Africa Centers of Excellence for Development Impact (ACE Impact)

[ACE title]

Implementation Plan

2019 – 2024

(Draft January 23, 2019)

[List of abbreviations and acronyms]

1. NARRATIVE SUMMARY (max 2 pages)

Provide an overview of the Center. Identify the Development Challenge to be addressed, and the expected impact on the Challenge over the Center lifetime (e.g. ad mid-term and after five years). Describe the Education and Research objectives, the methodology for both learning (pedagogy) and research as well as how the two are integrated, as well as the anticipated results both quantitative (table) and qualitative (graduates' knowledge/skills/attitude and types of applied research results). Discuss the roles of partners – academic and sectoral – that will contribute to the Center activities and results. Include a description of important changes to the project design that have been incorporated based upon the evaluators' feedback and on the submitted proposal and recommendations during the negotiation phase.

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

Provide a narrative summary (max 2 page + tables) of the planned outputs and activities for the first year of the ACE Impact Center. Focus on the launch of the Center, establishing the consortium with strong partnerships, and the activities that need to be accomplished to achieve the goals of the Center over the project lifetime.

Table 1. Overview of expected outputs and related income within the first project year
- *This is a performance-based project, which means that the most important part of planning is to secure the flow of funds. This is done by ensuring that the planned activities deliver results towards the agreed DLR's thereby ensuring planned targets for each individual DLI is reached.*
- *Please be mindful that the turnover time from achievement of DLI results, through verification to actual fund release to the ACE is about 6 months. That means that funds triggered through DLI's achievements in second half of the year will only be available the next year. DLI 1 Effectiveness is designed to give each ACE sufficient capital to have funds available until own first installment based on DLI's.*
- *In consecutive annual workplans it is required that each individual ACE follow its progress in meeting the different DLR's. This is to ensure that the ACE has a balanced approach and is not lagging in any of the result areas. The DLI's are designed to be interlinked and to reinforce each other, so lagging in one might impede expected effect of others.*

Outputs and funds generation year 1 (US$)				
ACE results	Expected outputs in numbers	Percentages of the DLI	Unit price	Expected revenue
DLI 1 Readiness				
DLI 1.1 Basic Readiness		(0 or 100)	?	
DLI 1.2 Full Readiness		(0 or 100)	?	
DLI 2 Development Impact				
DLI 2.1 Independent external evaluation of development impact			?	
DLI 3 Quantity of students				
DLI 3.1a New eligible PhD student's male			10,000	
DLI 3.1b New eligible PhD student's female			12,500	
DLI 3.1c New eligible PhD student's regional male			20,000	
DLI 3.1d New eligible PhD student's regional female			25,000	
DLI 3.2a New eligible Master student's male			2,000	
DLI 3.2b New eligible Master student's female			2,500	
DLI 3.2c New eligible Master student's regional male			4,000	
DLI 3.2d New eligible Master student's regional female			5,000	
DLI 3.3a New eligible short course student's male			400	
DLI 3.3b New eligible short course student's female			500	
DLI 3.3c New eligible short course student's regional male			800	
DLI 3.3d New eligible short course student's regional female			1,000	
DLI 4 Quality of Education				
DLI 4.1a National accreditation			100,000	
DLI 4.1b GAP assessment following International standards		(0 or 100)	100,000	

DLI 4.1c Self-assessment following International standards		(0 or 100)	100,000	
DLI 4.1d International accreditation		(0 or 100)	500,000	
DLI 4.1e New courses meeting international standards		(0 or 100)	50,000	
DLI 4.2 ACE International research publications with national partners			10,000	
DLI 4.2 ACE International research publications with regional partners			15,000	
DLI 4.3a Infrastructure improvement for research and learning (procurement and civil works) Step 1: Approved plan		(0 or 100)	300,000	
DLI 4.3b Infrastructure improvement for research and learning (procurement and civil works) Step 2: Procured or Foundation Constructed		(0 or 100)	300,000	
DLI 4.3c Infrastructure improvement for research and learning (procurement and civil works) Step 3: Operational or Construction Completed		(0 or 100)	300,000	
DLI 4.3d Infrastructure improvement for research and learning (procurement and civil works) Step 2: NA or Building Operational		(0 or 100)	300,000	
DLI 5 Relevance of Education & Research				
DLI 5.1a External generated revenue from private sector			X 2	
DLI 5.1b External generated revenue from other sectors			X 1	
DLI 5.2a Number of students with at least 1-month internship or staff with placement nationally			1,000	
DLI 5.2b Number of students with at least 1-month internship or staff with placement regionally			1,500	
DLI 5.3 Number on new entrepreneurship, innovation, start-up companies, and commercialization support programs			100,000	
DLI 6 Fiduciary Enhancement				
DLI 6.1 Timely fiduciary reporting		(0 or 100)	15,000/year	
DLI 6.2 Functioning internal audit unit		(0 or 100)	15,000/year	
DLI 6.3 Web Transparency on Fiduciary reports		(0 or 100)	15,000/year	
DLI 6.4 Quality of Procurement planning		(0 or 100)	15,000/year	
DLI 7 Institutional Impact				
DLI 7.1 University-wide regional strategy		(0 or 100)	100,000	
DLI 7.2a ACE host university adopts merit-based selection of university heads		(0 or 100)	200,000	
DLI 7.2b ACE host university adopts merit-based selection of department heads		(0 or 100)	50,000	
DLI 7.3a ACE host university adopts GAP analysis as part of international accreditation		(0 or 100)	75,000	
DLI 7.3b ACE host university adopts self-evaluation as part of international accreditation		(0 or 100)	75,000	
DLI 7.3c ACE host university adopts international accreditation		(0 or 100)	200,000	
DLI 7.4 ACE host university participate in PASET		(0, 50 or 100)	50,000/year	
Total revenue expected triggered from ACE program				
Additional government funding support				

Other external revenue generation				
Total Income				

Table 2: **Overview of expected activities and expenditures within the first project year**
- *Most of the outputs listed in table 1 will require activities to achieve. Please bear this in mind when populating table 2.*
- *This table is closely linked to Section 7 of the Implementation Plan. Each activity listed in Table 2 will require a separate Activity Sheet to be completed in Section 7.*
- *For additional activities, please add rows as required to Table 2.*
- *Ensure that each course, research project and other activity is listed separately.*
- *Remember to set aside a budget for participation in ACE-Impact regional workshops.*
- *For new centers, be aware that procurement and civil works takes time. Planning and preparation should be initiated in year one, while actual procurement and initiation of civil work most likely won't happen before implementation year two.*
- *For new centers it is highly recommended to invest upfront in your partnerships. If you are planning a project launch workshop, invite all your key partners and set side a day or two to go through the Implementation Plan in detail with them to get their comments and ideas for improvement and to get their buy-in to the ACE.*
- *This table can be adjusted based on discussions with the partners (e.g. during the launch workshop). If adjustments are made to the approved Implementation Plan (IP), please share the updated IP with the AAU including a cover letter describing the adjustments made and the justification for these adjustments.*

Code	Priority Rank	Result/Activity/*Task*	Budget Estimate (US$)		
			ACE institution	**Partners**	**Total**
Action Plan 1	*(1 highest 5 lowest)*	*(Expected output)*	*(Component total for ACE institution)*	*(Component total for partners)*	*(Total of component)*
(Insert sub-component number)		*(title of sub-component)*			
	(rank)	*(Insert activity number and title)*	*(list amount for ACE institution)*	*(list amount for partners)*	*(list total amount for activity)*
	(rank)	*(Insert activity number and title)*	*(list amount for ACE institution))*	*(list amount for partners)*	*(list total amount for activity)*
Action Plan 2	*(1 highest 5 lowest)*	*(Expected output)*	*(Component total for ACE leader)*	*(Component total for partners)*	*(Total of component)*
(Insert sub-component number)		*(title of sub-component)*			
	(rank)	*(Insert activity number and title)*	*(list amount for ACE institution)*	*(list amount for partners)*	*(list total amount for activity)*
	(rank)	*(Insert activity number and title)*	*(list amount for ACE institution))*	*(list amount for partners)*	*(list total amount for activity)*
		Sup-total	*(list amount)*	*(list amount)*	*(list amount)*
		Contingency	*(list amount)*	*(list amount)*	*(list amount)*
TOTAL BUDGET			*(list amount)*	*(list amount)*	*(list amount)*

**Table 3: Overview of budget distribution among partners for year 1**

- *This table is a breakdown of the partner budget presented in Table 2*
- *The last column in Table 3 must match the second last column in Table 2*
- *Add rows and columns as required*
- *This table can be adjusted based on discussions with the partners (e.g. during the launch workshop). If adjustments are made to the approved Implementation Plan (IP), please share the updated IP with the AAU including a cover letter describing the adjustments made and the justification for these adjustments.*

Code	Result/Activity/*Task*	Budget Estimate (US$)					
		(write partner name)	*(write partner name)*	*(write partner name)*	*(write partner name)*	*(write partner name)*	**Total Partner Budget**
Action Plan 1	*(Expected output)*	*(Component total for partner)*	*(Component total for partner)*	*(Component total for partner)*	*(Component total for partner)*	*(Component total for partner)*	*(Partners total of component)*
(Insert sub-component number)	*(title of sub-component)*						
	(Insert activity number)	*(list amount)*	*(list amount)*	*(list amount)*	*(list amount)*	*(list amount)*	*(list total partner amount for activity)*
	(Insert activity number)	*(list amount)*	*(list amount)*	*(list amount)*	*(list amount)*	*(list amount)*	*(list total partner amount for activity)*
Action Plan 2	*(Expected output)*	*(Component total for partner)*	*(Component total for partner)*	*(Component total for partner)*	*(Component total for partner)*	*(Component total for partner)*	*(Partners total of component)*
(Insert sub-component number)							
	(Insert activity number)	*(list amount)*	*(list amount)*	*(list amount)*	*(list amount)*	*(list amount)*	*(list total partner amount for activity)*
	(Insert activity number)	*(list amount)*	*(list amount)*	*(list amount)*	*(list amount)*	*(list amount)*	*(list total partner amount for activity)*

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

Table 4: Work plan for the ACE Impact project period

- *Construct a Gannt Chart for the entire project period*
- *Gannt Charts may be developed in Excel, using project management software, or using available freeware (e.g. http://www.ganttproject.biz)*
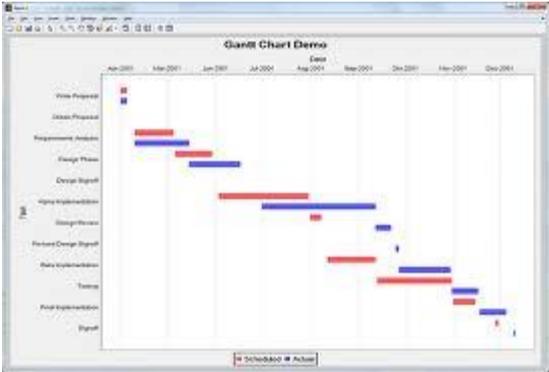
4. IMPLEMENTATION ARRANGEMENTS

4.1 Guiding Policies, Rules and Regulations

(Briefly describe the policies, rules and regulations that govern the ACE Impact Center and its partnerships. Include information on safeguarding against fraud/corruption.)

4.2 Governance Structures

(Briefly describe the ACE governance structure. Provide an updated Organization Chart including names and official titles. Describe the roles of the Sectoral Advisory Board and the International Scientific Advisory Board. Comment on the position of the Center within the host institution. Please also provide insights into how (and which) key partners are involved in the governance of the ACE)

4.3 Sectoral Advisory Board

(All ACE Impact Centers are expected to maintain a Sectoral Advisory Board (SAB), composed of regional sectoral leaders. In the Table below, identify the confirmed members of this Board, and comment on their expertise and anticipated contributions.)

Table 5: Sectoral Advisory Board

Name	
Position/Title	Company/Organization
Tel. #	Email
Expertise	
Anticipated Contribution	
Name	
Position/Title	Company/Organization
Tel. #	Email
Expertise	
Anticipated Contribution	
Name	
Position/Title	Company/Organization
Tel. #	Email
Expertise	
Anticipated Contribution	
Name	
Position/Title	Company/Organization
Tel. #	Email
Expertise	
Anticipated Contribution	
Name	
Position/Title	Company/Organization
Tel. #	Email
Expertise	
Anticipated Contribution	
Name	
Position/Title	Company/Organization
Tel. #	Email
Expertise	

Anticipated Contribution	

4.4 Sustainability

(Describe the plan for Center financial sustainability beyond the project funding period. Focus on external funding – research grants, center partners, fundraising, tuition, etc. – and prepare a roadmap for development from center launch onwards. Include details on the confirmed and the anticipated revenue from the sectoral partners that have committed to support the Center.)

4.5 International Scientific Advisory Board

(All ACE Impact Centers are expected to maintain an International Scientific Advisory Board (ISAB), composed of leading academics worldwide who have agreed to provide guidance and input on the education and research activities of the Center. In the Table below, identify the confirmed members of this Board, and comment on their expertise and anticipated contributions.)

Table 6: International Scientific Advisory Board

Name	
Position/Title	University/Institution
Tel. #	Email
Expertise	
Anticipated Contribution	
Name	
Position/Title	University/Institution
Tel. #	Email
Expertise	
Anticipated Contribution	
Name	
Position/Title	University/Institution
Tel. #	Email
Expertise	
Anticipated Contribution	
Name	
Position/Title	University/Institution
Tel. #	Email
Expertise	
Anticipated Contribution	
Name	
Position/Title	University/Institution
Tel. #	Email
Expertise	
Anticipated Contribution	
Name	
Position/Title	University/Institution
Tel. #	Email
Expertise	
Anticipated Contribution	
Name	
Position/Title	University/Institution

Tel. #	Email
Expertise	
Anticipated Contribution	

4.6 Institutional Impact

(Briefly describe the program of activities that will be undertaken to align the host institution with global best practices for higher education. Be sure to identify the baseline for these activities. ACE's has positively influenced their host institutions in different ways e.g.: More attention to gap analysis, self-evaluation and accreditation; training of faculty in university pedagogy and PG student supervision; more applied research designed and executed with sector partners; better financial management; more focus on external revenue generation; more attention to quality assurance; improved services of students; importance of skills training and maintenance when purchasing new equipment, use of virtual meetings to reduce travel cost; cleaner and more efficient procurement; etc.)

4.7 Incentive Structures and Mechanisms

(Briefly describe the incentive structures for involved staff – faculty, administration, management - at the ACE Impact lead and partner institutions. In addition, identify the incentives available to external stakeholders such as sectoral partners. Note that the ACE Impact project budget does not support salary top ups, sitting allowances and the like. However, there are many eligible ways to incentivize involved university staff and partners: Opportunity for skills and knowledge upgrading; better teaching and research environment and opportunities; higher turnout of publications through write shops and higher number of PG students; opportunities for participating in conferences and placements schemes; etc. It is recommended that the ACE leadership ensure that university staff supporting the center is officially assigned and recognized for their service by the university).

4.8 Roles and responsibilities of ACE team members

(Please fill the table below as well as prepare and attach as Annex 1. brief Terms of Reference (TOR) for each ACE team member and project financed support staff. Note that justification for not using existing university administrative and support staff is required. Having said that, it is still recommended to second or hire necessary support staff including a project coordinator to assist the project leadership with administration so center leadership can focus on the academic quality of the project).

Table 7: Overview of core project team:
- *Positions and qualification listed are indicative adjust as appropriate. Add or subtract rows as applicable.*

Position	Qualification	Responsibilities
Centre Leader	PhD/Professor	●
Deputy Centre Leader	PhD	●
Project coordinator	Master's degree	●
M&E Officer	Master's degree	●

Training and Education coordinator	PhD	•
Research coordinator	PhD	•
Partnership Coordinator	Master's degree	•
Head of logistics and ICT	Master's degree	•
Finance officer	BA degree + 5 years' experience	•
Accountant	BA degree + 5 years' experience	•
Communication officer	Master's degree	•
Environmental and Social safeguards officer	Master's degree	•
Procurement and property management Officer	BA degree + 5 years' experience	•
Drivers		•

4.9 Sexual Harassment policy

(Insert the Center Sexual Harassment Policy and identify the responsible staff. Ensure that the policy is also disclosed on the Center website.)

4.10 Environment and Social safeguards

(Insert the Environmental and Social Management Plan and identify the responsible staff. Ensure that the policy is also disclosed on the Center website.)

5. PERFORMANCE MONITORING

- *Please refer to the Project Appraisal Document (PAD) ANNEX 2: DLI Disbursement and Verification Protocols*
- *Insert the Results Framework shared with the RFU*

6. BUDGET OVERVIEW FOR ENTIRE PROJECT PERIOD

Table 8: Indicative budget, (2020 – 2024) with split between partners

- *Add rows as applicable.*

Expenditure Category	Estimated Costs in (US$)						
	YR 1	YR 2	YR3	YR 4	YR5	*Total*	*%of total*
A: Budget by Activity Plan							
Action Plan 1: *(write title)*							
Action Plan 2: *(write title)*							
Action Plan x: Management and Governance							
Contingency							
TOTAL							
% of budget							
B: Budget by partners							
(Lead institutions name)							
(Name of partner)							
(Name of partner)							
TOTAL							

7. DETAILED ACTIVITY SHEETS (one for each activity)

Target DLI:
Timeframe:
Activity:
Sub-Activity/Task:

ACTIVITY							
OUTPUT							
OUTPUT INDICATOR				SOURCE OF VERIFICATION			
IMPLEMENTATION MILESTONES							
PROCUREMENT							
RESPONSIBILITY FOR IMPLEMENTATION							
DURATION:	Commencement:			Completion:			
PRIMARY CONSTITUENTS:		PARTICIPANTS:					
ASSUMPTIONS							
FINANCIAL IMPLICATIONS/BUDGET LINE							

Budget Line Analysis	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	5th Qtr	6th Qtr	Total
1							
2							
3							
4							
5							
TOTALS							

DETAILED ACTIVITY SHEETS (with explanatory notes)

Target DLI: Which DLI is this Activity linked to
Timeframe: State the planning period
Activity: Code and Name
Sub-Activity/Task: Code and Name (Split activity into tasks if these are discrete and has distinct outputs. It should not be a sequential listing of actions that progressively lead to the same output.)

ACTIVITY	As above
Target DLI/OUTPUT	Specify which target DLI or Activity from Table 1 or 2

OUTPUT INDICATOR Indicate the quantitative and/or qualitative statistic/parameter that provides a simple and reliable means to measure achievement.	SOURCE OF VERIFICATION Specify source of the information for the measurements/indicators specified.

IMPLEMENTATION MILESTONES	State the prior, more easily achieved and measured short term and intermediate changes that lead to the long-term outcomes. Milestones indicate the interim measurable landmarks, sub-tasks, or what needs to be accomplished over time and are useful for planning concise short term strategies and collaborations that contribute to full implementation of a stated activity and achievement of long term outcomes (e.g. products related to knowledge - guidelines, strategies, analysis; products related to physical dimension – medicine/minerals/food; products related to behaviour change - campaigns, TV and radio programmes, documentaries, shows, public debates; products related to capacity development - conferences, working groups, trainings; products related to use of results - using policy and technology-related research-based knowledge, strengthening capacity to use research, public awareness, political will, policy adoption and implementation, physical and social changes in lives and communities including negative and positive changes, reversals and backlash, gender equality and women's empowerment).
PROCUREMENT	Indicate any procurement preference and the major cost elements (e.g. hardware, software, tickets and travel, equipment, consultancies, etc.) and/or conditionality associated with source of funding
RESPONSIBILITY FOR IMPLEMENTATION	Assign names (office, individual, organizations) associated with or charged with responsibility for the specific task.

DURATION: (Indicate average estimated time for sub-tasks as indicated by Milestones if applicable)	Commencement: Dates	Completion: Dates

PRIMARY CONSTITUENTS: State the individuals, groups, organizations, whether targeted or not that will be most affected by the intervention.	PARTICIPANTS: Specify collaborators (actors you will work with directly contributing towards implementation of the action) and/or those that will exert influence (positive or negative) on success.

ASSUMPTIONS	State (if any) the key factors or risks which could affect the progress or success of the action.
FINANCIAL IMPLICATIONS/BUDGET LINE	Indicate the budget line to fund the activity here, and in the section below estimate the costs of the interventions based on targets contained in the milestones, the coverage of each intervention or activity together with the associated unit costs. State any specific concerns: e.g. costing covers only key technical programmatic areas, areas that have been omitted and why, resources required to address specific needs, improving adherence to procedures, poor compliance and associated increase in cost.

Budget Line	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	5th Qtr	6th Qtr	Total

Analysis								
1	Major Cost item							
2								
3								
4								
5								
TOTALS								

Example 1: DETAILED ACTIVITY SHEET

Target DLI: **DLI 1** Readiness
Timeframe: Quarter 2 and 3, 2019
Activity: **1-A-19** Set up Institutional Framework for the Commencement of ACE
Sub-Activity/Task: **1-A1-19** Put in place operational manual for ACE administration: procurement, financial management, monitoring and evaluation (M&E).

RESULT	A working operation manual
ACTIVITY	Put in place operational manual for ACE administration: procurement, financial management, M&E
OUTPUT	• Draft procurement management operational manual • Draft financial management operational manual • Draft M&E operational manual

OUTPUT INDICATOR	SOURCE OF VERIFICATION
• Submission of procurement operational manual • Submission of financial management operational manual • Submission of monitoring and evaluation (M&E) operational manual	• Approved procurement operational manual • Approved financial management operational manual • Approved M&E operational manual

IMPLEMENTATION MILESTONES	• Draft Procurement, Financial Management and M&E operational manual (OM) ready by 15th May 2019 • OM revised and ready for approval by 30th June 2019 • OM approved by 15th September 2019
PROCUREMENT	Consultancy (optional)
RESPONSIBILITY FOR IMPLEMENTATION	Center-leader, procurement officer, finance officer, quality assurance officer and M&E officer (both from ACE team and from the University). Partners will be presented for draft OMs for commenting

DURATION: 6 months	Commencement: April 2019	Completion: September 2019

PRIMARY CONSTITUENTS:	PARTICIPANTS:
• ACE team • Center Leader	ACE team University procurement office University finance team University QA and M&E team

ASSUMPTIONS	• OM will be made in collaboration with relevant university units • Relevant staff (including from central management) interested in this and willing to fulfil the task • Specific measurement to eliminate risk of corruption and improve overall efficiency of procurement and financial management is included in the operational manual (as excellence is better that the normal university standard)

FINANCIAL IMPLICATIONS/BUDGET LINE	ACE budget for the activity, no partner budget for this

Budget Line Analysis		1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	5th Qtr	6th Qtr	Total
1	Drafting OMs		6,000					6,000
2	OMs revision		3,000					3,000
3	Approval of OMs			1,500				1,500
TOTALS			9,000	1,500				10,500

Example 2: **DETAILED ACTIVITY SHEET**

Target DLI: **DLI 3** Quantity of Students (DLI 3.1 PhD students & DLI 3.2 Master students)
Timeframe: Quarter 2 and 3, 2019
Activity: **3-A-19** Develop recruitment process for new PG students
Sub-Activity/Task: **3-A1-19** Develop advertisements material, selection criteria, screening and interview
                     procedures

RESULT	MSc and PhD students' recruitment process established
ACTIVITY	Recruitment process for MSc and PhD students (advertisements material, selection criteria, screening and interview procedures)
OUTPUT	Advertisement campaign completed timely and screening procedure approved by the Scientific Advisory Board (ACE) and relevant Faculty Boards (University).

OUTPUT INDICATOR	SOURCE OF VERIFICATION
Advertisement material (with a strategy on how to target and attract female and regional students) Approved screening guidelines	- Advertisements records - Selection criteria documents

IMPLEMENTATION MILESTONES	- Advertise MSc and PhD programs timely and targeted - Development and approval of selection procedures
PROCUREMENT	Advertisement contracts
RESPONSIBILITY FOR IMPLEMENTATION	Communication officer, Training and Education coordinator and partners. To be executed in collaboration with Registrar and relevant departmental heads

DURATION: 6 months	Commencement: April 2019	Completion: August 2019

PRIMARY CONSTITUENTS: National and regional institutions of higher learning including non-academic institutions, donor community, youth with a first or second degree.	PARTICIPANTS: Relevant university staff. Ultimately national and regional students

ASSUMPTIONS	Ability to reach and motivate sufficient number of qualified youths interested in pursuing a PG education within relevant programs Relevant staff (including partners) interested in this and willing to fulfil the task Availability of funding Stability in university systems (no strikes)
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE budget for the activity, no partner budget for this

Budget Line Analysis		1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	5th Qtr	6th Qtr	Total
1	Develop advertisement material that targets qualified female and regional youth		2,000					2,000
2	Advertise MSc and PhD, programs		5,000					5,000
3	Develop Screening Guidelines		3,000					3,000
4	First Scientific Advisory Board Meeting*							
5	Approval of Screening Guidelines			1,000				1,000
TOTALS			10,000	1,000				11,000

*=The first Scientific Advisory Board Meeting will also discuss curriculum review, costing for this meeting is on a separate activity sheet.