs are aligned with priorities and contribute to the achievement of results and DLIs.
3	Within budget though frontloading in the early years may be encouraged.	<ul style="list-style-type: none">• There is frontloading of budget for AWP for CREATES for 2019 with a total budget of \$1,616,500.
4	Works to stay within 25 percent of overall ACE budget.	<ul style="list-style-type: none">▪ There are no works to be done. Hence no budget for works.
5	Procurement of vehicles to be reasonable (one vehicle and one van maximum per ACE)	<ul style="list-style-type: none">▪ There is no budget for purchase of vehicles.
6	Staffing support cost to be reasonable, and capacity building or staff development and training included	<ul style="list-style-type: none">▪ Staffing support cost is for salaries for staff including the driver is \$ 173,500 and capacity building through training of CREATES staff as demonstrated in the Staff Development Plan is \$69,000). Total is \$242,500 which is reasonable.
7	Partnership cost may deserve a more careful review (overall within project, it must be 15% of total)	<ul style="list-style-type: none">▪ The budget invested in national, regional and international partnerships is \$ 45,000 (Facilitate development of writing grants for \$20,000 and hold partnership meetings with International academic partners for \$25,000). The total partnership cost of \$45,000 is 2.8 % of total budget.▪ It is recommended to put more budget in partnership activities and include details of each budget lines in relationship to the outputs.

8	AWP should have attachments: 1) procurement plan, 2) staff development plan 3) any relevant plan for the new course development (i.e. market survey, consultation, standards, technical workshop, review by university senate, etc.)	<ul style="list-style-type: none"> ▪ The AWP has the following: a Procurement plan, Staff Development plan and an activity to develop and run new short courses.
9	Any “big cost” items, which will require extra TA from RFU and WB (i.e. accreditation, program development, partnership, main civil works, procurement of labs, etc.)	<ul style="list-style-type: none"> ▪ Probably the “big cost” budget is \$ 200,000 to Off-set tuition fees, stipends and research funds for students. ▪ The budget is reasonable to enable students to accomplish their studies.
10	<i>Other items in the AWP that need attention.</i>	<ul style="list-style-type: none"> ▪ Overall it is a well written AWP. ▪ It is recommended to include more activities to attract national and regional students.