



Association of African Universities
Association Des Universites Africaines
اتحاد الجامعات الافريقيه

The Africa Centres of Excellence (ACE) DRAFT COMPLETION REPORT

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IMPLEMENTATION COMPLETION REPORT

The purpose of the Implementation Completion Report (ICR) is to review what has been done under the project. Its objectives are: (1) accountability; (2) learning; and (3) ensuring development effectiveness.

Key sections in the ICR cover:

- Evidence around achievement of objectives (not implementation of components);
- The “results chain”: the link between inputs, outputs, outcomes, impacts;
- The counterfactual: what would have happened without the project, other factors that could have influenced achievement of objectives, plausible attribution;
- Trends over the whole period, before and after the project, and as many observations as possible to justify success;
- Cited sources of evidence; and
- Country context

The ICR is drafted by the Bank and is assessed by the Independent Evaluation Group (IEG)– an independent entity within the Bank. The ICR will also include four evaluations: (i) project indicators; (ii) international accreditation analysis; (iii) UIL report; and (iv) research impact.

ICR Next steps	Status
ICR drafting	Ongoing
ICR mission	Before project closing and as necessary after project closure
Final ICR Approval	6 months after project closing



IMPLEMENTATION COMPLETION REPORT: FORMAT

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PROJECT/BORROWER COMPLETION REPORT

The Project/Borrower Completion Report (PCR) captures the Government(s)' analysis on the project achievements and challenges encountered. It is a key input into the ICR and will be annexed as part of the ICR. It has the following sections:

- Introduction and Background;
- Project Objective, Beneficiaries and Key Indicators;
- Project Components;
- Summary of Key Project Achievements;
- Assessments of Project's Objective, Design, Implementation and Outcome;
- Lessons Learned; and
- Proposed Arrangements for Future Sustainability.

The PCR is drafted by the Government, or, in this case, the RFU – the Association of African Universities – and feeds into the ICR. The PCR has an Annex specific to each country, drafted by the Focal Point.

PCR Next steps	Status
Drafting of the PCR by the AAU	Ongoing
Country inputs by focal points for the PCR	Ongoing
Final PCR	After project closing



ACE I COMPLETION REPORT OUTLINE

- ▶ Relevance of the PDO
- ▶ Relevance of the Design
- ▶ M&E
- ▶ Implementation Performance
- ▶ Implementation Challenges
- ▶ Implementation Impact



RELEVANCE OF THE PDO

- The ACE Project's overall objectives are aligned to the participating countries' national agendas.
- Supported the Governments' development efforts.
- In line with Governments' current development priorities.



RELEVANCE OF DESIGN OF THE PDO

- PDO clearly stated and realistic.
- Project components linked to the achievement of the PDO.
- Project activities aligned with the PDO in regular and rigorous biannual workshops and supervision missions.



MONITORING & EVALUATION (M&E)

- Attention devoted to M&E process and measurement of results was vigorously pursued.
- The DLIs include:
 - the education and research results;
 - reaching education quality benchmarks;
 - published research;
 - number of internships
 - improved teaching and learning environment
 - and external revenue generation.
 - timely procurement and financial management.
 - M&E presentation already showed that all PDO indicators have been met



IMPLEMENTATION CHALLENGES

- **Verification Issues**
 - Learning curve to understand RBF
- **Student Enrollment Target**
 - Challenges on regional students
- **International Accreditation**
 - Initial inertia to move on this
- **Governance and management issues**



IMPLEMENTATION CHALLENGES

- **Funds Utilization:** some centers have had a slow take-off on their strategies to utilize funds. Annual workplans and workplan reviews have helped them better adapt.
- **Language Barriers:** the bilingual nature of the project has made regional collaboration difficult; however some ACEs have adopted immersive language programs and teaching in other languages, which is a first for many of the ACEs.
- **Internships and revenue generation:** the definition of what counts as a valid internship and revenue generation has caused some problems at the beginning of the project but these have been addressed.



IMPLEMENTATION IMPACT

- **International Benchmarks:** At least 64 programs now obtaining international accreditation from a baseline of 1 in 2014.
- **Institutional Ownership and Sustainability:**
 - Incorporated as units.
 - Set-up the necessary mechanism for external revenue generation.



IMPLEMENTATION IMPACT

- **Applied and Relevant Research:**
 - **ACEGID** published world class research on the Ebola virus in *Nature*. The first sample of Ebola was tested in Nigeria within a four-hour time frame.
 - **WACCBIP** won a competitive grant of 6million pounds.
 - **CEA-MITIC** selected to host the headquarters of the International Laboratory for Research in Computer Science and Mathematics (LIRIMA)



IMPLEMENTATION IMPACT

- **Quality and Competence of the Faculty of the ACEs:**
- Competitive selection of Center Leaders to Vice Chancellor/Rector
 - CEA-MITIC's
 - CERHI
 - RWESCK



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Project Completion Report (PCR) for ACE I Projects in Ghana

Presented By
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National Focal Point – Ghana



West African Centre for Cell Biology of Infectious Pathogens (WACCBIP)

Introduction and Background:

The West African Centre for Cell Biology of Infectious Pathogens (WACCBIP) at the University of Ghana was formed in response to the World Bank's African Centres of Excellence (ACE) initiative to among others:

- Develop Vaccines to treat drug resistance as well as emerging infectious pathogens that remain a major public health challenge across the region.
- This challenge calls for increased and sustained efforts to train the manpower required to confront the menace and apply research towards the development of new approaches for vaccines, drugs and diagnostics in the public and private sectors



Project results: Implementation and operational progress

- Key results (DLIs and other achievements)

Disbursement Linked Results	Target	Achieved
2.1: New Short-term students	390	521
2.2: New Masters students	80	143
2.3: New PhD	40	64
2.4: No. of outreach periods	100	65
2.5: Quality Benchmarks (Accreditation)	2	2
2.6: No. of published articles	44	145
2.7: Externally generated revenue	\$1,200,000	\$ 4,686,231

- Disbursement to date is USD **6,378,270.00** with a closing balance of **USD 2,447.03**

Success stories



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WACCBIP has positioned itself as a major hub for training young African scientists providing Master's & PhD and postdoctoral programmes.

WACCBIP completed the construction of its structure which now houses, faculty, lecture rooms, and conference hall.

The center has also upgraded all the laboratories to international best standards for good quality research.

WACCBIP was the first of the 22 centers to receive an International Accreditation from the prestigious Royal Society of Biology, UK for its graduate programmes.





Challenges

- ▶ Arduous University procurement procedures
- ▶ Long delays in receiving clearance from the World Bank to document results achieved after verification letters have been received
- ▶ Lack of private sector partnership due to limited number of health sector industries in West Africa and low enrolment of regional students.



Regional Water and Environmental Sanitation Center Kumasi (RWESCK)

The vision of RWESCK is to be the recognised hub for; *advancing research knowledge and developing innovative technologies.*

- ▶ Providing high quality training and outreach in water, sanitation and hygiene (WASH) for sustainable development of West Africa.



Project results: Implementation and operational progress

Key results (DLIs and other achievements)

DLR Indicators	Total Cost (SDR)	Maximum SDR per DLR	% of Max SDR Earned
DLI 1	530,000	530,000	100.0%
2.1 New Short term students	108,290	260,000	100.0%
2.2 New Master students	25,350	260,000	100.0%
2.3 New PhD students	0	260,000	100.0%
2.4 Number of outreach "periods"	219,700	520,000	92.3%
2.5 Accreditation	0	520,000	100.0%
2.6 Research Publications ^[1]	0	520,000	100.0%
2.7 External Revenue	0	780,000	100.0%
3. Financial Management	65,000	260,000	96.9%
4 Procurement	65,000	260,000	100.0%
TOTAL		5,151,575	99.1%

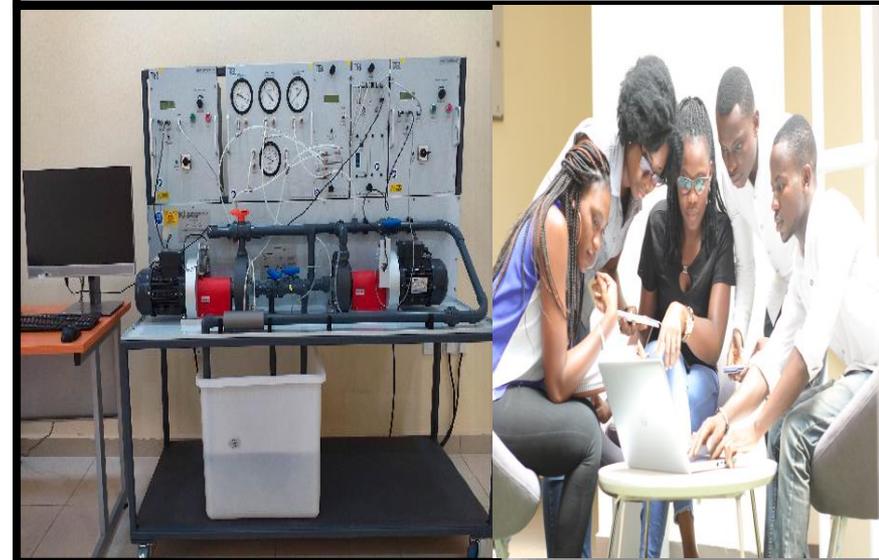
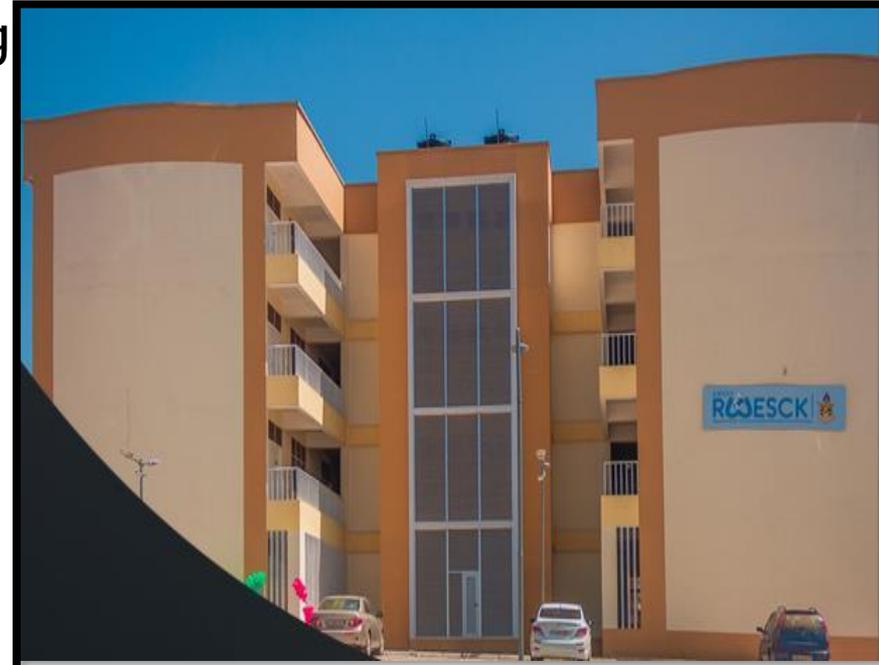
- Disbursement to date is USD **5,151,575**

Success stories



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- ▶ Completion of the Centre Building equipped with state-of-the-art equipment and teaching aids
- ▶ Improved teaching and research environment
- ▶ International Accreditation for three (3) PhD programmes and two (MSC) programmes
- ▶ Delivery of short courses to over 600 professionals in the sector
- ▶ Centre signed partnership agreement with 16 institutions and agencies





Challenges

- ▶ Enrolling regional students
- ▶ High tuition fees of international students
- ▶ High demand of programme by international students but few positions exist
- ▶ Tuition fee not competitive for regional students



Plant breeding is widely recognized as a means by which agricultural productivity can be enhanced through the genetic improvement of crops.

- ▶ WACCI was established to train plant breeders, at the PhD level
- ▶ Improve the indigenous crops of the sub-region.
- ▶ WACCI launched an innovative Masters programme in Seed Science to complement the PhD plant breeding programme.

Project results: Implementation and operational progress



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- ▶ Country disbursement ratio – **83%**
- ▶ Key results (DLIs and other achievements)
 - DLI 2.1 New Short-Term Students, 100%
 - DLI 2.2 Master Students, 37%
 - DLI 2.3 PhD Students, 100%
 - DLI 2.4 Outreach Periods, 21%
 - DLI 2.5 Accreditation, 100%
 - DLI 2.6 Research Publication, 100%
 - DLI 2.7 Revenue Generation, 100%
 - DLI 2.8 Teaching and Learning Environment, 100%
 - DLI 3 Financial Management, 88%
 - DLI 4 Procurement Management, 75%
- Fund utilization – **88%**

Project cost



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- ▶ Original Financial Allocations by Component is USD 7,839,118.98
- ▶ Revised Financial Allocations by Component is USD 8,320,821.29
- ▶ Actual Disbursements by Component is USD 7,057,918.84



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Success stories

- ▶ Graduated 81 PhD and 14 MPhil students from 9 countries in Africa
- ▶ WACCI graduates have released over 60 improved varieties of staple crops across 5 African countries
- ▶ WACCI maize breeding programme has also developed and released 3 new maize hybrids, yielding up to 9 to 11 t/ha
- ▶ WACCI has been named the lead Agricultural ACE in external revenue mobilization in successive evaluations by the Association of African Universities (AAU).
- ▶ WACCI awarded Outstanding Agribusiness Academic Research Leadership
- ▶ WACCI Director awarded International Agribusiness Leadership Personality of The Year (2019)





Challenge

The major issue encountered by WACCI was attracting gifted students with limited or no funding due to lack of funding opportunities available for supporting postgraduate studies, particularly in the sciences.



Lessons learned for all three centers in the implementation of the project.

- ▶ Prudent financial management and strict adherence to grant agreements ensured smooth management of the project.
- ▶ A dedicated focal person ensured the delivery of timely, efficient and effective procurement management.
- ▶ Effective monitoring and evaluation of project deliverables enabled better tracking of the project.
- ▶ Extensive resource mobilization ensured sustainability beyond any single donor.
- ▶ The Centers learnt a number of lessons in project management and key among them is the need to shorten the institutional level procurement processes
- ▶ Regular team building activities fostered cohesion among team members.



- ▶ **Présentation du rapport d'achèvement du CEA1-2iE, Burkina Faso**



Performance du projet CEA-2IE

- ❖ ***Formation initiale (Master et Doctorat)***
- ▶ 2 484 étudiants inscrits dans les programmes de Master du CEA dont 70% d'étudiants régionaux et 20% d'étudiantes
- ▶ 113 bourses partielles (uniquement frais de formation) accordées à des étudiants nationaux
- ▶ 27 bourses complètes (frais de formation et de subsistance) accordées à des étudiantes régionales
- ▶ 29 thèses soutenues dans les domaines du CEA
- ▶ 7 bourses de thèse accordées à des doctorants du CEA
- ▶ 2 programmes de Master du CEA accrédités à l'international (CTI)



Performance du projet CEA-2IE

- ❖ ***Formation continue (court terme)***
 - ▶ 29 sessions de formation continue organisées
 - ▶ 576 professionnels formés issus de 19 pays d'Afrique
- ❖ ***Recherche scientifique et innovation***
 - ▶ 15 projets de recherche réalisés sur les thématiques du CEA
 - ▶ 100 articles scientifiques publiés dans des revues internationales (rang A) au cours du projet



Performance du projet CEA-2IE

❖ *Accréditation et Assurance Qualité*

- ▶ Renouvellement pour cinq (5) ans (à partir de sept 2015) de l'Accréditation CTI (Commission des Titres d'Ingénieurs de France)
- ▶ Renouvellement en juin 2015 de la Certification ISO 9001 – 2008 des offres de formation.
Passage à la certification ISO 9001 version 2015 en juin 2016.



Performance du projet CEA-2iE

- ❖ *Equipements et infrastructures pédagogiques et scientifiques*
- ▶ Acquisition d'équipements pédagogiques et de recherche pour le CEA-2iE et ses partenaires (Université de Ouagadougou/Burkina Faso, University of Development Studies de Tamalé/Ghana, Université Abdou Moumouni de Niamey/Niger)
- ▶ Travaux de réhabilitation des laboratoires existants, d'amélioration du cadre de vie, d'étude et de travail au sein du 2iE et construction d'un Centre de Formation et Démonstration en Eau et Agriculture (CFD/EA) au sein du CEA-2iE.



Performance du projet CEA-2IE

❖ *Gouvernance et Gestion du Projet*

- ▶ 28 réunions de l'équipe de gestion du projet
- ▶ 62 nouvelles conventions de partenariat signées avec les entreprises
- ▶ Des rapports d'audit interne et externe réguliers (chaque année)
- ▶ Des rapports financiers réguliers (chaque semestre)
- ▶ Une page internet dédiée au projet pour la transparence et redevabilité
- ▶ <http://www.2ie-edu.org/presentation/projets-et-dons/centre-dexcellence-de-la-banque-mondiale/#transparency-and-accountability>



Défis notables rencontrés

Défis notables

- Retard dans les débloquages des premiers fonds
- Longueur des procédures de passation des marchés
- Difficultés de partenariat avec le Libéria
- Difficultés dans la collecte et le traitement des données/informations pour le Suivi-Evaluation (S&E)
- Difficultés lors des phases de vérification des résultats du projet



**THANK YOU
FOR
YOUR ATTENTION**