



AFRICAN UNION  
INTERAFRICAN BUREAU  
FOR ANIMAL RESOURCES



# Experience Sharing on Global Existing COEs with Focus on Coastal and Fisheries-related Discipline

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FORMAL LAUNCHING OF NETWORK OF AFRICAN UNION CENTRES OF EXCELLENCE  
IN FISHERIES AND AQUACULTURE IN CAIRO, EGYPT

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# Outline

- Why Centers of Excellence (CoE)?
- Best Practices of CoE
- Lessons from World Bank ACEs Impact Model
  - Regional Footprint
  - Key Focal Areas
  - Sector Components
  - Disbursement-Linked Indicators (DLIs)
- Africa Center of Excellence in Coastal Resilience (ACECoR)

# Why Centers of Excellence (CoE)?

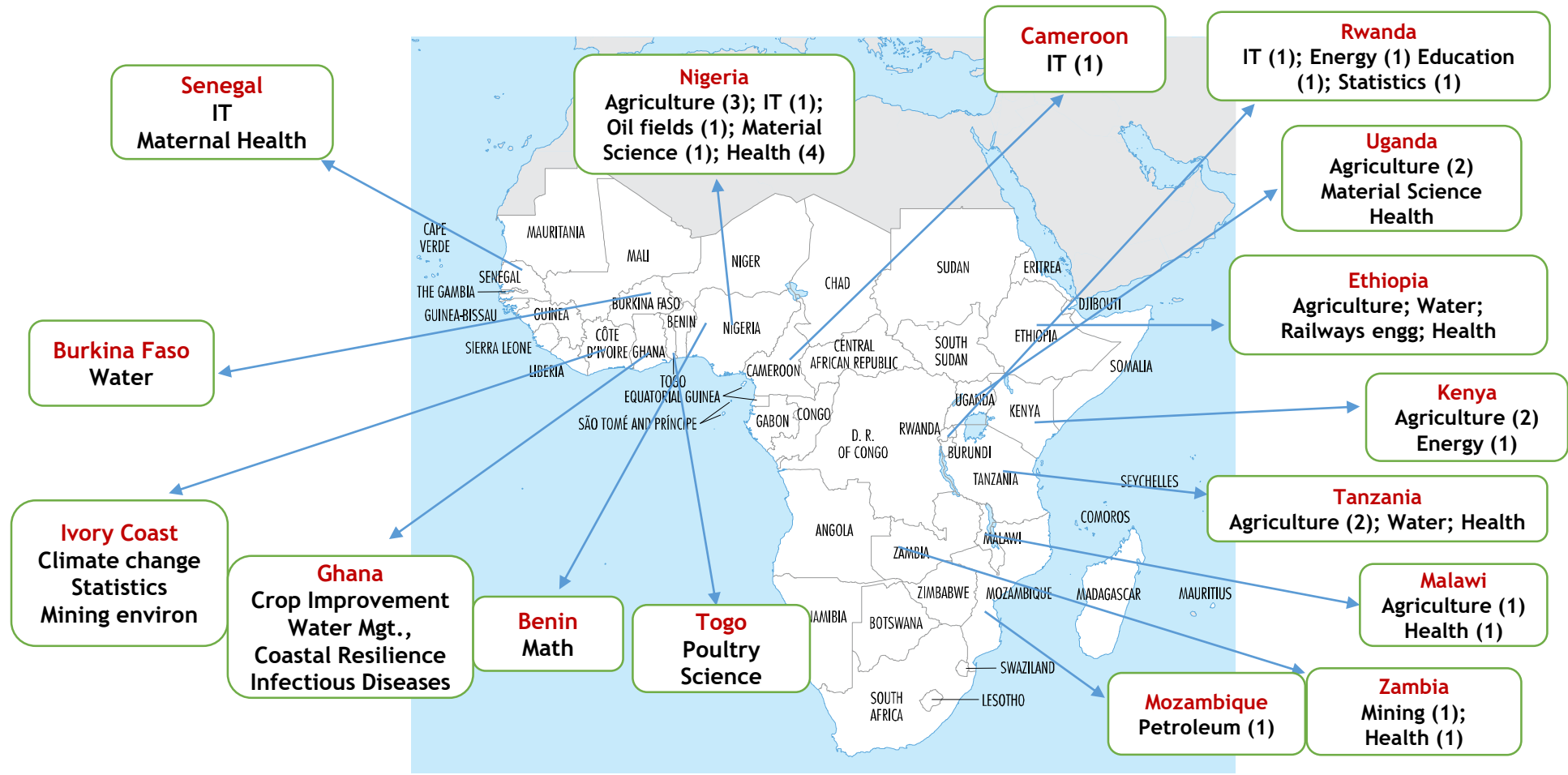
- CoEs concentrates expertise and resources from different disciplines to attain and sustain world-class performance and value. Also called “competency centers” or “capability centers” in academia
- **COEs are designed to drive innovation and improvement, they also create a strong organizational culture**
- CoEs require funding to kick-start. Arguably, CoEs actually begins when the funding has run out

# Best Practices of CoE

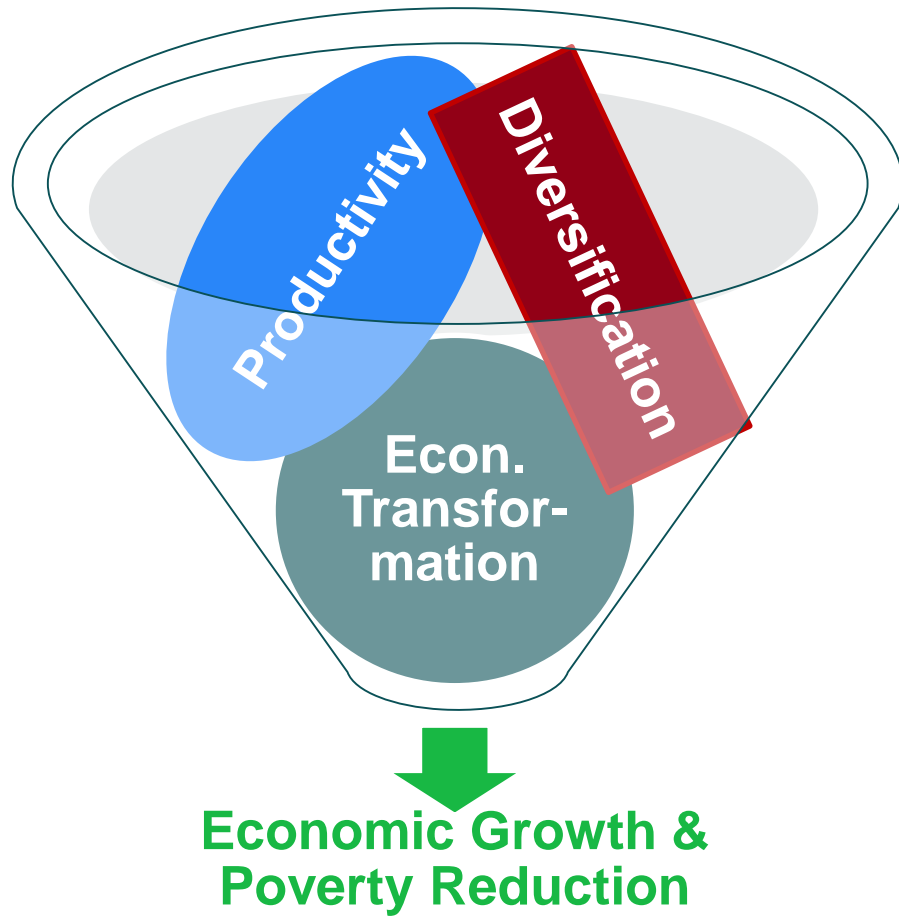
- **Executive buy-in:** To function well, COEs first need buy-in from top management to get them planned, accepted and implemented
- **Strong Governance System:** A visionary and disciplined leadership is key for effectiveness
- **Cross-disciplinary team members:** COEs also need to bring together people from cross-disciplines with experience to bear on the core area
- **Shared resources:** An important logistical consideration, COEs must have a system for shared resources

# Lessons from World Bank ACE IMPACT Model

Distribution by Country: 53 Centers in 20 Countries, over \$580 million to support ca. 20 countries in West, Central, East, and Southern Africa.



# ACE Focal Areas



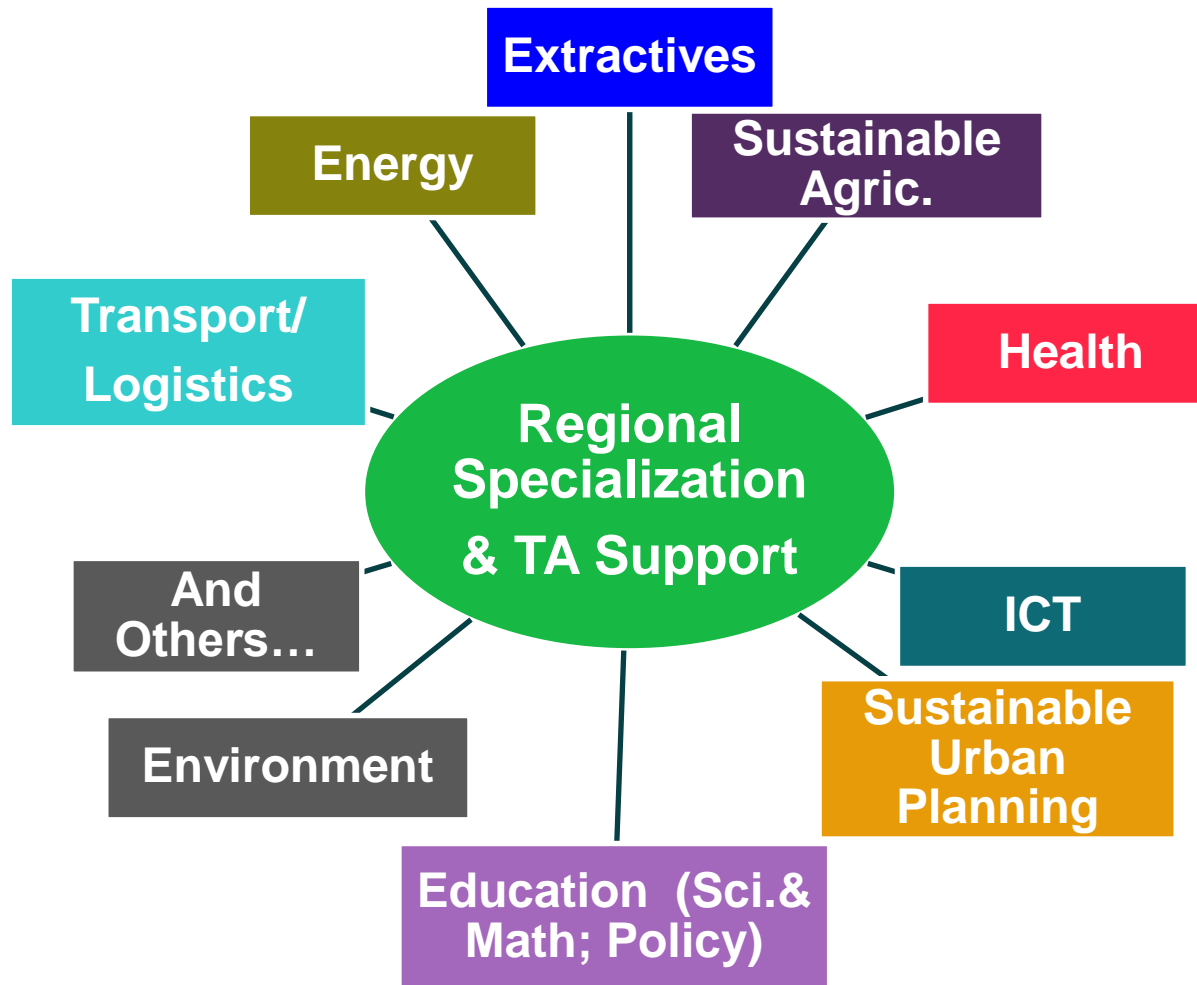
**Objective:** Increase **quantity**, **quality** and **development relevance** of post-graduate education in selected universities through regional specialization

- Better targeting of high-level skills and applied research
- Upfront industry linkages
- Increased impact on ACE host institutions
- Better coordination with regional & international partners

# ACE Components

Component 1	Component 2	Component 3
Establishing new and scaling-up well-performing existing ACEs for development impact	Fostering regional partnerships and scholarships	Enhancing national and regional level project facilitation, and monitoring and evaluation (M&E)
<p><b>Sub-component 1.1</b> Support to establish new centers of excellence.</p> <p><b>Sub-component 1.2</b> Support to scale-up well performing ACE I centers</p>	<p><b>Sub-component 2.1</b> Support to Emerging centers (non-ACEs) for networking, regional technical assistance and improving learning environment.</p> <p><b>Sub-component 2.2</b> Support for PhD scholarships through the PASET Regional Scholarship &amp; Innovation Fund</p>	<p><b>Sub-component 3.1</b> Support for project facilitation and M&amp;E at the Regional level;</p> <p><b>Sub-component 3.2</b> Support for national level coordination (Ghana and Nigeria) by the government-designated national higher education agencies</p>

# ACE for Impact: Sector Prioritization



For each sector, through consultations with experts, govts., industry and Development Partne. The World Bank identified **Five (5) Thematic areas: 1) Agriculture 2) Health 3) STEM 4) Environment & 5) Social Science/Education.**

- Scope/area within the priority sector to target
- Current skills gap within the continent of Africa
- Applied research needs for industry
- Key partners (national, regional and international)
- Funding Envelope: US\$ 6.4 million/Center



# Disbursement-Linked Indicators (DLI) Allocation

- DLI
  - Pre-identified Indicators
    - A total of 7 DLIs for ACE-Impact
  - Disbursement made to each center upon achievement of these DLIs
  - Results (Disbursement-Linked Results - DLR) independently achieved and verified
    - Pre-determined amount for each specific DLI

# DLI 1: Institutional readiness

## i. Basic readiness:

- ✓ Financing Agreement
- ✓ Center's Implementation Plan and Procurement and Financial Management Manuals approved by the RFU
- ✓ Official designation of the core team members
- ✓ Designation of a non-staff student representative to the RFU

## ii. Full readiness

- ✓ Project Management certification
- ✓ Functional center website
- ✓ Student handbook on the website
- ✓ International Scientific and Sectoral Advisory Boards (ISAB & SAB)

# DLI 2: Development Impact of ACE Center

- Amount allocated to DLI 2 is proportional to each Center's total allocation
- Verification Protocol:
  - ✓ Year 3: score based upon progress towards development impact
  - ✓ Year 4: score based upon development impact
  - ✓ Relevance and impact on society of graduates and research
  - ✓ Sectoral Advisory Board (SAB) annual reports
  - ✓ Interviews with center graduates and sectoral stakeholders

# DLI 3: Quantity of students with focus on gender and regionalization

- Count of new eligible doctorate and master's students per year
- Verification Protocol:
  - ✓ PhD
  - ✓ Master
  - ✓ Short course professional students
  - ✓ First degree

# DLI 3: Quantity of students with focus on gender and regionalization

## AMOUNT TO BE DISBURSED BY TYPE OF STUDENT

	PhD	MASTER	SHORT-COURSE PROFESSIONAL STUDENT	FOR FIRST DEGREE STUDENT
NATIONAL MALE STUDENT	10 000 USD	2 000 USD	400 USD	1 000 USD
NATIONAL FEMALE STUDENT	12 500 USD	2 500 USD	500 USD	1 500 USD
REGIONAL MALE STUDENT	12 500 USD	4 000 USD	800 USD	
REGIONAL FEMALE STUDENT	15 600 USD	5 000 USD	1 000 USD	

# DLI 4: Quality of Education and research

- Activity towards accreditation, published research articles and milestones for teaching and resch infrastructure per year
- Verification Protocol: 3 results to achieve

## ☐ Accreditation

- ☐ Disbursement made per accreditation or assessment step verified
- ☐ Submission of report and/or certification to the RFU

## ☐ Publications

- ☐ In internationally recognized peer reviewed journalsreconnues Internationally bibliometric databases

## ☐ Infrastructure

- ☐ Onsite evaluation of the installation and of the civil works and equipment improvements

# DLI 4: Quality of Education and research

## I. Result 1: International Accreditation

### AMOUNT TO BE DISBURSED BY TYPE OF ACCREDITATION

TYPE OF ACCREDITATION	AMOUNT PER STEP
INTERNATIONAL ACCREDITATION	300 000 USD
NATIONAL/REGIONAL ACCREDITATION	100 000 USD
GAP-ASSESSMENT/SELF-EVALUATION	100 000 USD
NEW/REVAMPED COURSES	50 000 USD

# DLI 4: Quality of Education and research

## II. Result 2: ACE-relevant research articles

### AMOUNT TO BE DISBURSED PER PUBLICATION

TYPE OF PUBLICATION	AMOUNT PER ARTICLE
Article co-authored by ACE Impact student/faculty and national partners	10 000 USD
Article co-authored with regional partners	15 000 USD

## III. Result 3: Completion of milestones for improved learning and research infrastructure



# DLI 5: Relevance of Education & Research

- i. Externally generated revenues
  - ✓ Tuition and other student fees, research consultancies, fundraising and competitive grants
  - ✓ Funding must be in an account and under spending control of the center leadership
  - ✓ Verified through financial auditors
- ii. Number of students and faculty with at least 1-month period internship
  - ✓ List of students/faculty must be validated by an expert
- iii. Milestone for developing entrepreneurship, innovation, start-up companies, and commercialization support programs
  - ✓ A milestone of results and activities to develop student and faculty

# DLI 5: Relevance of Education & Research

- Formula:
  - **US\$ 1** for each **US\$ 1** generated from national non-firm sources or international sources
  - **US\$ 2** for each **US\$ 1** generated from regional or private sources

# DLI 6: Timeliness and quality of fiduciary management

- Amount allocated to DLI 6 is proportional to each ACE total allocation
  - Amount fixed at a share of total grant amount
- Verification Protocol :
  - Financial audit and procurement audit
  - Functioning internal audit unit and audit committee
  - Under the university's council
  - Budget, annual work plan and financial documents are visibly accessible on the center's website
  - Share of the originally approved procurement plan that was executed.
  - The share is calculated in terms of value of contracts

# DLI 6: Timeliness and quality of fiduciary management

- Formula: Scalable within each result

## AMOUNT TO BE DISBURSED BY RESULT

RESULT	AMOUNT PER RESULT
TIMELY FIDUCIARY REPORTING	22 000 USD
FUNCTIONAL INSTITUTIONAL OVERSIGHT OF FIDUCIARY MANAGEMENT	22 000 USD
WEB TRANSPARENCY OF ACE EXPENDITURES	22 000 USD
QUALITY OF PROCUREMENT PLANNING	22 000 USD

# DLI 7: Institutional Impact

- Verification Protocol: Results to be achieved by the ACE Impact host institution
  - i. Meaningful university-wide regional strategy
  - ii. Open and competitive selection of the head of university, head of department or dean
  - iii. Institutional accreditation steps
    - ✓ International accreditation
    - ✓ Self-evaluation; Gap assessment
  - iv. Participation in PASET Benchmarking
    - ✓ Complete data on at least 85% of the required indicators

# DLI 7: Institutional Impact

- Formula: Not scalable

## AMOUNT TO BE DISBURSED BY RESULT

RESULT	AMOUNT PER RESULT
UNIVERSITY-WIDE REGIONALIZATION STRATEGY	100 000 USD
RECRUITMENT OF UNIVERSITY PRESIDENT	200 000 USD
RECRUITMENT OF HEAD OF DEPARTMENT/DEAN	50 000 USD
INSTITUTIONAL INTERNATIONAL ACCREDITATION	200 000 USD
INSTITUTIONAL GAP ASSESSMENT/SELF-EVALUATION	75 000 USD
UNIVERSITY PARTICIPATS IN THE REGIONAL BENCHMARKING	50 000 USD

# Africa Center of Excellence in Coastal Resilience (ACECoR)



**ACECoR**

[About Us](#) - [Programmes](#) - [How To Apply](#) - [Students](#) - [Project](#) - [News And Media](#) - [E-GRM](#) [FAQs](#) - [C](#)



**Building Future Leaders  
for Africa's Emerging  
Blue Economy**

**ACECoR**





# Research & Training Profile

**343**

**Scholarships**

**30 PhD** scholarships,  
**58 MPhil** scholarships  
and **255 short course**  
scholarships.

**22**

**Staff**

A total of **10** research  
faculty and **12** support  
staff help deliver our  
mandate.



**18**

**Funded  
Projects**

Projects implement-  
ed with funding from  
local and internation-  
al partners

**1.5 M**  
**Annual  
Funding**

With an  
annual aver-  
age turnover  
of USD 1.5 M



**77**

**Research  
Outpts**

Peer-reviewed publi-  
cations - **43 verified**  
by World Bank; 34  
pending verification.

**30**

**Partners**

Our partnerships  
afford us greater  
impact and extend  
our reach.



**5**

**Research  
Themes**

**(1)** Coastal Geomorphology and Engineering, **(2)** Climate  
Change Adaptation and Mitigation, **(3)** Blue Economy, Gover-  
nance and Social Resilience, **(4)** Disaster Risk Management  
and Migration, **(5)** Ecosystems and Biodiversity





# Regional Footprint - ACECoR



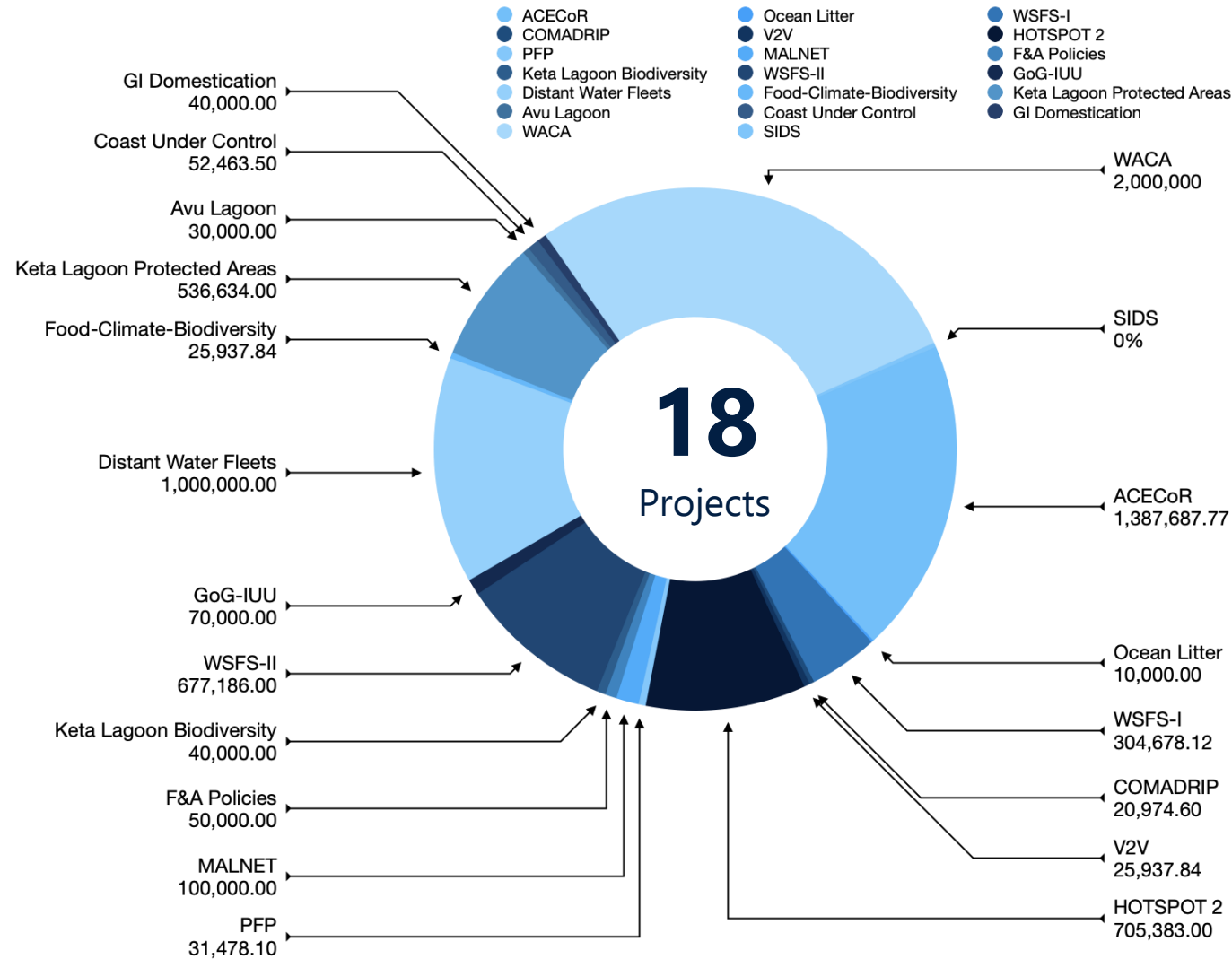
15 Countries  
30 PhDs  
90 Masters



<https://acecor.ucc.edu.gh/>

ACECoR ENROLMENT	NUMBER	PERCENT
MALES	60	50.8
FEMALES	58	49.2
REGIONAL	38	32.2
GHANAIS	80	67.8
TOTAL ENROLMENT	118	100.0

# Projects Implementation, ACECoR (2023)

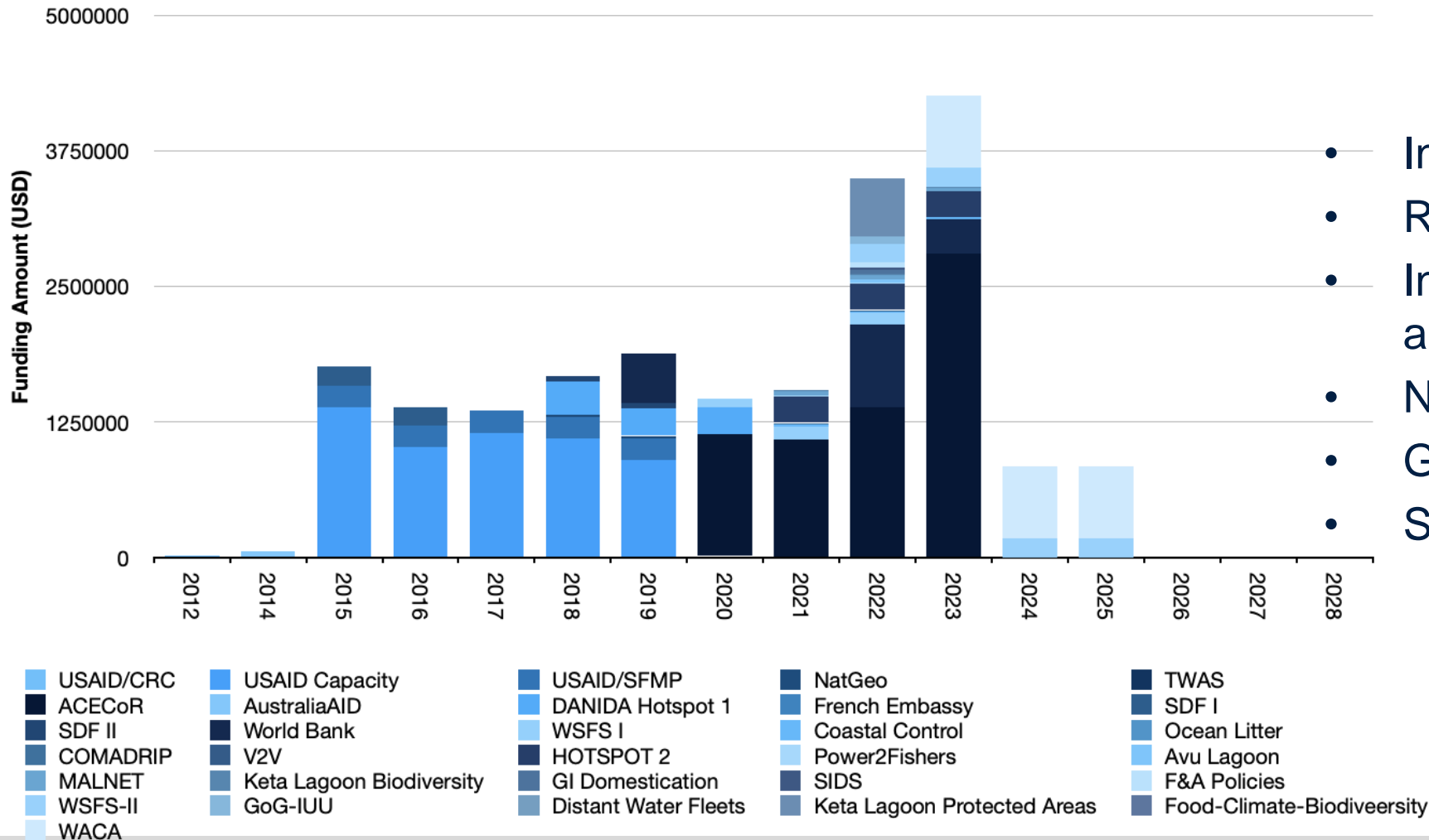


Amounts are  
in US\$

# Strategic Partners



# Towards Endowment & Lessons Learnt



- Institutional impact
- Regional engagement
- Industry/sector engagement and commitment
- Networking and Partnerships
- Gender
- Sustainability



# Sources of funds at ACECoR



- PROJECTS:
  - grants
  - consultancies



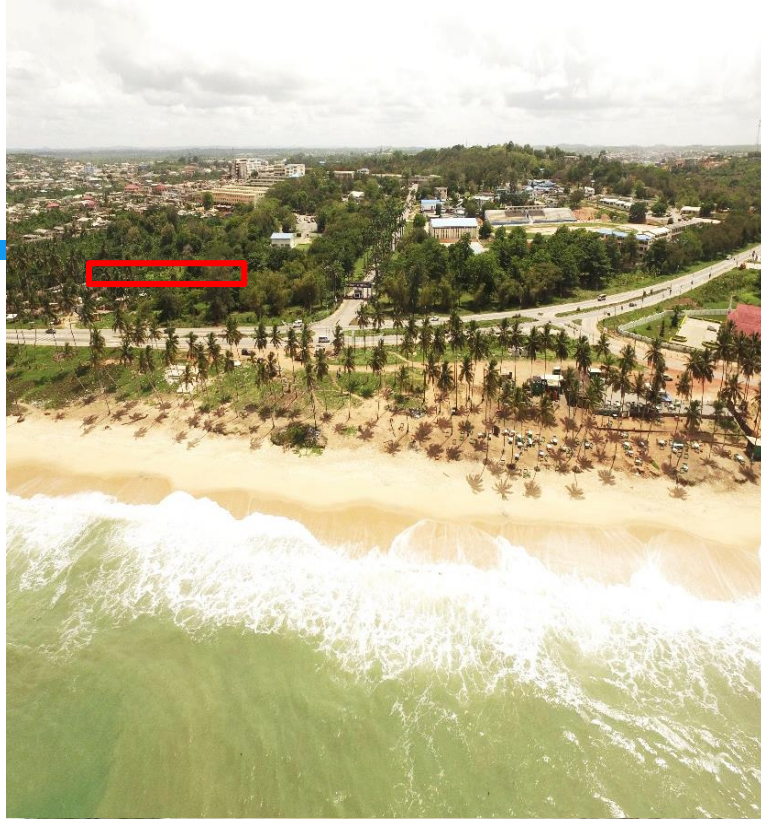
- SHORT – TERM TRAINING PROGRAMS



- PROVISION OF UAV SERVICES







# ACECoR Building





***THANK YOU***  
***MERCI BEAUCOUP***  
**شكرا جزيلآ**

