



**THE UNITED REPUBLIC OF TANZANIA
NATIONAL AUDIT OFFICE**



**MANAGEMENT LETTER ON THE AUDIT OF SPECIAL PURPOSE FINANCIAL STATEMENTS AND COMPLIANCE
AUDIT OF SOKOINE UNIVERSITY OF AGRICULTURE FOR THE SOUTHERN AFRICAN CENTRE FOR
INFECTIOUS DISEASE SURVEILLANCE- AFRICA CENTRE OF EXCELLENCE FOR INFECTIOUS
DISEASES OF HUMANS AND ANIMALS IN EAST AND SOUTHERN AFRICA PROJECT FOR
FINANCIAL YEAR ENDED 30 JUNE 2021**

PROJECT ID: P151847

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December 2021

ML/PA/SACIDS/SUA/2020/21

Mandate

The statutory mandate and responsibilities of the Controller and Auditor General are provided for under Article 143 of the Constitution of the URT of 1977 (as amended from time to time) and in Section 10 (1) of the Public Audit Act, Cap 418 [R.E 2021].

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- ✓ Providing technical advice to our clients on operational gaps in their operating systems;
- ✓ Systematically involve our clients in the audit process and audit cycles; and
- ✓ Providing audit staff with adequate working tools and facilities that promote independence.



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Ref: ML/SACIDS/SUA/2020/21

December 2021

Vice Chancellor,
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**MANAGEMENT LETTER ON THE SPECIAL PURPOSE FINANCIAL STATEMENTS AND COMPLIANCE
AUDIT OF SUA FOR THE SOUTHERN AFRICAN CENTRE FOR INFECTIOUS DISEASE
SURVEILLANCE - AFRICA CENTRE OF EXCELLENCE INFECTIOUS DISEASES OF
HUMANS AND ANIMALS IN EAST AND SOUTHERN AFRICA (SACIDS-ACE)
PROJECT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2021**


I have completed the audit of the Southern African Centre for Infectious Disease Surveillance - African Centre of Excellence (SACIDS ACE II) implemented by Sokoine University of Agriculture (SUA) for the year ended 30 June 2021 and I am pleased to forward you this management letter.

This letter serves to bring to your attention the observations and recommendations made during the audit for action. The detailed audit findings presented in this management letter were communicated to the management of SUA during the exit meeting held on 20 August 2021 in which they were discussed and agreed upon. Management responses have been considered in the preparation of this management letter in accordance with Regulation 86 of the Public Audit Regulations, GN No. 47/2009.

During the audit, I also conducted relevant audit procedures to evaluate the effectiveness of the internal controls relating to the operation of SUA.

I expect that the Management of SUA has procedures to take appropriate actions regarding the audit findings and recommendations raised in this Management Letter.

I wish to express my appreciation to the management of SUA for the cooperation and assistance extended to the audit team during the audit.


Salhina M. Mkumba

For: Controller and Auditor General

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ABBREVIATIONS

CAG	Controller and Auditor General
DLIs	Disbursement Linked Indicators
DLRs	Disbursement Linked Results
IDA	International Development Association
IFR	Interim Financial Reports (IFR) and
ML	Management Letter
NSC	National Steering Committee
PAD	Project Appraisal Document
TZS	Tanzania Shillings
USD	United States Dollar

SUMMARY OF KEY AUDIT FINDINGS AND RECOMMENDATIONS

I have completed the audit of the special purpose financial statements and compliance with legislations of SUA for the Southern African Centre for Infectious Disease Surveillance - Africa Centre of Excellence Infectious Diseases of Humans and Animals in East and Southern Africa (SACIDS-ACE) Project for the financial year ended 30 June 2021. The audit was conducted in accordance with Article 143 of the Constitution of the United Republic of Tanzania of 1977 (as amended from time to time) and Sect.10 of the Public Audit Act, CAP 418 (R.E. 2021). I present below is a summary of key audit findings:

i. Inadequate implementation of the annual activities and targets

During the year under review, the project had 35 activities that were approved to be implemented by the management of SUA. However, up to 30 June 2021, only two (2) activities (5.7 %) were implemented, while 30 activities (85.7 %) were under implementation, and three activities (8.6%) were not implemented.

Recommendation

I recommend that management speed up implementation of the project activities within the agreed time and ensure timely release of funds from relevant authorities.

ii. Non compliance with DLI and DLR to delay in receiving a project funds

Disbursement of SACIDS funds is triggered by the attainment of DLIs and DLRs. DLI number 4 is concerned with timely auditing of procurement and satisfactory procurement progress report of which its attainment of it will lead for the project to obtain USD 300,000. My assessment of the project performance towards the attainment of DLI results noted that SUA SACIDS project had not received any amount relating to DLI number 4 due to untimely auditing of procurement since the start of the projects in 2016.

Recommendation

I recommend that management ensure the attainment of all DLI on time for the timely release of funds.

INTRODUCTION, SCOPE AND METHODOLOGY

I have completed the audit of the special purpose financial statements and compliance with legislations of SUA in connection with SACIDS - ACE II for the financial year ended 30 June 2021. The audit was conducted in accordance with Article 143 of the Constitution of the United Republic of Tanzania of 1977 (as amended from time to time) and Section 10 of the Public Audit Act, CAP 418 (R.E 2021).

The audit included a review of financial transactions, internal controls and operations only to the extent considered necessary for the adequate performance of the audit to form an opinion as to whether the financial statements were prepared fairly in all material respects in accordance with the requirement financing agreements.

Also, the audit included a review of the effectiveness on internal controls relating to the procurement of works, goods and services in order to obtain reasonable assurance on whether or not SUA for had complied with the provisions of the Public Procurement Act, 2011 (Amended 2016) and its Regulations of 2013 (as amended in 2016) in implementing SACIDS - ACE II.

The audit was carried out in accordance with the International Standards of Supreme Audit Institutions (ISSAIs) and other audit procedures as were deemed appropriate under the circumstances. Specific attention was placed on accountability of revenues collected/received, expenses, custody, disposal, issue and proper use of public property and compliance with the applicable laws, directives and instructions.

My findings should not be regarded as representing a comprehensive statement of all the weaknesses that exist in the financial and managerial systems or on identifying all improvements which could be made to the systems and procedures operated.

PROJECT KEY INFORMATION

The critical information about the background of the SACIDS - ACE II project is summarised in Table 1.

Table 1: Project Key Information

S/n	Facts Element	Facts Details
1.	Name of the Financer International Development Association (IDA) - World Bank	World Bank and Government
2.	Nature of Financing Loan & Co-funding (GOT and Donor)	Loan
3.	Agreed Amount	USD 6 million Credit Agreement with the International Development Association (IDA)
4.	Government Contributions as per signed agreement	Nil
5.	Date/Period when the government signed the Agreement	28 July 2016
6.	Life Span of Projects	Five-year project starting from 2016 to March 2021.
7.	Changes in project operation time frame	No-cost extension up to 31 December 2023
8.	Changes in Financing	None
9.	Main Objective	<ul style="list-style-type: none">a. Strengthening Africa Centers of Excellence in Regional Priority Areasb. Capacity-Building Support to Africa Centers of Excellence through Regional Interventionsc. Facilitation, Coordination and Administration of Project Implementation
10.	Project Beneficiaries	<ul style="list-style-type: none">a. Students in participating universities and their partner institutions across Eastern and Southern Africa will benefit from high quality education and training in regional priority areas;b. Employers in targeted sectors/industries will have greater access to high quality/skilled personnel, results of applied research, and scientific knowledge for productivity improvement; as well as knowledge partners (including companies, governmental or non-governmental organisations) will use research produced by the ACEsc. Communities in which the ACEs reside will benefit from improved educational and research outreach of the ACEs,

		<p>particularly primary and secondary schools and students;</p> <p>d. faculty and staff in the ACEs will benefit from improved teaching and research conditions and professional development opportunities;</p> <p>e. Regional institutions such as EAC and SADC will benefit from the improved capacity of the ACEs;</p> <p>f. Faculty and students in STEM and other priority-sector disciplinary areas will benefit from exchange visits, collaborative teaching and research, and other knowledge-sharing activities across the ACEs organised by the ACE II Regional Facilitation Unit¹⁹; and</p> <p>g. ACE hosting universities will benefit from the strengthened capacity of their ACEs, and quality improvement measures, including benchmarking with other institutions initiated under the project.</p>
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1.0 FINANCIAL OVERVIEW

During the year under audit, there were total funds available of USD 2,012,681 to implement the SACIDS - ACE II activities, which included an opening balance of USD 520,582. Up to 30 June 2021, the project had spent USD 1,370,725, equivalent to 68.10 %, as summarised in Tables 2 and 3 below:

Table 2: Financial performance

Details	Amount (USD)
Opening balance as at 1/7/2020	520,582
Add: Funds received during the year	1,492,099
Total Funds available during the year	2,012,681
Less: Total Expenditure for the year	1,370,725
Balance carried down as at 30/06/2021	641,956

Source: SACIDS Cashbook & Bank statements

Table 3: Summary of funds received

Date	Received from	Receipt No	Amount (USD)
18/06/2021	IDA	1671842	844,288
06/07/2020	TIDES ENDING PANDEMIC	1581984	77,943
26/08/2020	KOREA CENTERS FOR DISEASE CONTROL	1587877	58,230
26/08/2020	KOREA CENTERS FOR DISEASE CONTROL	1610590	1
31/08/2020	IUCEA	1629189	19,190
17/09/2020	IUCEA	1629193	19,190
18/11/2020	International Centre of Insect Physiology and Ecology-ICIPE	1612550	107,965
21/11/2020	TIDES ENDING PANDEMIC	1640740	83,110
25/11/2020	ASM-America Society for Microbiology	1633835	59,990
04/12/2020	VRIJE UNIVERSITY	1641155	6,680
29/12/2020	KOREA CENTERS FOR DISEASE CONTROL	1638406	26,824
27/02/2021	ENDING PANDEMIC	1656248	5,235
04/03/2021	ROYAL VETERINARY COLLAGE	1658452	41,010
15/03/2021	IUCEA	1656179	33,590
31/03/2021	AMERICAN SOCIETY FOR MICROBIOLOGY	1660183	30,464
08/04/2021	AMERICAN SOCIETY FOR MICROBIOLOGY	1667770	18,182
22/04/2021	AMERICAN SOCIETY FOR MICROBIOLOGY	1667771	6,490
13/05/2021	AMERICAN SOCIETY FOR MICROBIOLOGY	1671840	1,063
07/06/2021	IUCEA	1671840	33,590
23/06/2021	AMERICAN SOCIETY FOR MICROBIOLOGY	1669496	19,064
Total			1,492,099

Source: Cashbook receipts and bank statement 2020/21

2.0 FOLLOW UP OF PREVIOUS YEAR'S AUDIT RECOMMENDATIONS

The implementation status of the previous year's audit recommendations is as summarised in Table 4 below:

Table 4: Implementation Status of Previous Year's Audit Recommendations

Status	No. of Recommendations	%
Implemented	4	67
Under implementation	0	0
Not Implemented	0	0
Reiterated	2	33
Overtaken by events	0	0
Total	6	100

Source: Auditors' assessment of the previous year's recommendations

Generally, the implementation status is not satisfactory owing to the inadequate management follow-up to address the outstanding audit recommendations. Management needs to fully implement all exceptional audit recommendations and address the underlying issues causing recurring recommendations. The detailed status of the implementation of these recommendations is shown in **Appendix I**.

3.0 CURRENT YEAR'S AUDIT FINDINGS AND RECOMMENDATIONS

3.1 Budget Formulation and Implementation

3.1.1 Inconsistency between annual project budget and budget in the vote book accounting system

Clause 1 B of schedule 2 of the credit agreement number 5799-TZ between the United Republic of Tanzania and the International Development Association dated 28 July 2016 requires the recipient of credit in cooperation with the Eastern and Southern African Higher Education Institutions to prepare and furnish to the Association a program of activities proposed for inclusion in the project during the following fiscal year including (a) a detailed timetable and budget for sequencing and implementation of said activities; (b) the types of expenditures required for such activities; and (c) planned procurement methods for expenditures not later than 30 November in each calendar year during Project implementation.

Furthermore, Para 23 of the Project Appraisal Document (PAD) 1436 requires ACEs to follow guidelines, procedures and policies issued by their Universities that consider, in some cases, guidelines/regulations and Acts of their respective governments.

SUA uses Vote Book accounting system to record receipts and payments. The system controls all receipts and payments and ensures they are in accordance with the budget and allocated funds inserted in the Vote Book accounting system during the financial year.

From the review of the figures entered into the budget for 2020/21 in the vote book system against the annual SACIDS project budget, I noted that the project's work plan/budget was prepared with reference to Disbursement Linked Indicators (DLIs) and Disbursement Linked Results (DLRs) for each item. However, in the Vote Book Accounting system, the items were based on the strategic objectives and targets. In addition, there was no link between the inserted Budget cost centre ID and the actual DLIs and DLRs.

Furthermore, the annual plan had an estimation of USD 1,800,253.58, while the budget figure in the Vote Book system had estimates of USD 1,149,672 (USD 540,751 and TZS 1,424,875,391 approximate to USD 608,921 at a rate of TZS 2,340/USD) for USD and TZS account respectively.

Cause

The project work plan and budget were prepared based on a calendar year basis, while the university budget in the vote book system was prepared per government fiscal year.

Implications

- i. Project funds are at risk of being used for unplanned activities as there might be inadequate controls to ensure that all payments in the accounting system are linked with the approved budget for project activities.
- ii. Also, the budget may not be used as a monitoring tool for expenditures.

Recommendation

I recommend that management complies with the requirements of the Project Appraisal Document and SUA financial guidelines by applying budgetary controls within the Vote Book accounting system and ensuring that the approved action plan is detailed and inserted in the Vote Book System.

Management response

The ACE project's work plan and budget are prepared on a calendar year basis as per directions of the World Bank, while the Financing Agreements directs each ACE to prepare its annual financial statements and reports on a fiscal basis. This affects the calendar year's work plan, and the budget coincides not with the daily operating budget (fiscal year's budget in the vote book system), which follows fiscal arrangement. In turn, the calendar year and fiscal shares only six months of the work plan and budget. The difference noted had already been communicated to relevant authorities/bodies involved in the management of the programme.

Audit comment

Management responses have been noted, but I insist on aligning the annual budget with the financial year.

3.2 Physical Performance and Contract Management

3.2.1 Inadequate implementation of Annual Activities and Targets

During the year audit, I noted that the project had approved 35 activities to be implemented. However, up to the year-end 30 June 2021, two (2) activities equivalent to 5.7 per cent were implemented while 30 activities equivalent to 85.7 % were under implementation, and three (3) activities equivalent to 8.6 % were not implemented, as shown in Table 5. Details implementation status of activities are shown in Appendix II

Table 5: Implementation status of activities from approved AWP 2020/21

Details	Number of activities	Percentage
Activities fully implemented	2	5.7
Activities partially implemented	30	85.7
Activities not implemented	3	8.6
Total	35	100

Source: Implementation status matrix 2020/21

Cause

Delay in releasing funds.

Implication

Delay in achieving project plans per the agreed time.

Recommendation

I recommend that management speed up the implementation of project activities within the agreed time and ensure the release of funds from the relevant authorities.

Management response

The management agrees with the observation where none or a low pace of implementation resulted from delayed receipt of funds disbursed. Efforts and communication are being made to ensure that the anomalies noted are cleared. Further, the ACE Project management has also rescheduled the delayed activities to be incorporated in the subsequent work plan and budget.

Audit comment

Management response has been noted for follow up during the next audit

3.3 Internal controls and governance issues**3.3.1 Delays in renewing of staff contracts**

SACIDS Local Account expenditures records show that on 30 June 2021, the project made payment of professional allowances (salaries) amounting to TZS 29,934,720 to SACIDS staff for the month of April 2021, as detailed in **Table 6**. However, these payments were made to members of staff who performs normal duties without contracts due to delays in renewing the staff contracts.

Table 6: Payment of professional allowance without contract

Pay Date	Voucher No	Payee ID	Cheque No	Trans code	Code Amount (TZS)
30/06/2021	1304	1463/0003	000836	21113126	1,712,180
30/06/2021	1305	1463/0004	000835	21113126	1,077,340
30/06/2021	1306	1463/0009	000841	21113126	5,116,900
30/06/2021	1307	1463/0018	000837	21113126	5,288,000
30/06/2021	1308	1463/0006	000840	21113126	6,870,360
30/06/2021	1309	1463/0010	000838	21113126	4,581,940
30/06/2021	1310	1463/0008	000839	21113126	5,288,000
Total					29,934,720

Cause

Delayed renewal of contracts.

Implications

- i. The project funds may be spent on paying allowances for duties not performed as per contract.
- ii. Delay in renewing staff contracts may lead to difficulty in evaluating staff performance.

Recommendation

I recommend that management ensure that staff contracts are reviewed on time to avoid payment without contracts.

Management response

The Project Management is aware of the requirements of the stated amounts paid to staff who assumed responsibilities to undertake the assignments in April 2021 after their contract had ended in March 2021. The contracts were renewed in May 2021 after a thorough scrutiny of necessary contractual details. Next time, the management will follow up to ensure that staff contracts are renewed on time.

Audit comment

Management response has been noted for future follow up.

3.3.2 Delays in the retirement of imprest amounting to TZS 17,866,000

Para 10.9 (v) of SUA's Financial Regulations 2018 requires imprests to be accounted for within fourteen days after the task for which imprests were advanced has been accomplished. Failure to do so amounts to a breach of the Financial Regulations and therefore, the following measures have to be taken against the defaulter: (a) recovery of the fund from his salaries or other emoluments or any other amount due to him without notice. (b) No refund on the deducted amount. (c) Charge of interest on the outstanding amount at a rate of 5% p.a.

However, review of imprest noted outstanding imprest amounting to TZS 17,866,000 as shown in **Table 7** that had not been retired up to the time of finalising this audit on 30 October 2021.

Table 7: Unretired imprest

Payee ID	Issue Date	Voucher No	Amount	Due Date	Balance (TZS)
1463/0011	02/06/2021	1290	3,066,000	02/07/2021	3,066,000
204/0019	17/03/2021	1221	6,545,000	17/04/2021	6,545,000
1463/0020	25/02/2021	1207	4,920,000	25/03/2021	4,920,000
804/0006	05/09/2020	1013	3,335,000	05/10/2020	3,335,000
Total					17,866,000

Source: Imprest register & Journal Vouchers

Cause

Inadequate controls over imprest management.

Implication

Delay in retirements of imprests may increase the risk of misappropriation of the Project funds

Recommendation

I recommend that management:

- (a) Ensure imprests issued to employees are cleared within the specified period, and no further imprest is issued to any holder of an outstanding imprest.
- (b) Further, deductions for unretired imprest be made from salaries of staff who do not comply with the requirements of the above-cited financial regulation.

Management response

Management has continued to follow up with the staff to ensure that the outstanding imprests are retired in time. The noted imprests were undertaken between March and early June 2021, and its activities had been accomplished in the subsequent financial year.

Audit comment

Management response has been noted for future follow up.

3.4 Compliance with procurement and project laws, terms and conditions

3.4.1 Non compliance with DLI and DLR to delay in receiving a project funds

The attainment of DLIs and DLRs triggers the disbursement of SACIDS funds. The DLI number 4 on timely and audited procurement will lead to obtain the amount of USD 300,000. The indicator is reflected by DLR 4.1 on the timely procurement audit, which triggers the sum of USD 150,000 (USD 30,000 per year) and DLR 4.2 on the timely and satisfactory procurement progress report for each ACE USD 150,000 (USD 30,000 per year).

However, from the assessment of the project performance towards the attainment of DLI results, I noted that the SUA SACIDS project had not received any amount relating to DLI number 4 regarding time and auditing of procurement since the start of the projects in 2016; as a result, the project has not met criteria for receiving USD 300,000 from the financier.

Cause

Failure by the management to submit a timely procurement audit report detailing procurement practices and a timely and satisfactory progress report on the procurement practices.

Implication

The university has been missed a total of USD 300,000 due to failure to comply with DLI number 4.

Recommendation

I recommend that management ensure it attains all DLI on time for the timely release of funds.

Management response

The Project Management has been working to ensure that all deliverables stated in the Project Appraisal Document and Annual Work Plans and Budgets are accomplished as planned. Based on the noted issues, the following had been done:

- (a) Management had engaged PPRA auditors for their review and opinion with regard to the initial three years of the project where PPRA did the task and issued a report which was also tabled and approved in the Steering Committee meeting held on August 2021. The meeting approved the release of USD 90,000 (USD 30,000 for each year). The PPRA report and the minutes of the Steering Committee have been attached for verification.
- (b) Management had prepared a progress report with regard to procurement and submitted to the World Bank for approval. The World Bank has returned the report with few comments for resubmission. The management is working on the comments for resubmission before November 2021.

Audit comment

Management response has been noted for future follow up.

4.0 ACKNOWLEDGEMENT

I wish to express my appreciation to the management of SUA for the cooperation extended to the audit team during the course of the audit. I hope that such a good working relationship will be extended to my audit teams in future audits.

APPENDICES

Appendix I: Implementation status of previous years audit recommendations up to the year ended 30 June 2020

Financial year	Para	Summary of audit observation	Audit recommendation	Management response/Reported action by management	Auditor's comments on the assessment of the outstanding matter	Status
2018/19	2.2.5	2.2.5 Shortfall in funds disbursement upon conduct of independent verification report	I recommend that management maintain records and have on hand the informed information for decision making to mitigate and avoid such amiss observed during the verification, and also the requirement should be embedded on the joining instruction.	The anomalies noted by the independent verifier (Techno polis) were addressed through re submission of facts such as the situation where the independent verifier could not locate graduate students over the phone and the project management ensured that, the respective students are found and their evidences submitted as a proof of existence.	The verification was done by Techno polis. The report is available and verified.	Implemented
2019/20	3.1.1	3.1.1 Budget controls not applied during project implementation	I recommended that management comply with the requirement of the PAD and SUA financial guidelines by applying budgetary controls within the Vote Book accounting system and ensure that there is consistency between timing for preparation of the project action plan and the financial year to be audited.	The project is operated under budgetary controls after installation of the Government Financial Statistics (GFS) and operationalisation of MUSE system.	The project started to use GFS Code and operationalisation of MUSE system but still there issue of timing of preparation of budget and financial year.	Reiterated

Financial year	Para	Summary of audit observation	Audit recommendation	Management response/Reported action by management	Auditor's comments on the assessment of the outstanding matter	Status
2019/20	3.1.2	3.1.2 Delays in Transfer of Funds Amounting to USD 938,279	I recommended that management and the Ministry of Education and Vocational Training through the NSC ensure the review and submission of information regarding the achievement of the project results is timely done, for timely release of funds from the World Bank (WB).	The Project Management is still following up with relevant authorities to ensure that the funds are received on time for better implementation of project's activities	I recommend that management make follow up to relevant authority but still there are delays in release of funds	Reiterated
2019/20	2.1.1	2.1.1 Payments Made through wrong expenditure codes USD. 22,286.92	I recommended that management ensure payments are charged to approved and appropriate expenditure codes in future, also adjust the wrongly charged payments in the system.	The wrong coding arose as a result of changes in Chart of Accounts where SUA adopted the GFS Chart of Accounts issued by the Government which resulted into a mix up between the existed and the newly adopted expenditure codes. The project management rectified the codes as per auditors' recommendations and availed the rectified file for clearance.	The management rectified the codes by adopting and use GFS Code	Implemented
2019/20	3.3.1	3.3.1 Performance Appraisal of SACIDS employees not Conducted	I recommended that Chief Human Resource Officer and the Center Leader ensure that employees' performances are	The project staff are appraised using the centrally managed OPRAS done by SUA management and recommendations forwarded	The project staff are appraised by using the centrally managed OPRAS done by SUA	Implemented

Financial year	Para	Summary of audit observation	Audit recommendation	Management response/Reported action by management	Auditor's comments on the assessment of the outstanding matter	Status
			appraised after every six months as stipulated under clause 11 of the contract and the standing order for public service, 2009.	to relevant authorities for appropriate action		
2019/20	3.3.2	3.3.2 Interim Financial Reports (IFR) and Implementation Work Plan (IWP) not Published on SACIDS Website which Leads to non-disbursement of USD 15,000	I recommended that management comply with the project appraisal document, project operational manual, and finance agreement by publishing financial management report on ACE website.	The project's reports are now published in the SACIDS website, for instance audited financial statements (http://www.sacids.org/news/sacids-ace-financial-audited-statements-ending-June-2020/21)	The project's reports are now published in the SACIDS website	Implemented

Appendix II: Implementation Status Matrix

S/n	Planned Outputs (Task /Key Activities)	Planned Completion Date	Actual Completion Date	Status as of end of May 2021
Action Plan 1: Learning Excellence				
1.2.1	Engage ICT specialist	Y5Q4	-	<i>Ongoing.</i> ICT Specialist engaged in Y1Q1 and in place
1.3.1	Facilitate MPhil/Res-MSc Students attachment at partners' institutions	Y5Q1	-	<i>Not achieved.</i> Activity revised, attachments for only PhD students
1.5.1	Organise PhD students' attachment and travel to partners institutions	Y5Q1	-	<i>Partially achieved.</i> <ul style="list-style-type: none"> • Attachments organised in Years 2 and 3 • Years 4 and 5 affected by COVID-19 interference and restrictions
1.11.1	Maintenance of equipment	Y5Q4		
1.12	Engage laboratory manager	Y5	Y5Q4	<i>Achieved.</i> Modified to Laboratory Technologist. Engaged in Y4Q4.
1.13	Engage training and research support officer	Y5	Y5Q4	<i>Achieved.</i> Engaged in Y1Q1 and ongoing
1.14	Purchase of Project vehicles			<i>Not achieved.</i>
Action Plan 2: Research Excellence				
2.9	Publish research findings	Y5Q4	-	<i>Ongoing.</i> 156 peer reviewed journal papers
2.10	Attend and present papers in Scientific Conferences	Y5Q4	-	<i>Ongoing.</i>
2.11	Monitor progress of Postdoctoral fellows, PhD, MSc and MPhil/Res-MSc students	Y5Q4	-	<i>Ongoing.</i>

S/n	Planned Outputs (Task /Key Activities)	Planned Completion	Actual Completion	Status as of end of May 2021
2.12	Organise travel for faculty from partner institutions (national, regional or international) for supervision and mentorship	Y5Q4	-	Ongoing.
Action Plan 3: Quality Assurance				
3.2	Organise Management Board/Board of Trustees meetings	Y5Q1	-	Ongoing. Governing Board meetings held on 30 November - 1 December 2017 in Arusha, Tanzania; 29 - 30 November 2018 in Dar es Salaam, Tanzania; 16 December 2019 in Livingstone, Zambia and 6 May 2021 virtually.
3.3	Organise quarterly Executive Team Meetings (one physical and three virtual meetings in a year)	Y5Q4	-	Ongoing. Meetings organised ad hoc by subject; Scientific not administrative
3.4	Organise International Scientific Advisory Board (ISAB) meetings	Y5Q4	-	Ongoing. ISAB meetings held on 27 - 28 November 2017, 2018 in Dar es Salaam, Tanzania, 13 - 14 December 2019 in Livingstone, Zambia, 4 May 2021 virtually.
3.6	Review research and training performance	Y5Q4	-	Ongoing. Done during ISAB meetings (also see 3.4)
Action Plan 4: Equity Dimensions				
4.3	Hold communication stakeholder engagement workshop	Y5Q3	No	Not achieved. Activity revised
4.4	Communication engagement with policy makers and the public in the region	Y5Q4	-	Ongoing. Engagement takes place throughout
Action Plan 5: Attracting Academic staff and students from the region				
5.3	Faculty and PhD Exchange	Y5Q4	-	Ongoing <ul style="list-style-type: none"> Exchanges took place in Years 2 and 3 Years 4 and 5 affected by COVID-19 interference and restrictions

S/n	Planned Outputs (Task /Key Activities)	Planned Completion	Actual Completion	Status as of end of May 2021
Action Plan 6: National & Regional Academic Partners				
6.1	Engage and collaborate with partners	Y5Q4	-	Ongoing. MoUs/Collaborative Agreements entered into
6.2	Carry out joint research and training activities	Y5Q4	-	Ongoing. Joint research and training activities being carried out
6.3	Develop and publish joint scientific publications	Y5Q4	-	Ongoing. Joint scientific publications developed and published
6.4	Develop and apply joint research proposals	Y5Q4	-	Ongoing. Joint research proposals developed and applied with partners in UK, USA, Japan, Australia
Action Plan 7: National and Regional Sector Partners				
7.1	Engage and collaborate with regional sector partners	Y5Q4	-	Ongoing. Engaged with Africa CDC, SADC, EAC, AU-IBAR, PANVAC and collaboration is ongoing
7.2	Carry out joint research activities	Y5Q4	-	Ongoing. Joint research activities being carried out
7.3	Placement of students on industrial training	Y5Q3	-	Not achieved.
7.5	Develop and publish joint scientific publications	Y5Q4	-	Ongoing. Joint scientific publications developed and published
7.6	Develop and apply joint research proposals	Y5Q3	-	Ongoing. Joint research proposals developed and applied
Action Plan 8: Collaboration with International Academic Partners				
8.1	Engage and collaborate with partners	Y5Q5	-	Ongoing. MoUs/Collaborative Agreements entered into
8.2	Carry out joint research and training activities	Y5Q5	-	Ongoing. Joint research activities being carried out

S/n	Planned Outputs (Task /Key Activities)	Planned Completion	Actual Completion	Status as of end of May 2021
8.3	Develop and publish joint scientific publications	Y5Q5	-	Ongoing. Joint scientific publications developed and published
Action Plan 9: Management and Governance				
9.2	Organise Board of Trustees/Management Board meetings	Y5Q1	-	Ongoing. Governing Board meetings held on 30 November - 1 December 2017 in Arusha, Tanzania; 29 - 30 November 2018 in Dar es Salaam, Tanzania; 16 December 2019 in Livingstone, Zambia and 6 May 2021 virtually.
9.3	Support Centre operation costs	Y5Q4	-	Ongoing.
Action Plan 10: Sustainable Financing				
10.2	Develop grant proposals by Postdocs, Senior Scientists and CoP leaders	Y5Q4	-	Ongoing.
10.3	Coordinate development of strategic collaborative major grant proposals	Y5Q4	-	Ongoing. <ul style="list-style-type: none"> Strategic collaborative major grant proposals developed with NIH, MRC (for AMR), PANDORA, AU/Africa CDC, Fleming Fund, Sophia University, etc. Successful with proposals to MRC AMR, Fleming Fund (Regional Grant and Tanzania Country Grant), Africa CDC, SACIDS COVID-19 projects.
Action Plan 11: Monitoring and Evaluation				
11.2	Carry out monitoring	Y5Q4	-	Ongoing. Monitoring being done throughout
11.3	Meeting for National Steering Committee (NSC)	Y5Q4	-	Ongoing. Attended NSC meetings held on 22 April 2017, 5 April 2018, 5 May 2019, 30 August 2019, 21 December 2019, 10 February 2020 and 11 September

S/n	Planned Outputs (Task /Key Activities)	Planned Completion	Actual Completion	Status as of end of May 2021
11.4	Carry out External Audit	Y5Q4	-	2020 and 14 December 2020. Ongoing. Annual External Audits being carried out

Source: Implementation Status of Annual Work Plan