

# ACE II

## Communication Strategy



**ACE II**



## Table of Contents

List of Acronyms.....	2
1. Introduction and Background .....	4
2. Strategic Communication as an Integral Part of ACE II.....	4
3. Objectives of the Communication Strategy .....	5
3.1. Overall Objective .....	5
3.2. Specific Strategic Objectives.....	5
4. Communication Strategy Pillars.....	6
5. Key Messages .....	7
6. Key Communication Partners .....	9
7. Target Audience.....	10
8. Tools of Communication.....	14
9. Communication Risk.....	17
10. Implementation.....	17
11. Evaluating Success.....	18
Annexes.....	19

## **ACRONYMS**

<b>ACE</b>	- African Center of Excellence
<b>ACE II</b>	- Eastern and Southern Africa Higher Education Centers of Excellence
<b>AU</b>	- African Union
<b>EAC</b>	- East African Community
<b>IUCEA</b>	- Inter-University Council for East Africa
<b>ICO</b>	- Information and Communication Officer
<b>PC</b>	- Project Coordinator
<b>RFU</b>	- Regional Facilitation Unit
<b>RSC</b>	- Regional Steering Committee
<b>SADC</b>	- Southern African Development Community
<b>TTL</b>	- Task Team Leader
<b>WB</b>	- World Bank

# **DRAFT COMMUNICATION STRATEGY**

## **2016-2021**



Ethiopia



Kenya



Malawi



Mozambique



Rwanda



Tanzania



Uganda



Zambia

## 1. INTRODUCTION AND BACKGROUND

The Eastern and Southern Africa Centers of Excellence (ACE II) Project focuses on developing regional centers of excellence in areas of science and technology to bridge skill gaps since scarcity of faculty and resources limit the ability of each individual country to develop research and teaching excellence across all science fields.

Under ACE II, twenty four Africa Centers of Excellence (ACEs) were selected from eight countries through an open, objective, transparent, and merit-based competitive process. They are expected to produce measurable results in the form of increased quality and quantity of graduates of Master's and PhD, and research in the priority areas as well as increased quality and quantity of research, increased collaboration and partnerships with industry and other higher education institutions both regional and international.

This Communication Strategy aims to support the objectives of the ACE II Project by contributing to improved internal and external communication and understanding with all stakeholders. The objective of ACE II project 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 of Industry, Agriculture, Health, Education and Applied Statistics. The communication plan will give a roadmap for the implementation of strategic communication interventions to achieve this objective. This plan is a living document which will be updated annually by the RFU throughout the duration of the project.

## 2. STRATEGIC COMMUNICATION AS AN INTEGRAL PART OF ACE II

Strategic communication supports the effective participation of key stakeholders at various levels to inform the process and keep it relevant while promoting the engagement of key planners, decision makers and end users.

As the acknowledgement of the importance of strategic communications has grown, so too has the understanding that it must be properly integrated into programs and policies and that it needs to be well funded. Examples of ways strategic communications will help to achieve the objectives of the complex agenda of ACE II Project include:

- Creating opportunities for shared dialog and debate to take into account the needs, attitudes and knowledge of key stakeholders.
- Building trust through dialog with stakeholders and partners.
- Advising stakeholders about new ideas and methods and promoting the transfer of skills and knowledge that will enhance their uptake.
- Helping decision makers to make informed decisions.
- Improve coordination between ACEs to harmonise agendas, improve information exchange and increase shared commitment.
- Visibility - people need to understand who we are, what we do and why we do it and for whom we do it.

- Credibility - to demonstrate the ACE II expertise and outreach.
- Transparency – to demonstrate public accountability to financiers and stakeholders.
- Advocacy – to promote higher education, research and innovation, and development.
- Fund Raising – to support resource mobilization efforts.
- Ensure accurate information on relevant issues

Communications should not be perceived as a supplementary add-on but as an essential and value adding component of the project. Favourable public opinion and a trusted public image can strengthen relationships with stakeholders and help mitigate risk.

This is a strategic communication framework meant to build awareness, drive information sharing, support inter-institutional and inter-country coordination, and support project implementation. The regional communication plan will serve as a framework for the more targeted ACE communication plans that will reflect country level needs, opportunities and priorities. The regional strategy thus outlines communication goals, key stakeholders, channels of communication to be considered in the design of country/ACE-level communication plans. The strategy offers recommendations for regular meetings so that national and regional representatives can share lessons learned, best practices and innovative ideas.

### 3. OBJECTIVES OF THE COMMUNICATION STRATEGY

#### 3.1 Overall Objective

To provide communication support to all groups involved in the implementation of ACE II so as to achieve the development objective of the project which is to strengthen selected Eastern and Southern Africa higher education institutions to deliver quality post graduate education and build collaborative research capacity in the regional priority areas.

#### 3.2. Specific strategic objectives

1. Increase awareness of the Africa Centers of Excellence project among key stakeholders and the general public in the eight participating countries and internationally.
2. Support academic collaboration within the African Centers of Excellence by encouraging use of digital communication tools including the ACE II project website, email and social media as networking platforms by October 2021.
3. Promote collaborative relationships between the ACEs and the private sector by emphasising the skills and knowledge gaps being addressed by the project by October 2021.

4. Support dissemination of ACE II project results.
5. Identify, develop and sustain effective channels of communication, both internal and external, which will support the exchange of information among all key stakeholders.

#### 4. COMMUNICATION STRATEGY PILLARS

These six elements are the pillars that will underpin strategies to achieve the communication objectives of ACE II.

##### **4.1. Media Engagement**

The Eastern and Southern Africa region has vibrant media at national level. Much of their editorial focus is on issues within the country. There is need to engage media organisations to develop and champion a regional agenda as part of their regular content. The media is a critical ally and the RFU, host universities and the ACEs shall endeavor to leverage their relationship with members of the press for wide and positive coverage.

##### **4.2. ACE II Newsletter**

ACEs to produce a quarterly newsletter to carry news, features, photographs, interviews and profiles. Its distribution will largely be electronic. Examples of information and stories to be shared include but is not limited to the following: Research outputs, ongoing collaborations/ partnerships with regional and international institutions and the private sector, innovative solutions that merit scale up and replication, entrepreneurship among students, new approaches to teaching and learning, new education programs, patenting and other intellectual property related activities, faculty development and staff training, events e.g. conferences, laboratory refurbishment/rehabilitation, partnerships with industry and the private sector, labour market outcomes of graduates, generated revenue, real impacts in addressing specific challenges, etc.

##### **4.3. Website**

A project website [www.ace2.iucea.org](http://www.ace2.iucea.org) has been created as a knowledge sharing tool and it will be the main channel of communication. This website contains information on the project, on its context and on its expected impacts and benefits. It is interactive with a forum where members can log in and share information.. The website was also designed to ensure transparency of the project financing and decision-making process. It ensures that institutions and other partners have access to all of the information they require to demonstrate transparency, adherence to safeguards procedures and the project's potential for regional development impact. Links to websites of the ACEs or hosting institutions feature on the website. Hosting institutions too will be expected to carry a prominent banner of the project website on their homepage. Links to all issues of the newsletter will be archived on the website. The website will be updated on a weekly basis.

#### **4.4. Video Stories**

RFU and ACEs shall from time to time develop short video stories of 2-5 minutes featuring beneficiaries, center leaders and other key players, which will be published on the project website, social media and shared with stakeholders via email and online video services such as YouTube or Vimeo. About four videos will be produced each year.

#### **4.5. Events**

Stakeholder events will offer opportunities to speak about the project and circulate relevant project documentation. These include relevant seminars and conferences at hosting institutions, ACE II annual meetings, international conferences on higher education, the project launch, RSC biannual meetings, partners' events such as ACE I, PASET and RUFORUM meetings, AU, EAC and SADC Council and Summit meetings, IUCEA annual forums and others.

#### **4.6 Annual Reports**

The annual reports will play a key role in communicating the progress, performance and the results of the project and will compliment other information sources such as the website. Hard copies and soft copies of the annual report will be circulated widely among stakeholders. The annual report will also be posted on the website and shared via social media.

#### **4.7. Social Media**

Social media provides a powerful and quick avenue for dissemination of information. The RFU will maintain a Twitter account (@Ace2Africa) and a Facebook page (Africa Centers of Excellence II) as platforms for information sharing and showcasing project progress.

### **5. KEY MESSAGES**

The project is being implemented in different countries and covers various disciplines and has a diverse audience. Hence because of its complex nature the key messages have been tailor-made according to the various target groups. The broad messages developed for each of the stakeholders is indicated in Table 1. The overall project core message is: **ACE II is creating a critical mass of graduates in Eastern and Southern Africa to meet regional development needs.**



**Table 1: Key Messages**

<b>Audience</b>	<b>Key Message</b>	<b>Channel</b>
<b>ACEs</b>	ACE II will enable faculty and students to benefit from improved teaching and research conditions and professional development opportunities.	Face to face Meetings, email, phone, Skype Newsletter, Website Social media, Skype, SMS, WhatsApp Video Conference, annual report
<b>Host Universities</b>	ACE II will strengthen the capacity of the ACEs, improve quality, support benchmarking with other institutions and facilitate regional collaboration.	Email, telephone, video conference, newsletter, social media, website
<b>National Steering Committee</b>	The project is supporting the government to deliver quality post graduate education in hosting institutions.	Meetings, email, phone, video conference, newsletter, website
<b>The World Bank</b>	The Bank is strengthening competitiveness and employment through the production of quality high skilled human resources in priority growth sectors.	Meetings, email, phone, Video Conference, website, newsletter, WebEx
<b>Participating Governments</b>	The project is improving the quality of training and research in higher education to reduce skill gaps in critical areas.	Meetings, email, phone, radio, TV, print media, website
<b>Students</b>	Students will benefit from high quality education and training in regional priority areas.	Social media, website, knowledge sharing events & exhibitions
<b>Industry/private sector</b>	ACE II will enhance labour productivity and skills development.	Social media, website, knowledge sharing events

## 6. KEY COMMUNICATION PARTNERS

### 6.1. Regional Steering Committee (RSC)

The RSC provides overall guidance and oversight for the ACE II project. RSC members will facilitate national, regional and international networking and outreach activities for the program as a whole. The RSC will advocate for regional collaboration in higher education, and act as a liaison between the project and national leadership, as well as with the public at large. At the RSC biannual meetings, some RSC members may be part of the panel to address a press conference.

### 6.2. Regional Facilitation Unit (RFU)

The RFU will carry out overall coordination of the communication activities at the regional level. RFU will work closely with the World Bank, RSC, ACEs and communications focal points at participating institutions to ensure successful implementation of the communication strategy through:

- Quality management of communication activities and outputs
- Coordinating knowledge sharing events
- Issuing joint press statements and releases
- Producing and disseminating special reports and advocacy materials
- Organizing regular, periodic press conferences and briefings for the media
- Coordinating consultative meetings with relevant communication focal points
- Facilitating field visits for interested stakeholders
- Updating email distribution lists
- Updating the website

### 6.3. Africa Centers of Excellence (ACEs)

Each ACE will have the autonomy to implement its own communication activities in coordination with the hosting institution, government and the RFU. ACEs shall organize and plan events such as seminars, workshops, and open days for greater visibility and knowledge dissemination. ACEs shall commit a dedicated budget to communication for production of materials including videos, brochures/factsheets, banners, advertising and press/media events. Center heads are expected to maintain open lines of communication not only with the ministries but also the media, civil society, the private sector and other stakeholders to increase awareness about the project.

**What the Press is saying** - a collection of articles on the ACE II published by print and electronic media in the participating countries will be collected by ACEs and shared with RFU via email or social media. The RFU will occasionally send reminder emails to ACEs to submit links or scanned copies of stories published in the local press about the ACE II project.

## **6.4. Heads of Institutions**

The heads of institutions will play a key role in canvassing support for the project from the rest of the university and from other external partners of the institution.

## **7. TARGET AUDIENCE**

The ESA region has multiple nationalities and languages with citizens at various levels of education and exposure. The target audience is segmented as internal audiences and external audiences.

### **7.1. Internal communication**

Daily interactions between key stakeholders of ACE II will be an important part of the project implementation. Given the regional nature of the project and many stakeholders involved, effective communication within the structure of the ACE II project will improve coordination, common understanding about the project's priorities and strengthen teamwork.

### **7.2. Target Internal Audience**

- The Regional Steering Committee
- The Regional Facilitation Unit
- The ACE Center Leaders and Deputy Center Leaders
- Vice Chancellors of host universities
- National Steering Committee
- Ministry of Education
- Ministry of Finance
- World Bank Core Team, Financial Management Specialist, Procurement Specialist, and Country Education Teams (based at the head office and in country offices).

### **7.3. Internal channels of Communication**

The main channels of internal communication are Email, Memos, Letters, Phone calls, Video Conference, Skype, WebEx, Annual meetings/statutory meetings and a collaborative web page. The project communication matrix below explains who will be copied into which communication. Generally, email response time is expected to be within three days of receiving the email.

**Table 2: Communication Flow Between Task Teams**

Sender	Message	Receiver	Copy	Channel	Responsible	Response Time
ACEs	Question/Clarification	RFU	WB Country Education Team	Phone, Email, Skype, WebEx	RFU	3 days
	Inquiry, Observation, Discussion	ACEs	RFU, WB Country Education Team	Email, Project Website, Video Conference	ACE Leader	3 days
	Communication	NSC	RFU, WB Country Education Team	Email, Phone	Chair, NSC	3 days
RFU	Question/Clarification	ACEs	WB ACE II Core Team, WB Country Education Team, WB Regional TTL	Email, Phone, Skype	Center Leaders	3 days
	Question/Clarification	RSC	WB ACE II Core Team	Email, phone, Video Conference	RSC Chairperson	3 days
WB	Questions/clarification	RFU	--	Email, Phone, VC, WebEx	RFU	3 days
		RSC	RFU	Email, Phone, VC, WebEx	RSC Chair	3 days
NSC	Question, Clarification, Observation	WB	RFU, ACE, Country Education Team, Regional TTL	Email	Country Education Team	3 days
		RFU	WB Country Education Team, ACE	Email	RFU	3 days
		ACE	RFU	Email, Phone	Center Leader	
RSC	Questions, observations & clarifications	RFU	WB ACE II Core Team	Email, Phone	RFU	3 days

		WB	RFU	Email, Phone	WB ACE II Core Team	3 days
--	--	----	-----	-----------------	------------------------	--------

## **Collaborative web page**

Internal communication among ACEs will be reinforced with a collaboration page (forum) on the ACE II website. Tools provided on this page will include useful contacts, agendas, minutes, meeting reports, etc. The platform will be a collaboration space for ACEs to share good practices in teaching and learning, collective thinking, exchange knowledge and generate new ideas. A set of guidelines will be posted on the page to assist users on how to use it and what to upload on the forum. It is expected that the forum will also enhance cross border research networks.

## **7.4. External Communication**

External information is the exchange of information between ACE II and the different external audiences that include the private sector, the media, partner institutions, students, development partners and the general public. Center Leaders and heads of institutions are expected to maintain open lines of communication to increase awareness about the project. In the interests of the reputation of the ACE II project and stakeholder confidence, information issued externally by all stakeholders will be accurate and consistent. ACEs and the hosting institutions will identify an appropriate person/s as the official spokesperson/s for the project, where applicable.

## **7.5 External Audience**

The external audiences include both public and private sector organisations on the one hand and individual citizens in their various groupings on the other. They include:

### **7.5.1. Research and academic institutions**

Universities view this project as an opportunity to strengthen the capacity of their centers and improve the quality, scale up regional collaboration in higher education, establish quality regional programs, and develop models for industry-academia collaboration. The faculty and staff will expect information on professional development opportunities, exchange visits, collaborating teaching and research and knowledge sharing opportunities.

### **7.5.2. Government ministries of participating countries**

The line ministry officials, specifically Ministry of Education and Ministry of Finance, are well placed to contribute to sector specific policy and program formulation and implementation. If effectively communicated to, they would be able to support ACE II project activities and align policies at the national level with the regional ones.

The relevant government departments will expect to be consulted and involved for them to support ACE II initiatives. Some of the communication they need from the ACEs, RSC

and NSC members include the benefits of the ACE II project in furthering their ministry goals and what support is needed from them for successful implementation.

### **7.5.3. The private sector**

Employers in targeted sectors/industries will have greater access to high quality, skilled personnel and results of applied research. The private sector members will need information on the opportunities that the ACE II project provides them and how their companies can be involved.

### **7.5.4. Students and Faculty**

Students in participating universities and their partner institutions across Eastern and Southern Africa will benefit from high quality education and training. Students expect to be informed on how they can be involved, how to benefit from the scholarships, student mobility and employment opportunities. The faculty and staff will expect information on professional development opportunities, exchange visits, collaborating teaching and research and knowledge sharing opportunities.

### **7.5.5. Development Partners**

The ESA benefits from significant technical and financial assistance from a large number of international aid and development agencies. In working with the development partners, the ACE II can exploit various areas of cooperation for mutual benefit. These partners would expect information on the progress of the project and how they could be involved. Several development partners have expressed interest in future collaboration with the project, for example, the United States Agency for International Development in the agriculture sector, and the German Academic Exchange Service in supporting faculty and graduate student exchange with scholarships, and the National Institutes of Health in the United States in supporting faculty exchange and applied research.

### **7.5.6. Regional institutions**

These include African Union, COMESA, SADC and EAC among others. The institutions will benefit from the improved capacity of the ACEs and an increase in skilled workers in the regional priority areas. The increased student mobility and faculty exchange visits will enhance the regional and continental integration processes.

### **7.5.7. The Media**

Media relations with key journalists and media organisations will be maintained to gain their support in disseminating project information.

**Figure 1: ACE II Project Overall Communication Flow Chart**

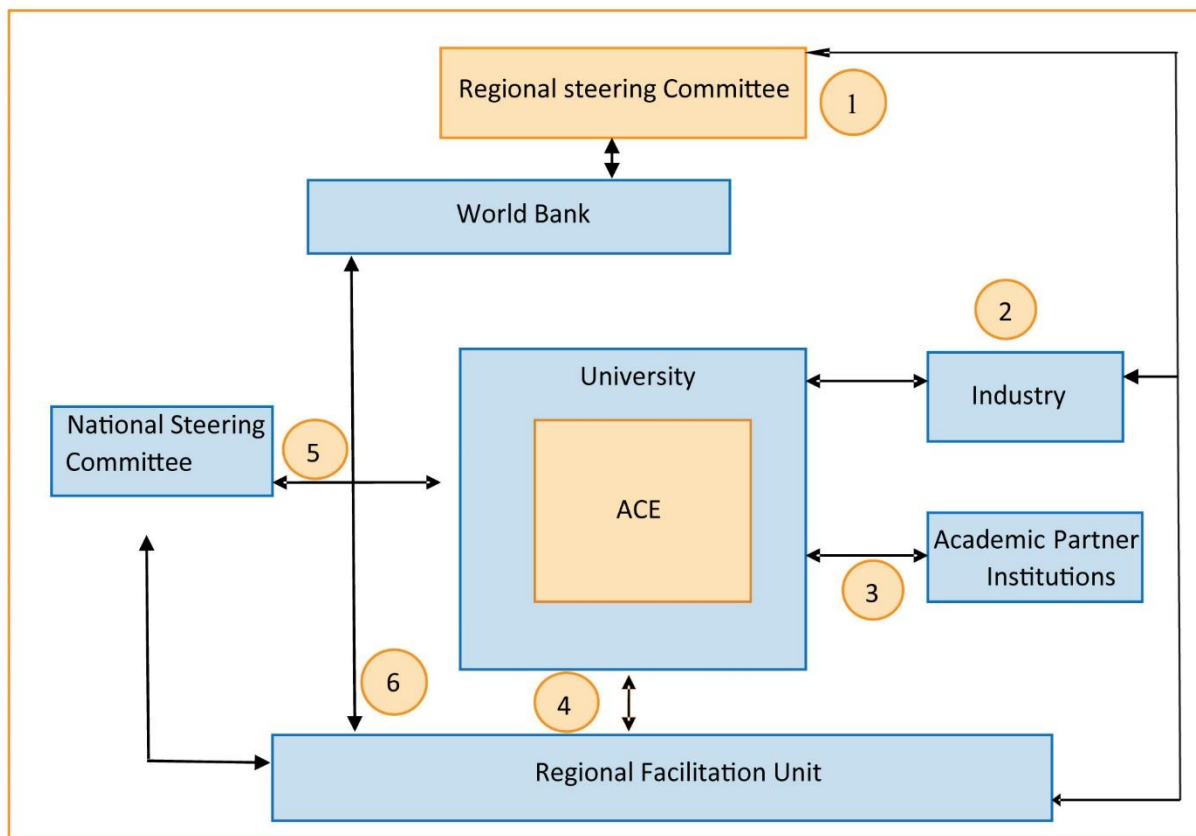


Figure 1:

1. Regional Steering Committee provides project oversight and guidance to all project participants. Communication materials and content will be approved by the RSC Chair.
2. Communication between ACEs and industry/sector organizations
3. Communication between ACEs and other higher education institutions
4. Regional Facilitation Unit communicates to all project participants
5. The Government provides oversight to its ACE(s) in the implementation of the proposal
6. Communication between the World Bank and the Regional Facilitation Unit. The World Bank will approve communication content from the RFU before publication.

## 8. TOOLS OF COMMUNICATION

### 8.1. Success Stories

The best short stories typically include both a human interest lead that illustrates how a project has improved people's lives or made a difference in the host country and results to back up the claim to success. Good success stories contain

statistics, beneficiaries and beneficiary quotes. Such stories will be disseminated through short videos and newsletters. These are the general guidelines for success stories:

- Title – A story should have a title to attract reader’s attention.
- Quotes – It should include a quote or quotes from participants/beneficiaries.
- Jargon free -Translate technical jargon to words that everyone understands.
- Acronyms - Avoid acronyms or use them sparingly.
- Word count – Each news story should be no more than 400 words.
- Photographs - Attach only a .jpg, .bmp, or .gif file with high resolution.

**8.2. Op-Ed:** RSC members and ACE Center Leaders are distinguished scholars in their countries. They will be encouraged to leverage this advantage to get Op-ed articles expounding on the ACE II project published in leading newspapers in their country, higher education websites, and on the project website.

### **8.3. Short videos (2-5 minutes)**

Well produced videos are an effective way of delivering messages to a mass audience. RFU and ACEs shall from time to time develop videos and share them on their websites and social media platforms, in regional media and at the national level.

### **8.4. Press Conferences**

These will be held from time to time, jointly or as individual units. ACEs will from time to time conduct their own press conferences as the Centre Leaders and Communication officers may see fit. RFU press conferences will mostly coincide with annual ACE meetings and bi-annual RSC meetings.

### **8.5. Press Releases**

The RFU will regularly issue press releases. The RFU will share the press releases with the World Bank Core Team before release. The Core Team will give its feedback in the shortest time possible such that the newsworthiness of the release is not overtaken by events. The RFU will prepare a press release ahead of each event and share it with the World Bank Core Team at least two days to the event for their input before it is released to the media.

### **8.6. Photographs**

ACEs and RFU will maintain vibrant social media platforms to publicise project achievements. In addition, photographs bring a story to life. The photos used in ACE publications and social media platforms should be clear, colorful, depict action, and capture people’s attention and should include the photographer’s name, organization and caption for the photo. ACEs will make effort to share quality high resolution photographs in .jpg, .bmp, or .gif file formats with the RFU. In addition, the RFU will commission photographers annually to visit ACEs and take photographs that capture the progress made.

### **8.7. Branding Principles**



Clear and consistent corporate identity is required to assist the public in recognizing the services and initiatives of ACE II. The branding needs consistent presentation. All ACEs communication shall bear the ACE II project logo alongside their institutional logos in all their public communications. The official letterhead of the RFU has the name of the project and the logos of IUCEA and the World Bank Group at the top of the page, and the flags of the participating countries at the bottom (Annex 2).

**Signposts:** Each ACE shall put a distinct signpost on the premises of the Center. The signpost shall carry logos of the institution and the project.

**Table 3. The External Communication Mix**

Channel	Key Media Organisations	
PUBLICATIONS – Posters, brochures, factsheets, banners, newsletters	In-house	
SOCIAL MEDIA – Facebook and Twitter	In-house	
WEBSITE – Success stories, photos, videos, results	In-house	
PRINT MEDIA – news, features, op-eds	<b>ETHIOPIA</b> Ethiopian Reporter Addis Fortune	
	<b>KENYA</b> The Standard The Daily Nation The Star	
	<b>MALAWI</b> The Nation Nyasa Times	
	<b>MOZAMBIQUE</b> Noticias	
	<b>RWANDA</b> New Times	
	<b>TANZANIA</b> Citizen Mwananchi	
	<b>UGANDA</b> The Daily Monitor The New Vision	
	<b>ZAMBIA</b> The Post Zambia Daily Mail	
	<b>HIGHER EDUCATION WEBSITES</b> e.g. University World News	
RADIO - Interactive Talk-shows, spots	<b>MOZAMBIQUE</b> - RM	
	<b>ETHIOPIA</b> - FM 97.1 Addis Abeba	

	<b>KENYA</b> – Citizen Radio
	<b>MALAWI</b> – Capital Radio Malawi
	<b>RWANDA</b> – Radio Rwanda
	<b>TANZANIA</b> – Clouds Radio
	<b>UGANDA</b> – Radio One, Uganda Radio Network (URN)
	<b>ZAMBIA</b> – Flava FM
TELEVISION - Interactive Talk shows, spots, documentaries	<b>MOZAMBIQUE</b> –TVM <b>ZAMBIA</b> – ZNBC UGANDA – NTV RWANDA – RTV KENYA – Citizen TV ETHIOPIA – ETV MALAWI – MBC TANZANIA - ITV
EVENTS	Project Launch RSC meetings ACE technical and advisory meetings International conferences on higher education

## 9. COMMUNICATION RISK

The Project Appraisal Document rates the overall implementation risk as high. Poor communication can significantly increase the overall risk. ACE II is a cross country and multi-sectoral project with multiple and multilayered collaborations and partnerships with public and academic institutions, as well as the private sector initiated by the 24 ACEs during project implementation. A misunderstanding can be detrimental to the success of the project. To mitigate this problem there will be regular information sharing by stakeholders through online and face-to-face meetings, the quarterly newsletter, a project website updated on a weekly basis and frequent email exchange. The Project Operational Manual, the comprehensive guide and reference for ACE II implementation further expounds on internal and external communication. Contacts of the ACE II World Bank Core Team and Country Teams, the Regional TTL and the Project Management Unit staff at the RFU have been shared to ease communication (See annex 3).

## 10. IMPLEMENTATION

The ACE II Communication Strategy will be implemented through an annual work plan which will be endorsed by the RSC. Communication officers/focal points from the ACEs will review the preceding year's work plan during the ACE annual meeting to evaluate its progress and to inform development of the next year's work plan (See Annex 1.)

## 11. EVALUATING SUCCESS

To ascertain the degree to which communication activities contribute to the visibility of the project's activities, different methods will be used to measure the impact of communication. Specific ways that will be used in evaluating the communication process include:

- Web site traffic hits, and online feedback.
- Social media followers, likes and metrics
- Attendees at events.
- Demand for information on ACE II (from the public, media, private sector, civil society, students, etc).
- Changes in strategic priorities/objectives from other sectors (Ministries, consumer associations, etc.) and evolution of community initiatives.
- Number of newspaper articles written.
- Number of subscribers to the quarterly e-newsletter.
- Number of TV documentaries produced and aired/radio news coverage stories broadcast about project activities.
- Number of Information, Education and Communication materials produced and distributed to stakeholders.
- Calls for information and media appearance requests by the media houses to the Center Leaders, Project Coordinator and other ACE II key players.
- Amount of revenue generated.

## ANNEXES

### Annex 1: Work Plan for the period July 2016 – July 2017

Time Frame	Expected Output	Planned Activities	Performance Indicators	Estimated Budget	Completion Date
0-12 months	1. Quarterly Newsletter and project factsheet	Write, edit, and distribute quarterly e-newsletter	-Number of subscribers getting the newsletter	0	Ongoing on a quarterly basis
	2. Brochure		-Brochure in place	\$150	September 30, 2016
	3. Brochure Reprints			\$300	
	4. Website update	-Identify information to upload on the website  -Populate the portal with relevant information  -Develop the forum/members area of the website	-Website populated  -Number of website hits  -Forum in place and active  -Number of Facebook likes, shares, comments, and Twitter followers.	\$1200	Continuous
	Update Social Media				
	5. Video Stories	Develop short 2-5 minute videos	1 video produced per quarter	\$2000	1 per quarter
	6. Develop contacts/distribution lists database	Develop and update contacts lists of ACE II stakeholders	Number of lists developed and updated.	0	Ongoing
	7. Communication materials	Develop branding materials: T-	Number of materials	\$3500	October 15

		Shirts, brochures, bags, banners for visibility enhancement	produced and distributed		
	8.Project correspondence	Manage official correspondence	-Number of emails and letters acted upon.	0	Ongoing
	9.Events coverage	Publicity to project events such as the project launch, RSC meetings, ACE workshops	-Number of media mentions from events		Ongoing
	10.Advertising	<p>-Place digital adverts of project website on leading news websites in participating countries, and websites of participating institutions</p> <p>-Give editorial support to adverts for newspaper placement</p>	-Project advert visible on home pages of leading websites in participating countries	ACE budget	By December 2016.

## Annex 2: Headed Letter

# ACE II

Eastern and Southern Africa  
Higher Education Centers of Excellence Project



WORLD BANK GROUP



Ethiopia	Kenya	Malawi	Mozambique	Rwanda	Tanzania	Uganda	Zambia
----------	-------	--------	------------	--------	----------	--------	--------

### **Annex 3: Contacts of RFU and World Bank Teams**

**Table 5: Regional Facilitation Unit**

<b>Name</b>	<b>Email</b>	<b>Telephone</b>
Executive Secretary	<a href="mailto:exsec@iucea.org">exsec@iucea.org</a>	+256-414-256-251
Deputy Executive Secretary	<a href="mailto:des@iucea.org">des@iucea.org</a>	+256-414-256-251
Project Coordinator	<a href="mailto:emutimura@iucea.org">emutimura@iucea.org</a>	+256-414-256-251
Principal Innovation and Outreach Officer, IUCEA	<a href="mailto:payoo@iucea.org">payoo@iucea.org</a>	+256-772-666-507
Information and Communication Officer	<a href="mailto:aasiimwe@iucea.org">aasiimwe@iucea.org</a>	+256-752-980-079
Project Accountant	<a href="mailto:mmusoke@iucea.org">mmusoke@iucea.org</a>	+256-702-641-155

**Table 6: Contact of WB Team in the countries**

<b>Country</b>	<b>TTL Name</b>	<b>TTL title</b>	<b>Email</b>	<b>Phone</b>
Kenya, Uganda	Ruth Karimi Charo	Senior Education Specialist	<a href="mailto:rcharo@worldbank.org">rcharo@worldbank.org</a>	254-020-5327+6099
Rwanda	Nobuyuki Tanaka	Economist	<a href="mailto:ntanaka1@worldbank.org">ntanaka1@worldbank.org</a>	458-8662
Malawi	Innocent Mulindwa	Senior Education Specialist	<a href="mailto:imulindwa@worldbank.org">imulindwa@worldbank.org</a>	5394+3224
Ethiopia	Girma Woldetsadik	Education Specialist	<a href="mailto:gwoldetsadik@worldbank.org">gwoldetsadik@worldbank.org</a>	5358+6053 / 251-11-517-6053
Tanzania	Ekua Nuama Bentil	Education Specialist	<a href="mailto:ebentil@worldbank.org">ebentil@worldbank.org</a>	5220+38907
Mozambique	Ana Ruth Menezes	Senior Education Specialist	<a href="mailto:amenezes@worldbank.org">amenezes@worldbank.org</a>	5333+2373 / 258-21-482-373
Zambia	Xiaonan Cao	Senior Education Specialist	<a href="mailto:xcao@worldbank.org">xcao@worldbank.org</a>	473-8917

**Table 7: World Bank Team at Head Office in Washington DC**

<b>Name</b>	<b>E-mail address</b>	<b>Telephone</b>
Xiaoyan Liang	<a href="mailto:xliang@worldbank.org">xliang@worldbank.org</a>	+1 202 373 6137
Xiaonan Cao	<a href="mailto:xcao@worldbank.org">xcao@worldbank.org</a>	+1202 473 -8917
Ekua Nuama Bentil	<a href="mailto:ebentil@worldbank.org">ebentil@worldbank.org</a>	5220+38907
Tanya June Savrimootoo	<a href="mailto:tsavrimootoo@worldbank.org">tsavrimootoo@worldbank.org</a>	-

Huma Kidwai	<a href="mailto:hkidwai@worldbank.org">hkidwai@worldbank.org</a>	-
-------------	--	---

#### Annex 4: List of Public Relations Officers at hosting institutions

	INSTITUTION	PRO
1	Mbarara University Uganda	Mr. Dennis Lukaaya Mob: <a href="tel:+256772662062">+256772662062</a> / <a href="tel:+256702273348">+256702273348</a> Email: <a href="mailto:pro@must.ac.ug">pro@must.ac.ug</a>
2	Addis Ababa University	Dr. Zebede Beyene Mob: +251911 51 69 23 Email: <a href="mailto:Bzenebe2000@gmail.com">Bzenebe2000@gmail.com</a>
3	Jaramogi Odinga Oginga University of Science & Technology	Ms. Keziah Ogada Mob: <a href="tel:+254723547875">+254 723 547875</a> Email: <a href="mailto:pr@jooust.ac.ke">pr@jooust.ac.ke</a> ; <a href="mailto:kezzyog@yahoo.com">kezzyog@yahoo.com</a>
4	Makerere University	Ritah Namisango Senior Public Relations Officer Main Building, 2nd Floor, Room 411 Tel: <a href="tel:+256414542803">+256 414 542803</a> Fax: <a href="tel:+256414541068">+256 414 541068</a> E-mail: <a href="mailto:pro@admin.mak.ac.ug">pro@admin.mak.ac.ug</a>
5	Uganda Martyrs University	Ms. Margaret Nangooba Mob. <a href="tel:+256706124509">+256 706124509</a> /782924509 Email: <a href="mailto:pro@umu.ac.ug">pro@umu.ac.ug</a>
6	Moi University	Mr. Wandera Nyonge Mob: +254 729 388 379 Email: <a href="mailto:nyongewandera@gmail.com">nyongewandera@gmail.com</a>
7	Egerton University	Ms. Agnes Mwangi Email: <a href="mailto:agnes.mwangi@egerton.ac.ke">agnes.mwangi@egerton.ac.ke</a>
8	Sokoine University	Mr. Kassim A. Msagati Office of the Vice Chancellor Sokoine University of Agriculture Main Building, Ground Floor, Office #12 Tel: <a href="tel:+255232640018">+255 23 264 0018</a> Mobile: <a href="tel:+255754363651">+255 754 363 651</a> Fax: <a href="tel:+255232604651">+ 255 23 260 4651</a> Email: <a href="mailto:publicityandmarketing@suanet.ac.tz">publicityandmarketing@suanet.ac.tz</a> ; <a href="mailto:kams@suanet.ac.tz">kams@suanet.ac.tz</a>
9	Nelson Mandela African Institution of Science & Technology	Ms. Neema Mhando <a href="mailto:neema.mhando@nm-aist.ac.tz">neema.mhando@nm-aist.ac.tz</a> <a href="tel:+255784826326">+255784826326</a>
10	University of Zambia	1. Manager, Public Relations Name: Mr. Damaseke Chibale Phone: +260 211 254129 or +260 977 846 068 E-mail: <a href="mailto:damaseke.chibale@unza.zm">damaseke.chibale@unza.zm</a>  2. Manager, International Link Office Name: Mrs. Patricia Mwila Sakala Phone: +260 211 296019 or +260 966 458680 E-mail: <a href="mailto:patricia.sakala@unza.zm">patricia.sakala@unza.zm</a>



11	University of Rwanda – College of Education	Mr. Darius Murangwa Public Relations & Communication Officer, University of Rwanda - College of Education Tel: <a href="tel:+250788662829">+250788662829</a> <a href="tel:+250739127654">+250739127654</a> Email: <a href="mailto:pro.ce@ur.ac.rw">pro.ce@ur.ac.rw</a>
12	Copperbelt University	Prof. Jameson Mbale  Email: <a href="mailto:jameson.mbale@gmail.com">jameson.mbale@gmail.com</a>  <a href="tel:+260-972884356">+260 - 972884356</a>
13	Universidade Eduardo Mondale	Dr. Alberto Julio Tsamba  +258-823-151-800  +258-214-781-10  <a href="mailto:ajtsamba@yahoo.com.br">ajtsamba@yahoo.com.br</a>
14	University of Malawi	Margaret JT Longwe College Registrar Private Bag 360 Blantyre. <a href="mailto:registrar@medcol.mw">Email: registrar@medcol.mw</a>  Tel: <a href="tel:+265888398136">+265 888 398 136</a> +265 888 398 136, <a href="tel:+265995250986">+265 995 250 986</a> , <a href="tel:+2651877305">+265 1 877 305</a> +265 1 877 305, <a href="tel:+2651871911">+265 1 871 911</a> +265 1 871 911

## Annex 4 List of journalists from media houses in participating countries

NAME	CONTACTS	MEDIA ORGANISATION
<b>KENYA</b>		
Stanley Kimuge	+254726469719/ +254732982190	NMG – Daily Nation
Gabriel Kudaka	+254720475555	NMG – NTV
John Wanyama	+254722446258	Citizen TV
Duncan Wanga	+254727876512	K24 TV
Michael Linga	+254717976320	Standard newspaper
Cynthia Ronoh	+254725021605	KTN TV
Elizabeth Wekesa	+254720022652	MU Radio
Geoffrey Chepkwony	+254724399368	KTS TV
Isaiah Gwengi	0726815901	Standard Newspaper
Brian Ondeng	0721286814	Kenya News Agency
George Amolo	0723589740	Ramogi Radio
Lilian Osiema	0723410830	Citizen TV
Nelcon Odhiambo	0726369423	The Daily Nation
Erick Nyayiera	0727364040	Education News
Erick Oloo	0723667413	The Star
Erick Juma	0727716098	The People
Lameck Baraza	0728720830	Radio Jambo
George Oleng	0721644251	Citizen Weekly
Joseph Onyango	0729497214	Radio Nam Lolwe
Jacob Akuku	0711588797	Gulf Radio
Javan Onyango	0729035698	Mayienga Radio
Nicholas Mburu	0722984228	KTN
Ouko Okusa	0722892831	NTV
<b>TANZANIA</b>		
Sechelela Kongola	0754265292/0718161163 <a href="mailto:sechelela.kongola@gmail.com">sechelela.kongola@gmail.com</a>	TBC
Asiraji Mvungi	0767510326/0784510326 <a href="mailto:mvungiasraji@gmail.com">mvungiasraji@gmail.com</a>	ITV/Radio One
Godfrey Thomas	0754675556 <a href="mailto:kiongozigod@gmail.com">kiongozigod@gmail.com</a>	Radio Five
Zephania Ubwani	0768593190 <a href="mailto:zubeshak3@gmail.com">zubeshak3@gmail.com</a>	The Citizen
Filbert Rweyemamu	0754945670 <a href="mailto:filbert2other@yahoo.co.uk">filbert2other@yahoo.co.uk</a>	Mwanachi
Edward Qorro	0754920379 <a href="mailto:Edward.qorro@guardian.co.tz">Edward.qorro@guardian.co.tz</a>	The Guardian
Marc Nkwame	0767818467/0784818463 <a href="mailto:nkwame@gmail.com">nkwame@gmail.com</a>	Daily News
Hazla Qirre	0752535035/0752535035 <a href="mailto:hazlaq@gmail.com">hazlaq@gmail.com</a>	Arusha Times
Sammy Awami	0717084400 <a href="mailto:sammy.awami@bbc.co.uk">sammy.awami@bbc.co.uk</a>	BBC
<b>ZAMBIA</b>		

Chansa Mayani	+260977472000 <a href="mailto:chansamayani@gmail.com">chansamayani@gmail.com</a>	Zambia National Broadcasting Corporation (ZNBC)
Lillian Kalaba	+260977394360 <a href="mailto:Lillian.kalaba@gmail.com">Lillian.kalaba@gmail.com</a>	ZNBC
Darius Kapembwa	+260979116328 <a href="mailto:Dariuskapembwa6@gmail.com">Dariuskapembwa6@gmail.com</a> +260966093462	Post Zambia
Kennedy Mupeseni	+260977345792 <a href="mailto:kc.mupeseni@gmail.com">kc.mupeseni@gmail.com</a>	Times of Zambia
Musonda Mangilashi	+260977828609 <a href="mailto:musondamangilashi@gmail.com">musondamangilashi@gmail.com</a>	Times of Zambia
Exhildah Kapapula	+260977498599 <a href="mailto:bwalyakapapula@yahoo.com">bwalyakapapula@yahoo.com</a>	Zambia News and Information Service
Christabel Ngosa	+260979607173 <a href="mailto:newsroom@flavafm.co.zm">newsroom@flavafm.co.zm</a>	Flava FM
Clinton Masumba	+260967278928 <a href="mailto:newsroom@flavafm.co.zm">newsroom@flavafm.co.zm</a> +260977278928	Flava FM
Mathews Kabamba	+260977377059 <a href="mailto:Mathewskabamba1@gmail.com">Mathewskabamba1@gmail.com</a>	Zambia Daily Mail
<b>RWANDA</b>		
Flora Kayitesi (Chief Editor)	<a href="mailto:fkaitesi@rba.co.rw">fkaitesi@rba.co.rw</a> or <a href="mailto:info@rba.co.rw">info@rba.co.rw</a>	Rwanda Broadcasting Agency (TV)
Innoncent Muvunyi (Journalist)	<a href="mailto:innocent_muvunyi@yahoo.com">innocent_muvunyi@yahoo.com</a>	Royal TV
Uwitonze Felix (Journalist)	<a href="mailto:uwitonzefelix@gmail.com">uwitonzefelix@gmail.com</a>	TV 10
Uwimana Ferdinand (journalist)	<a href="mailto:ferdinandus01@yahoo.fr">ferdinandus01@yahoo.fr</a>	Radio Rwanda
Twahirwa Alphonse (journalist)	<a href="mailto:twalpho@gmail.com">twalpho@gmail.com</a> or <a href="mailto:news@flashfm.rw">news@flashfm.rw</a>	Flash FM
Mutuyeyezu Oswald (Chief Editor)	<a href="mailto:oswakio@gmail.com">oswakio@gmail.com</a>	City Radio
Solomon Asaba (Journalist)	<a href="mailto:asabasolomon@gmail.com">asabasolomon@gmail.com</a>	The New Times
Jean de la Croix Tabaro (Journalist)	<a href="mailto:jeantabaro@gmail.com">jeantabaro@gmail.com</a>	KT Press
Pholbert (Chief Editor)	<a href="mailto:editor@igihe.rw">editor@igihe.rw</a>	Igihe Ltd
Nizeyimana J. Pierre (Journalist)	<a href="mailto:nizeyimanajeanp@gmail.com">nizeyimanajeanp@gmail.com</a> or <a href="mailto:info@umuseke.rw">info@umuseke.rw</a>	Umuseke
<b>MOZAMBIQUE</b>		
Mr Gil Filipe	827716220 <a href="mailto:gifilipe@gmail.com">gifilipe@gmail.com</a>	Noticias - Newspaper
Mr Emmanuel Langa	TVM - 821409470 <a href="mailto:emmanuelntvm@hotmail.com">emmanuelntvm@hotmail.com</a>	TVM (TV)
Mr Boaventura Mucipo	826633486 <a href="mailto:mucipo2@yahoo.com.br">mucipo2@yahoo.com.br</a>	STV (TV)
Mr Paulo Jotamo	828708280 <a href="mailto:pjotamo@gmail.com">pjotamo@gmail.com</a>	RM (Radio)
<b>UGANDA</b>		
Williams Kato	<a href="mailto:wkato@ntvuganda.co.ug">wkato@ntvuganda.co.ug</a> <a href="mailto:news@ntvuganda.co.ug">news@ntvuganda.co.ug</a>	NTV (U)
Anderson Lukwago		Radio One
Moses Talemwa	<a href="mailto:mtalemwa@gmail.com">mtalemwa@gmail.com</a> , 070-3-413091	The Observer

Dicta Asiimwe	dictasiimwe@gmail.com	The East African
	<a href="mailto:news@newvision.co.ug">news@newvision.co.ug</a>	The New Vision
Alex Atuhair	<a href="mailto:aatuhair@monitor.co.ug">aatuhair@monitor.co.ug</a>	Daily Monitor
		Uganda Radio Network
Catherine Byaruhanga	+256791501637	BBC
Patience Atuhair	+256774146187 <a href="mailto:apatience@ymail.com">apatience@ymail.com</a>	BBC
Isabel Nakirya	<a href="mailto:iznakirya@gmail.com">iznakirya@gmail.com</a>	CCTV
Evelyn Lirri	+256 705067508, +256783880610, <a href="mailto:Elirri22@gmail.com">Elirri22@gmail.com</a>	Reuters