



RESTRUCTURING PAPER
ON A
PROPOSED PROJECT RESTRUCTURING
OF
THE ADDITIONAL FINANCING FOR THE
AFRICA HIGHER EDUCATION CENTERS OF EXCELLENCE PROJECT
APPROVED ON SEPTEMBER 8, 2015
TO
REPUBLIC OF COTE D'IVOIRE
(US\$15.0 MILLION EQUIVALENT)

EDUCATION

AFRICA

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ABBREVIATIONS AND ACRONYMS

ACE	Africa Higher Education Centers of Excellence
AF	Additional Financing
AAU	Association of African Universities
CEA-MEM	Center of Excellence in Mines and Environment Centre d'Excellence Mines et Environnement Minier
CCBAD	Center of Excellence in Climate Change, Biodiversity and Sustainable Agriculture <i>Centre d'Excellence Africain sur le Changement Climatique, la Biodiversité et l'Agriculture Durable</i>
ECOWAS	Economic Community of West African States
DLI	Disbursement Linked Indicator
DLR	Disbursement Linked Results
ICT	Information and Communication Technology
IDA	International Development Association
INPHB	<i>Institute National Polytechnique Félix Houphouët-Boigny</i>
PDO	Project Development Objective
PhD	Doctor of Philosophy
P4R	Program for Results
RBF	Results Based Financing
RFU	Regional Facilitation Unit
STEM	Science, Technology, Engineering and Mathematics
UFHB	<i>Université Felix Houphouet-Boigny</i>
MESRS	<i>Ministère de l'Enseignement Supérieur et de la Recherche Scientifique</i> Ministry of Higher Education and Scientific Research



BASIC DATA

Product Information

Project ID P126974	Financing Instrument Investment Project Financing
Original EA Category Partial Assessment (B)	Current EA Category Partial Assessment (B)
Approval Date 15-Apr-2014	Current Closing Date 31-Mar-2020

Organizations

Borrower Ministry of Finance	Responsible Agency National University Commission,Ministry of Higher Education,Ministry of Higher Education,Ministry of Higher Education,Ministry of Higher Education,Association of African Universities,Ministry of Higher Education, Research, Science and Technology,Ministry of Higher Education, Cameroon,National Commission for Tertiary Education, NCTE, Ghana,Economic Community of West African States (ECOWAS),Ministry of Higher Education,Ministry of Higher Education,Ministry of Higher Education and Scientific Research
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Project Development Objective (PDO)

Original PDO

The Project Development Objective is to support the Recipients to promote regional specialization among participating universities in areas that address regional challenges by strengthening the capacities of these universities to deliver quality training and applied research.



Summary Status of Financing

Ln/Cr/Tf	Approval	Signing	Effectiveness	Closing	Net		
					Commitment	Disbursed	Undisbursed
IDA-57330	29-Sep-2015	20-Oct-2015	17-Feb-2016	31-Dec-2019	15.00	6.53	8.63
IDA-54120	15-Apr-2014	05-Jun-2014	02-Sep-2014	31-Mar-2020	2.00	1.85	0
IDA-54150	15-Apr-2014	25-Feb-2015	22-May-2015	31-Mar-2020	70.00	53.10	10.10
IDA-54190	15-Apr-2014	10-Jul-2014	18-Dec-2014	31-Mar-2020	16.00	9.55	4.93
IDA-54200	15-Apr-2014	16-May-2014	16-May-2014	31-Mar-2020	8.00	6.00	1.29
IDA-54210	15-Apr-2014	20-May-2014	20-May-2014	31-Mar-2020	8.00	5.38	2.01
IDA-54220	15-Apr-2014	14-Aug-2014	02-Apr-2015	31-Mar-2020	5.99	3.05	2.25
IDA-54230	15-Apr-2014	10-Apr-2015	23-Jul-2015	31-Mar-2020	24.00	18.51	3.23
IDA-54240	15-Apr-2014	15-Jul-2014	07-Jan-2015	31-Mar-2020	8.00	4.88	2.41
IDA-H9300	15-Apr-2014	05-Jun-2014	02-Sep-2014	31-Mar-2020	1.00	.99	0
IDA-H9320	15-Apr-2014	27-Jun-2014	18-Aug-2014	31-Mar-2020	5.00	4.74	0

Policy Waiver(s)

Does this restructuring trigger the need for any policy waiver(s)?

No

I. PROJECT STATUS AND RATIONALE FOR RESTRUCTURING

A. PROJECT STATUS

1. The Africa Higher Education Centers of Excellence (ACE) Project aims to support countries to promote regional specialization among participating universities in areas that address regional challenges and strengthen the capacities of these universities to deliver quality training and applied research. About



US\$8 million is provided to each selected center across Science, Technology, Engineering and Mathematics (STEM), Agriculture Sciences and Health Sciences fields. The original project (in the amount of US\$150 million) was approved by the World Bank Board of Executive Directors in April 2014 and an additional financing (AF) in the amount of US\$15 million was provided to Cote d'Ivoire in September 2015, bringing the total project amount to US\$165 million. The AF was processed to accommodate the strong demand from the Government of Cote d'Ivoire which has emphasized higher education as a priority coupled with the inclusion of additional priority areas for skills training in the ACE Project that were not covered under the parent project. The project regional facilitation unit (RFU) hosted within the Association of African Universities (AAU) was established and became operational in August 2014. Project effectiveness occurred at various times across countries supported under the ACE Project, with the project becoming effective first in Burkina Faso in November 2014, followed by Benin, Senegal and The Gambia in December 2014, Togo in January 2015, Nigeria and Cameroon in March 2015 and Ghana in July 2015. Following the approval of the AF in September 2015, the project became effective in Cote d'Ivoire in January 2016.

2. The ACE Project has achieved strong results and shown significant implementation gains throughout its implementation over the last four years. The project's overall disbursement rate was 77 percent as of April 15, 2019, with the disbursement rate highest in Burkina Faso and Ghana - each at 85 percent. The disbursement rate in Cote d'Ivoire is the lowest, currently at 43 percent due to the 15-month time-lag between the original project effectiveness and the effectiveness of the AF (which provided support to Cote d'Ivoire). The AF supports the scaling-up of successful activities undertaken in the original project, incorporating lessons learned during project design and early implementation. The AF, under Component 1: *Strengthening Africa Centers of Excellence* financed three additional Centers of Excellence within Cote d'Ivoire in the amount of US\$15 million with these centers to focus on: (i) climate change; (ii) statistics; and (iii) mining by drawing on specialized departments and faculty in higher education institutions in these priority areas. The AF retained the same PDO as the parent project as well as the same components and indicators. The merit-based competitive selection process used in the initial round of the ACE Project was maintained for the selection of the Centers of Excellence in Cote d'Ivoire.
3. As an innovation from the original project, the three ACEs in Cote d'Ivoire were allocated a smaller amount of funding upfront, with Euros 1.7 million that was unallocated. This unallocated amount was to be awarded during project implementation to the ACE(s) that prove to be well performing and have higher investment needs. Following a review of the three ACEs in Cote d'Ivoire between November 2018 and March 2019, it was agreed that both the Climate Change and Statistics ACEs would equally benefit from an additional Euros800,000 and the Mining ACE at Institute National Polytechnique Félix Houphouët-Boigny (INPHB) would be provided an additional 100,000 to support project management and technical assistance for the acceleration of the center activities.
4. Under Component 1 of the project (*Strengthening the ACEs*) which accounts for 95 percent of the total project cost (original plus additional financing), most of the ACEs are successfully implementing their education, research and training programs that are clearly linked to addressing regional development challenges. To date, at least 2,000 PhD students and 9,500 MSc students have been enrolled under the ACE Project. Of these, 932 MSc and 163 PhD students are in Cote d'Ivoire. Additionally, at least 34



Masters and PhD programs have been accredited by an international accreditation agency under the Project, with the Cote d'Ivoire ACEs having completed the international accreditation gap assessments, with a decision related to international accreditation underway for the three ACEs. There has also been some progress on industry internships with at least 4,000 students undertaking internships as part of their programs under the ACE Project, of which 500 students are in Cote d'Ivoire. The ACE Project has also provided a strong platform for the ACEs to generate external revenue with over US\$41 million having been generated by the ACEs. Although this revenue generation has been concentrated in seven centers, it shows the relevance of the ACE programs to industries, with the ACEs in Cote d'Ivoire performing well in terms of generating revenue. Finally, at least five ACEs have fully completed construction and procurement of installation of equipment to improve the learning environment on campus. This includes, the Climate Adaptation ACE in Cote d'Ivoire which was inaugurated on April 17, 2019.

5. Progress towards achievement of the PDO has been rated Satisfactory with all PDO-level indicators on track to meet their end-of-year targets. As of April 2019, three out of five PDO-level indicators' end-of-year targets (those related to student enrollment, international accreditation and revenue generation) have been achieved. The remaining two PDO-level indicators on student internships and regional student enrollment need to be continuously supported if the project is to achieve these indicators' end-of-project targets. With respect to increasing gender parity which is an important focus of the project, the project has supported an increase in females' enrollment in the sciences from a baseline of 311 to 4,500 females enrolled in MSc, PhD and short-term courses in this field. Implementation progress under the project is rated Satisfactory as per the last Implementation Status and Results Report (ISR) (December 2018) given continued attainment of results, improved monitoring and evaluation (M&E) and strong implementation of project-supported activities in most of the centers. In terms of fiduciary compliance, financial management is rated as Satisfactory given that the ACEs have no overdue audits or Interim Financial Reports and most of the ACEs are on track to achieve the financial management DLIs. Progress on each of the PDO-level indicators is as follows:
 - Number of national and regional students enrolled in new specialized short-term courses, and Master and PhD programs (measures strengthened capacities): 22,634 students (up from 16,766 in May 2018);
 - Number of regional students enrolled in new specialized short-term courses, Master and PhD programs (Regional aspect): 8,212 students (up from 4,486 in May 2018);
 - Number of internationally accredited education programs (Training quality): 30 (up from 15 in May 2018);
 - Number of students and faculty with at least 1-month internship/outreach in companies or sector institutions relevant to their field (Training quality and addressing challenges): 4,228 students and faculty (up from 3,468 in May 2018);
 - Amount of externally generated revenue by the ACEs (Training and research quality): US\$41 million (up from US\$33 million in May 2018)
6. Despite these achievements, the project has experienced a few challenges. Two key challenges include the establishment of university-industry linkages and regional student outreach. Technical assistance



and capacity building on how to undertake industry outreach including establishing industry advisory boards, seeking internship opportunities for students and partnering with industry professionals to deliver training needs to be enhanced. In terms of regional student outreach, approximately 25 percent of students enrolled in the ACE universities are regional students. This is slightly below the annual project target of 30 percent but represents an important achievement for some of the centers who have never before enrolled regional students. For the project to meet the PDO-level indicator target related to number of internships and regional students (see above), more technical support to the centers on how to create and sustain industry-linkages and attract regional students will be provided by the RFU. In addition, there have been some challenges related to governance at the INPHB Mining center, that have now been addressed with the hiring of a project management consultant to support the implementation of the project at the center.

7. Fund utilization has improved under the project; however, it is still a key challenge for many of the centers. Despite good disbursement progress, the utilization of these disbursed funds is still lagging as many centers supported under the Project have large commitments for the purchase of equipment and civil works contracts that are still to be paid. The project continues to support these centers to prioritize the procurement and implementation of these equipment and civil works activities. Due to delays in procurement of some large equipment purchases due to cumbersome university procedures, the procurement rating remains at Moderately Satisfactory. Other challenges for effective funds utilization are: (i) slow procurement approval and procurement capacity; (ii) slow disbursement of funds; and (iii) delayed approval of expenditures internally by the university.
8. The governance and project management structure has been a critical success factor of the centers. Where there has been strong governance and support of the center from the host university, there have been clear results. However, the weak governance and limited support of the university has resulted in significant implementation bottlenecks in some centers – as described above - with cumbersome procedures and challenges of daily implementation. In Cote d’Ivoire, the university procedures and lack of understanding of the results-based financing (RBF) approach of the project led to some delays in implementation of the project. These initial challenges have been mostly addressed, however there are still some project management challenges at the Centre d’Excellence Mines et Environnement Minier (ACE-MEM) that require consistent supervision and support if the center is to effectively implement the project. Targeted efforts to address problems at specific institutions have resulted in some improvements in governance at the center level.
9. With the current closing date, the ACEs in Cote d’Ivoire will not be able to effectively utilize all the funds disbursed to them. A 15-month extension of the project closing date has already been processed for the eight other participating countries in the original project as recommended following the mid-term review (MTR).
10. Based on the above, and with a view to extending the project - an ACE acceleration implementation plan has been discussed and agreed with all the three ACEs in Cote d’Ivoire, with a key focus being the fund utilization by all the ACEs. Specifically, the acceleration plan involves: (i) onsite supervision and



implementation support to all three ACEs in Cote d'Ivoire. This on-site supervision missions will include AAU funded experts (high level scientific and university management experts that have been paired with the ACEs), a government focal point and Bank team members. These implementation supervision and support missions are planned beginning in May 2019; (ii) national review and performance committee meetings planned at the country level; (iii) Bank procurement and financial management implementation support provided at the ACEs; (iv) technical assistance to specific centers to support their achievement of specific DLIs such as those related to revenue generation and international accreditation; and (v) regular project wide technical meetings held with Bank team for collective problem solving.

B. RATIONALE FOR RESTRUCTURING IN COTE D'IVOIRE

11. The proposed project restructuring would include: (i) a re-allocation of the unallocated funds (Euros 1.7 million) to the well-performing ACEs in Cote d'Ivoire; and (ii) a project extension of at least nine months to the AF in Cote d'Ivoire from December 31, 2019 to September 30, 2020. This restructuring will be important in ensuring that the project will be able to achieve its PDO during its lifetime.

12. The following provides details of each modification under the proposed restructuring:

a. a. Reallocation

- **Reallocation across categories.** The allocation of the unallocated funds would be based on a merit-based approach and higher education investment needs determined through an assessment and as agreed by the Ministry of Higher Education and Scientific Research (*Ministère de l'Enseignement Supérieur et de la Recherche Scientifique - MESRS*) and the Regional Project Steering Committee (PSC). The criteria used to assess the amount of funds to be allocated and the center's readiness to use these reallocated funds are: (i) fund utilization rates; (ii) results achieved; and (iii) qualitative supervision assessment. Based on this assessment, Université Félix Houphouët Boigny (UFHB) that hosts the Centre d'Excellence Africain sur le Changement Climatique, la Biodiversité et l'Agriculture Durable (CCBAD), Ecole Nationale Supérieure de Statistique et D'Économie Appliquée (ENSEA) that hosts the Statistics ACE would receive an additional Euros 800,000. Institute National Polytechnique Houphouët Boigny (INP-HB) that hosts the Mining ACE CEA-MEM would only receive Euros 100,000 given their slow progress in the first three years of project implementation.
- **Allocation across Disbursement-Linked Results (DLRs) and Disbursement-Linked Indicators (DLIs).** The proposed restructuring includes an amendment to Schedule 4 of the Financing Agreement (FA) for Cote d'Ivoire. Specifically, minor changes have been made to the DLR thresholds based on the project's performance thus far. For instance, given that the centers will receive additional funds, the DLI thresholds in which the centers have been performing well have been increased. This includes DLIs on student enrollment (DLR 2.2 and-2.4), quality benchmarks (DLR 2.5), research publications (DLI 2.6) and revenue generation (DLI 2.7). The centers have also used the opportunity to reallocate across the DLIs to ensure full achievement of the results. The DLIs that have undergone a small reduction include for ENSEA, number of PhD students result (DLI 2.1) given the doctoral school is newly established and



number of short-term students (DLI 2.3). Both ENSEA and CCBAD reduced the allocation for the internship (DLI 2.4), however this reduction was not more than 30 percent of the original allocation. Additionally, given that DLI 4.2 on timely procurement has not been met by all of the centers in Cote d’Ivoire due to a delay in the project start, it is proposed that the allocation for this DLI be reallocated to other DLIs. The Financing Agreement (FA) for the ACE Project for Cote d’Ivoire will be revised to reflect these changes. Table 2 highlights the specific changes in the DLIs for all the 3 ACEs to be introduced under the proposed restructuring.

b. Closing date extension

- **Extension of Project Closing Date.** The proposed restructuring will also include a 9-month extension for the AF in Cote d’Ivoire from a closing date of December 31, 2019 to September 30, 2020. This extension request is based on the same rationale as that provided in the request to extend the parent project’s closing date (part of a restructuring which was processed in September 2018. The parent project extended the project closing date from December 31, 2018 to March 31, 2020. Given the approval of the AF in Cote d’Ivoire was in September 2015, 15 months after the approval of the original parent project in April 2014, it is necessary to undertake a similar project closing date extension in the AF. This extension is requested is to make up for the funds flow challenges early on in the project due to the novelty of the results-based financing (RBF) approach and to ensure timely completion of activities related to purchasing of equipment and rehabilitation and civil works by the ACEs to improve quality of teaching and learning for the students.

II. DESCRIPTION OF PROPOSED CHANGES

Details of the proposed changes are as follows:

1) Reallocation across categories

13. **A reallocation from the unallocated funds category to the three ACEs in Cote d’Ivoire.** The proposed changes in terms of reallocation aim to improve the implementation and achievement of results under the project. The parameters used for allocating the funds include: (i) fund utilization rates; (ii) achievement of results; and (iii) findings from the onsite supervision qualitative assessment. Based on this, the following category reallocations are proposed:

Table 1: Proposed category allocations

Selected Centers	Amount Allocated (Euros)	Proposed New Allocation (Euros)
ENSEA	2,700,000	3,500,000
UFHB	4,500,000	5,300,000
INPHB	4,500,000	4,600,000
Unallocated	1,700,000	0



Reallocations by center would be as follows

- **UFHB.** The proposed restructuring would include a reallocation of Euros 800,000 to UFHB from the unallocated funds. UFHB has performed well under the project, with strong progress on MSc and PhD student enrollment, research publications, progress on international accreditation and the recent completion of the new ACE building financed under the ACE project.
- **ENSEA.** The proposed restructuring would include a reallocation of Euros 800,000 to ENSEA from the unallocated funds. ENSEA has performed well under the project with strong progress on short-term professional training within applied statistics, MSc student enrollment, establishment of the post-doctoral school, strong linkages with industry for internship placements and a high proportion of regional students at the ACE. ENSEA is also in progress of obtaining international accreditation with recent completion of an international gap assessment of its new programs.
- **INPHB.** The proposed reallocation would include an allocation of Euros 100,000 to INPHB from the unallocated funds. INPHB has made some progress on student enrollment and internship, however, there is room for improvement on the research publications, international accreditation and improvement in learning environment DLIs. Thus, based on the results thus far, INPHB will receive a smaller re-allocation than the other two ACEs. Additionally, the focus of the reallocated funds is to provide technical assistance and project management support to ensure that implementation is accelerated, and all funds are fully utilized by project closing.



Table 2: Proposed Reallocation across DLRs per ACE

Selected Centers	INPHB (Previous)	INPHB (Proposed)	ENSEA (Previous)	ENSEA (Proposed)	UFHB (Previous)	UFHB (Proposed)
DLI 1	450,000	450,000	270,000	270,000	450,000	450,000
DLI 2 Total	3,600,000	3,812,500	2,160,000	3,027,500	3,600,000	4,512,500
DLR 2.1: New PhD students	225,000	225,000	135,000	108,000	225,000	225,000
DLR 2.2 New Master students	225,000	325,000	135,000	405,000	225,000	225,000
DLR 2.3 New Short-term Students	225,000	225,000	135,000	108,000	225,000	640,300
DLR 2.4: No of Outreach Periods	450,000	450,000	270,000	355,000	450,000	360,000
DLR 2.5: Quality Benchmarks	450,000	562,500	270,000	370,000	450,000	450,000
DLR 2.6: No of published articles	450,000	450,000	270,000	337,500	450,000	690,000
DLR 2.7: Externally generated revenue	675,000	675,000	405,000	804,000	675,000	1,022,200
DLR 2.8 Improved teaching and learning environment	900,000	900,000	540,000	540,000	900,000	900,000
DLI 3: Financial Management	225,000	225,000	135,000	135,000	225,000	225,000
DLI 4.1 Timely and Audited Procurement DLI 4.2 Timely implementation of the Procurement Plan	225,000	112,500	135,000	67,500	225,000	112,500
Total	4,500,000	4,600,000	2,700,000	3,500,000	4,500,000	5,300,000

2) Extension of project closing date. Under the proposed restructuring, the project closing date would be extended by 9 months – from December 31, 2019 to September 30, 2020. This extension is requested is to make up for the funds flow challenges early on in the project due to the novelty of the results-based financing (RBF) approach and to ensure timely completion of activities related to purchasing of equipment and rehabilitation and civil works by the ACEs to improve quality and learning for the students.

3) Modifications to the Results Framework. The end-target date for each of the project’s indicators has been modified to reflect the proposed revised closing date of September 30, 2020.



I. SUMMARY OF CHANGES

	Changed	Not Changed
Results Framework	✓	
Loan Closing Date(s)	✓	
Reallocation between Disbursement Categories	✓	
Implementing Agency		✓
DDO Status		✓
Project's Development Objectives		✓
Components and Cost		✓
Cancellations Proposed		✓
Disbursements Arrangements		✓
Disbursement Estimates		✓
Overall Risk Rating		✓
Safeguard Policies Triggered		✓
EA category		✓
Legal Covenants		✓
Institutional Arrangements		✓
Financial Management		✓
Procurement		✓
Implementation Schedule		✓
Other Change(s)		✓
Economic and Financial Analysis		✓
Technical Analysis		✓
Social Analysis		✓
Environmental Analysis		✓

IV. DETAILED CHANGE(S)



LOAN CLOSING DATE(S)

Ln/Cr/Tf	Status	Original Closing	Revised Closing(s)	Proposed Closing	Proposed Deadline for Withdrawal Applications
IDA-54120	Effective	31-Dec-2018	31-Mar-2020		
IDA-54150	Effective	31-Dec-2018	31-Mar-2020		
IDA-54190	Effective	31-Dec-2018	31-Mar-2020		
IDA-54200	Effective	31-Dec-2018	31-Mar-2020		
IDA-54210	Effective	31-Dec-2018	31-Mar-2020		
IDA-54220	Effective	31-Dec-2018	31-Mar-2020		
IDA-54230	Effective	31-Dec-2018	31-Mar-2020		
IDA-54240	Effective	31-Dec-2018	31-Mar-2020		
IDA-57330	Effective	31-Dec-2019		30-Sep-2020	30-Jan-2021
IDA-H9300	Effective	31-Dec-2018	31-Mar-2020		
IDA-H9320	Effective	31-Dec-2018	31-Mar-2020		

REALLOCATION BETWEEN DISBURSEMENT CATEGORIES

Current Allocation	Actuals + Committed	Proposed Allocation	Financing % (Type Total)	
			Current	Proposed
IDA-57330-001 Currency: EUR				
iLap Category Sequence No: 1	Current Expenditure Category: EEP Pt 1 ENSEA			
2,700,000.00	1,464,370.78	3,500,000.00	100.00	100.00
iLap Category Sequence No: 2	Current Expenditure Category: EEP Pt UFHB			
4,500,000.00	2,703,990.37	5,300,000.00	100.00	100.00
iLap Category Sequence No: 3	Current Expenditure Category: EEP Pt 1 INP-HB			
4,500,000.00	1,976,891.88	4,600,000.00	100.00	100.00



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iLap Category Sequence No: 4		Current Expenditure Category: UNALLOCATED		
	1,700,000.00	0.00	0.00	0
Total	13,400,000.00	6,145,253.03	13,400,000.00	



Results framework

COUNTRY: Western Africa

Africa Higher Education Centers of Excellence Project

Project Development Objectives(s)

The Project Development Objective is to support the Recipients to promote regional specialization among participating universities in areas that address regional challenges by strengthening the capacities of these universities to deliver quality training and applied research.

Project Development Objective Indicators by Objectives/ Outcomes

Indicator Name	DLI	Baseline	End Target
Strengthening Africa Centers of Excellence			
No. of national and regional students enrolled in new specialized short-term courses, and Master and PhD programs (Number)		1,580.00	15,000.00
<i>Action: This indicator has been Revised</i>			
No. of regional students enrolled in new specialized short-term courses, and Master and PhD programs (Number)		987.00	8,900.00
<i>Action: This indicator has been Revised</i>			
No. of internationally (regionally/sub-regionally) accredited education programs (Number)		3.00	15.00
<i>Action: This indicator has been Revised</i>			
No. of students and faculty with at least 1 month internship in companies or institutions relevant to their field (Number)		1,037.00	5,900.00
<i>Action: This indicator has been Revised</i>			
Amount of externally generated revenue by the ACEs. (Number)		976,877.00	29,170,077.00



Indicator Name	DLI	Baseline	End Target
<i>Action: This indicator has been Revised</i>			

Intermediate Results Indicators by Components

Indicator Name	DLI	Baseline	Intermediate Targets			End Target
			1	2	3	
Component 1: Strengthening ACEs						
No of faculty trained by the ACEs (Number)		100.00				900.00
<i>Action: This indicator has been Revised</i>						
No of newly established or revised curricula (meeting labor market skills), as approved by the appropriate institutional organ (Number)		0.00				60.00
<i>Action: This indicator has been Revised</i>						
Increase of internationally recognized research publications in disciplines supported by the ACE-Programme (Number)		1,098.00				1,331.00
<i>Action: This indicator has been Revised</i>						



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Indicator Name	DLI	Baseline	Intermediate Targets			End Target
			1	2	3	
ACE project implementation team meetings with openly disclosed minutes (Number)	0.00		30.00	60.00	90.00	136.00
Action: This indicator has been Revised						
Number of regional faculty trained by the ACEs (Number)	27.00					325.00
Action: This indicator has been Revised						
Number of female faculty regionally trained by the ACEs (Number)	7.00					80.00
Action: This indicator has been Revised						
Number of national faculty trained by the ACEs (Number)	73.00					685.00
Action: This indicator has been Revised						
Number of national female faculty trained by the ACEs (Number)	14.00					195.00
Action: This indicator has been Revised						
Direct project beneficiaries (Number)	2,717.00					18,765.00
Action: This indicator has been Revised						



The World Bank

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Indicator Name	DLI	Baseline	Intermediate Targets			End Target
			1	2	3	
Female beneficiaries (Percentage)		332.00				4,464.00
Action: This indicator has been Revised						
No. of partnership agreements between ACEs and engaged partner institutions (Number)		48.00				70.00
Action: This indicator has been Revised						
ACE project implementation team meetings with openly disclosed minutes (Number)		0.00				176.00
Action: This indicator has been Revised						
Annual disclosed unqualified external financial audit with the ACE annual budget (Number)		0.00				37.00
Action: This indicator has been Revised						
Direct project beneficiaries (Number)		1,995.00				16,690.00
Action: This indicator has been Revised						
Female beneficiaries (Number)		332.00				3,606.00
Action: This indicator has been Revised						

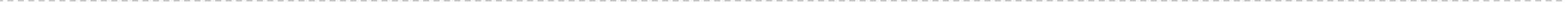
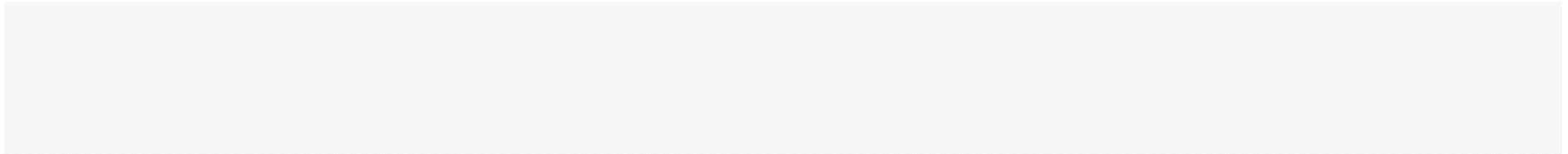


Indicator Name	DLI	Baseline	Intermediate Targets			End Target
			1	2	3	
Enhancing Regional Capacity, Evaluation and Collaboration						
RFU holding regular meetings with at least 15 ACEs participating (Number)		0.00				8.00
<i>Action: This indicator has been Revised</i>						
Level of satisfaction of ACE and ACE Steering Committee on quality of support provided by the Regional Facilitation Unit (Number)		0.00				75.00
<i>Action: This indicator has been Revised</i>						
No of ACE-Institutions reporting on at least 85% of their indicators, submitting the RF to the AAU in time (Number)		0.00				19.00
<i>Action: This indicator has been Revised</i>						
Annual program report prepared and submitted to WB (Text)		N/A	Done	Done	Done	Done
<i>Action: This indicator has been Revised</i>						
Annual program report prepared and submitted to WB (Text)		n/a				Done
<i>Action: This indicator has been Revised</i>						



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