** **

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**Africa Centers of Excellence (ACE) Impact**

**PROPOSAL COVER SHEET**

|  |  |
| --- | --- |
| **Institution Title** |  |
| **Institutional Address** | Street Address |
| City |
| Country |
| **Title of Proposed Center:** | ACE:  |
| **Head of Institution** | Name |
| Position/Title |
| Tel. # |
| Email |
| **Proposed Head of Center** | Name |
| Position/Title |
| Tel. # |
| Email |
| **Proposed Deputy Head of Center** | Name |
| Position/Title |
| Tel. # |
| Email |

|  |  |  |  |
| --- | --- | --- | --- |
| **Is this proposal for the renewal of an existing ACE I center?** | Yes [ ]  | No [ ]  | If yes, name of existing ACE I center |
| **Is this proposal submitted in response to one of the priority thematic areas?** | Yes [ ]  | No [ ]  | If yes, identify priority thematic area |

**II. INSTITUTIONAL INFORMATION**

Main Academic Departments participating in the Proposed Center

(student data should reflect yearly numbers from the last two (2) years)

|  |  |
| --- | --- |
| Department Name |  Faculty  |
|  | # of FTE | # with Ph.D. | # with M.S. | # of non-National | # of female |
|  |  |  |  |  |  |
| Students enrolled in 2016 |
| Ph.D.  | M.S. | B.S. | # of non-National | # of female postgraduate |
|  |  |  |  |  |
|  |  Students enrolled in 2017 |
|  | Ph.D.  | M.S. | B.S. | # of non-National | # of female postgraduate |
|  |  |  |  |  |  |

|  |  |
| --- | --- |
| Department Name |  Faculty  |
|  | # of FTE | # with Ph.D. | # with M.S. | # of non-National | # of female |
|  |  |  |  |  |  |
| Students enrolled in 2016 |
| Ph.D.  | M.S. | B.S. | # of non-National | # of female postgraduate |
|  |  |  |  |  |
|  |  Students enrolled in 2017 |
|  | Ph.D.  | M.S. | B.S. | # of non-National | # of female postgraduate |
|  |  |  |  |  |  |

|  |  |
| --- | --- |
| Department Name |  Faculty  |
|  | # of FTE | # with Ph.D. | # with M.S. | # of non-National | # of female |
|  |  |  |  |  |  |
| Students enrolled in 2016 |
| Ph.D.  | M.S. | B.S. | # of non-National | # of female postgraduate |
|  |  |  |  |  |
|  |  Students enrolled in 2017 |
|  | Ph.D.  | M.S. | B.S. | # of non-National | # of female postgraduate |
|  |  |  |  |  |  |

|  |  |
| --- | --- |
| Department Name |  Faculty  |
|  | # of FTE | # with Ph.D. | # with M.S. | # of non-National | # of female |
|  |  |  |  |  |  |
| Students enrolled in 2016 |
| Ph.D.  | M.S. | B.S. | # of non-National | # of female postgraduate |
|  |  |  |  |  |
|  |  Students enrolled in 2017 |
|  | Ph.D.  | M.S. | B.S. | # of non-National | # of female postgraduate |
|  |  |  |  |  |  |

|  |  |
| --- | --- |
| Department Name |  Faculty  |
|  | # of FTE | # with Ph.D. | # with M.S. | # of non-National | # of female |
|  |  |  |  |  |  |
| Students enrolled in 2016 |
| Ph.D.  | M.S. | B.S. | # of non-National | # of female postgraduate |
|  |  |  |  |  |
|  |  Students enrolled in 2017 |
|  | Ph.D.  | M.S. | B.S. | # of non-National | # of female postgraduate |
|  |  |  |  |  |  |

**III. EXECUTIVE SUMMARY**

The Executive Summary (limited to one page) provides an overview of the proposal and the proposed Center. It should identify the Development Challenge to be addressed and the gaps that currently exist. The Education and Applied Research objectives, the activities to be undertaken to achieve the project goals, and the anticipated impact on the Development Challenge, should be briefly described. The Summary should describe how the proposed Center aligns with the Institutional Strategic Plan. In addition, it should identify the roles of partners – academic, industrial and sectoral – that will contribute to the success of the proposed Center.

**IV. DEVELOPMENT CHALLENGE, AND IMPACT OF PROPOSED ACE ON THE DEVELOPMENT CHALLENGE**

In this Section (maximum two pages), the Development Challenge to be addressed by the proposed Center should be clearly identified. Because the Development Challenge is larger than the possible scope of a Center, discuss in some detail (with specifics) what the proposed Center would contribute to the overcoming of the Development Challenge. Attention should be given to the Vision of the proposed Center, and to which aspects of the Development Challenge will be the focus of the proposed Center – in both the Education and the Applied Research activities. In the narrative, the expected outcomes and impacts with respect to the Development Challenge should be identified, including how the Center intends to facilitate the transfer of knowledge to users (including industry, ministries and policymakers). Be sure to discuss the regional nature of the Development Challenge, to describe why a Center devoted to this topic is essential, to identify the critical factors to make an impact, and to address the broad potential societal impacts that will result from a successful Center.

**Va. EDUCATION, TEACHING AND LEARNING**

Evidence-based education programs are a key component of the Africa Centers of Excellence Program. A focus on learning assessments, attention to student outcomes, and the use of employment data and industry/sectoral input in program development is essential to addressing Development Challenges.

In this Section (maximum four pages), the Education, Teaching and Learning activities within the proposed Center should be described. What are the priority themes for the Education Program? What competencies are needed by graduates to address the Development Challenge? And what skills gaps currently exist that the Center will address?

In the narrative, identify the M.S. and Ph.D. programs currently available at the host institution that are related to the focus of the proposed Center. In some detail, discuss the proposed new M.S. and Ph.D. programs that will train students and contribute to the goals of the proposed Center. What are the current and expected enrollments, and what consultations (with industry and other stakeholders) have been undertaken to guide the launch (or modification) of postgraduate programs?

Describe the Short Courses related to the proposed Center that are currently offered, and discuss the enrollments and revenue generation models currently employed. What additional Short Courses – focused on mid-career professionals - will be developed and delivered as part of the proposed Center, focusing on those that are requested by regional industry and sector employers. Comment on the proposed revenue generation model for Short Courses within the proposed Center, the expected enrollments and benefits to stakeholders (e.g. industry, participants), and the consultative process that has been employed to develop the proposed portfolio of offerings.

Within the scope of the proposed Center, discuss the current teaching and learning methods employed. What innovations (e.g. learning assessments, curricula modifications, online courses) in pedagogy will be launched through the proposed Center? To achieve these goals, what additional resources (e.g. lab facilities, faculty development, smart classrooms) will be required?

The Africa Centers of Excellence Program is committed to international Accreditation as an important measure of the quality of the academic programmes. Discuss plans, and potential challenges, for accreditation (including prospective agencies) at the international level.

Training in the Responsible Conduct of Research, Environmental Health and Safety, and other core topics is an essential part of postgraduate education. Discuss how the training will be delivered, and comment on any institutional or national requirements that exist.

**Vb. RESEARCH**

In this Section (maximum three pages), describe in some detail the research plan for the proposed Center. Briefly describe the broad research needs that are necessary to solve the Development Challenge, and then describe which aspects of these needs the proposed Center will address during the proposed Center lifetime (four years of ACE funding).

It is expected that the proposed Center will take a systems-level approach to building a research portfolio. In particular, identify three or four broad, cross-cutting themes (these themes may be multi- or inter-disciplinary in scope, and should not simply refer to the academic departments participating in the proposed Center). Then, consider the specific research projects that will be necessary to make progress in addressing the research questions associated with the themes.

Consider how different research projects will align and contribute to a coordinated effort in the research activities. In the narrative, describe how the research plan will be accomplished over the lifetime of the proposed Center, and identify timely milestones and anticipated deliverables. Comment on the capacity of the proposed Center – including faculty expertise, facilities (current or anticipated), and partners – to deliver results in timely manner that will contribute to development in the region.

Describe the process by which partners – industry, sectoral and academic – will contribute to developing and undertaking the research activities of the proposed Center. Comment on any international networks that the proposed Center will participate in and/or contribute to.

Given the focus on addressing a Development Challenge, dissemination of research results is a core requirement for the proposed Center. Describe how data will be collected, curated, maintained and shared. Beyond publication in international, academic, peer-reviewed journals, what reports or other formal mechanisms will be employed to share research results with governments, policymakers and other stakeholders?

Finally, describe any plans for contract research within the proposed Center. Describe policies that are in place or will be developed, how contract research will be separated from Center wide research activities, and the model and costing for revenue generation.

**Vc. INDUSTRIAL/SECTORAL[[1]](#footnote-1) PARTNERSHIPS**

In this Section (maximum three pages narrative, plus Tables as indicated below), describe the industrial and/or sectoral partnerships for the proposed Center. In the proposal development stage, it is expected that each proposed Center has talked to 40 potential partners (both national and regional) to gain a more complete understanding of the Development Challenge, what aspects of the Development Challenge can be addressed, the skills gaps, and the applied research needs. What key concepts emerged from these consultations, and what role did the partners play in the development of the proposal?

While partners may evolve over the lifetime of the proposed Center, it is expected that the leadership of the proposed Center should have secured upfront commitments from a reasonable number of relevant partners prior to the submission of the proposal[[2]](#footnote-2). In addition to providing the names of these committed companies and/or partner organizations, describe why these organizations were selected as partners, and comment on the benefits of the partnership to both the proposed Center and the partner. These partners should include national, regional and (where relevant) international companies and/or sectoral stakeholders.

Describe the model for engagement with partners, and comment on the results from any existing partnerships that are relevant to the goals of the proposed Center.

Each Center is expected to have an Industrial Liaison Officer, who is charged with maintaining and building partnerships. Furthermore, each proposed Center is expected to develop a detailed plan for financial support from its partners (e.g. for support of research costs, short course delivery, testing, equipment).

Describe the planned model for the implementation of the partnerships. It is expected that partners will help define:

* The applied research projects and research themes of the proposed center
* The skills needs and curricula in current/new M.S. and Ph.D. programs, and
* The short courses that will be offered to mid-career professionals.

In addition, partners are expected to offer internships for students (and potentially faculty members), and to hire some graduates from the proposed Center. Comment on the strategy that the proposed Center will employ to ensure students have the opportunity for internships as part of their training.

Table: Industrial Advisory Board (tentative)

All Africa Centers of Excellence are expected to maintain an Industrial Advisory Board (IAB), composed of regional industry and sectoral leaders in the sector of the proposed Center[[3]](#footnote-3). In the Table below, identify up to seven (7) proposed members of this Board, and comment on their expertise and anticipated contributions and/or roles.

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

Table: Industrial/Sectoral Partners

All confirmed Industrial/Sectoral Partners should be identified in this Table. In addition, up to six (6) Letters of Commitment may be attached to the proposal.

|  |
| --- |
| Company/Organization Name |
| Location |
| Point of Contact | Position/Title |
| Tel. # | Email |
| Anticipated Contribution to Center Goals |
| Anticipated Annual Financial Contribution |
| Company/Organization Name |
| Location |
| Point of Contact | Position/Title |
| Tel. # | Email |
| Anticipated Contribution to Center Goals |
| Anticipated Annual Financial Contribution |
| Company/Organization Name |
| Location |
| Point of Contact | Position/Title |
| Tel. # | Email |
| Anticipated Contribution to Center Goals |
| Anticipated Annual Financial Contribution |
| Company/Organization Name |
| Location |
| Point of Contact | Position/Title |
| Tel. # | Email |
| Anticipated Contribution to Center Goals |
| Anticipated Annual Financial Contribution |
| Company/Organization Name |
| Location |
| Point of Contact | Position/Title |
| Tel. # | Email |
| Anticipated Contribution to Center Goals |
| Anticipated Annual Financial Contribution |
| Company/Organization Name |
| Location |
| Point of Contact | Position/Title |
| Tel. # | Email |
| Anticipated Contribution to Center Goals |
| Anticipated Annual Financial Contribution |

**Vd. PARTNERSHIPS WITH ACADEMIC INSTITUTIONS**

In this Section (maximum two pages narrative, plus Table as indicated below), describe the academic partnerships (in-country, regionally, and globally) for the proposed Center. These partnerships may be at the department/center/institutional level, and/or they may exist with a particular researcher. While the partners may evolve over the lifetime of the proposed Center, it is expected that the leadership of the proposed Center has secured upfront commitments from relevant partners prior to the submission of the proposal. In addition to providing the names of primary collaborators and their institutional affiliation, describe why these researchers or institutions were selected as partners, and comment on the benefits of the partnership to both the proposed Center and the collaborator. If the partnership existed prior to the development of this proposal, describe the outcomes of the collaboration to date.

Academic partnerships may be arranged to benefit the educational and/or research activities of the proposed Center. Given that the proposed Center should be regional in scope, address the unique opportunities within the regional collaborations as well as those that are global in nature.

For educational collaborations, describe how the partner will contribute to the academic programs of the proposed center (for example, in terms of delivery of lectures, teaching online or virtual courses, sharing pedagogical innovations, contributing to the design of curricula, co-advising students, developing joint degrees) to enhance student learning.

For research collaborations, describe how each partner will contribute both to specific research projects and to the overall research agenda of the proposed center (for example, through providing access to experimental equipment, sharing software, hosting (and/or sending) postgraduate students for international research experiences, providing technical expertise that does not exist at the host institution). In addition, briefly describe the resources (from research grants or other sources) available to each partner to support the costs of the collaboration.

Table: Academic Partners

All confirmed Academic Partners should be identified in this Table. In addition, up to four (4) Letters of Commitment may be attached to the proposal.

|  |
| --- |
| Name of Collaborator |
| Institution of Collaborator |
| Location | Focus of collaboration: education or research |
| Tel. # | Email |
| Name of Collaborator |
| Institution of Collaborator |
| Location | Focus of collaboration: education or research |
| Tel. # | Email |
| Name of Collaborator |
| Institution of Collaborator |
| Location | Focus of collaboration: education or research |
| Tel. # | Email |
| Name of Collaborator |
| Institution of Collaborator |
| Location | Focus of collaboration: education or research |
| Tel. # | Email |
| Name of Collaborator |
| Institution of Collaborator |
| Location | Focus of collaboration: education or research |
| Tel. # | Email |
| Name of Collaborator |
| Institution of Collaborator |
| Location | Focus of collaboration: education or research |
| Tel. # | Email |

**Ve. STUDENT RECRUITMENT, RETENTION AND SUPPORT**

In this Section (maximum two pages), describe the plan of the proposed Center to recruit a regionally diverse student body. In the narrative, focus on: advertising and recruitment; specific plans and approaches to recruit regional postgraduate students; ongoing student welfare for all students enrolled in programs offered through the Center; and recruitment for short courses.

Africa Centers of Excellence are expected to recruit a high-caliber, diverse student body. What methods (e.g regional contacts, partners, flyers, internet advertising, recruiting visits) will be employed to recruit postgraduate students? How has the institution (or departments affiliated with the proposed Center) used these methods successfully in the past? What challenges were identified, and how will the Center address them?

The recruitment and retention of regional students is a special challenge for many institutions, and at least 30% of postgraduate students for Africa Centers of Excellence must be from Africa (non-national). What interventions will the proposed Center make to achieve, and to maintain, this mandate? What success have those departments involved in the proposed Center had in graduating regional students in the past five years? What policies or actions are in place to retain regional students?

How will the proposed Center retain and support those postgraduate students recruited to the M.S. and Ph.D. programmes? Comment on planned student welfare committees, mentoring activities, any grievance mechanism to proactively address problems, and institutional resources available to postgraduate students.

Short Courses for mid-career professionals are an integral part of the Africa Centers of Excellence. Describe how the proposed Center intends to develop Short Courses with a regional focus that will attract participants from across Africa. What strategies will be employed to recruit regional students for these Short Courses?

**Vf. CROSS-CUTTING THEMES**

**GENDER**

Increasing the participation of women in postgraduate degree programmes and in the professoriate is an ongoing interest for the Africa Centers of Excellence Program. In support of this goal, the current Africa Centers of Excellence Program is committed to funding at least two Centers in which the Director is a female faculty member.

In this Section (maximum one page), describe strategies and policies that the host institution, and where appropriate the proposed Center, have developed to increase female participation and retention rates. This may include (but is not limited to): mentoring and support activities, policies against sexual discrimination, policies to prevent gender bias in hiring and selection processes, and policies on maternity leave. Where appropriate, distinguish between strategies and policies for postgraduate students and for faculty members.

**REGIONAL ENGAGEMENT AND IMPACT**

A key element of the Africa Centers of Excellence Program is the focus on regional engagement. In this Section (maximum 2 pages), address how the proposed Center is both prepared for, and will grow, its regional impact through its educational and research activities. If the host university has a formal international strategy, describe the key elements. If the proposed Center (or participating departments or colleges) has a regional strategy, describe how it will be employed to enhance the impact of its outputs.

What are the key regional collaborations (both research and teaching) that faculty members who participate in the proposed Center currently participate in? How would the resources and opportunities that are part of the proposed Center to be leveraged to strengthen and grow these existing collaborations? Does the proposed Center have commitments for regional partnerships beyond those that are active at this time?

A Center of Excellence should serve as a regional hub. Is the proposed Center a participant or leader in any existing regional networks? If so, describe the current contribution. What networks does the proposed Center envision participating in or leading in the future? Comment on which organizations will participate in these networks, what specific contribution the proposed Center will make, and what impact the regional network will have on the Development Challenge that is at the core of the proposal.

In Section Ve, there was an opportunity to describe specific activities associated with the recruitment of regional postgraduate students. In this section, discuss any regional recruitment strategy for faculty members.

**Vg. CENTER MANAGEMENT AND GOVERNANCE**

In this Section (maximum two pages narrative, plus Tables as indicated below), describe the anticipated Center Management and Governance structure for the proposed Center.

* Complete the attached Organization Chart first
* Provide the names and affiliations of the proposed International Scientific Advisory Board (ISAB)[[4]](#footnote-4)
* Complete the Faculty Participation Table

The narrative provides an opportunity to elaborate on the roles and qualifications of those listed in the attached Tables, with particular focus on the Organization Chart, the International Scientific Advisory Board, and the Industrial Advisory Board. Be sure to also address how the Boards will interact with Center leadership to advance the mission of the proposed Center.

As the leader of the institution, the University Rector/Vice-Chancellor has a crucial role in the success of the proposed Center. What support will the university leadership provide to the proposed Center? How does the proposed Center align with the institutional strategy?

The Organization Chart provides a template for the management structure and communication lines for the proposed Center. Discuss how the management team plans to motivate and incentivize faculty members to participate in the education and research activities in the proposed Center. How did the faculty team who will participate in the proposed Center activities contribute to the development of the proposal?

Organization Chart

International Scientific Advisory Board (proposed)

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

Faculty Participation Table

In this Table, list the ten (10) primary faculty at the host institution who will participate in the proposed Center activities. Briefly describe their expected contributions.

|  |  |
| --- | --- |
| Name | Highest Degree Obtained |
| Position/Title | Department |
| Male/Female | Citizenship |
| Tel. # | Email |
| Disciplinary expertise |
| Anticipated Contribution |
| Name | Highest Degree Obtained |
| Position/Title | Department |
| Male/Female | Citizenship |
| Tel. # | Email |
| Disciplinary expertise |
| Anticipated Contribution |
| Name | Highest Degree Obtained |
| Position/Title | Department |
| Male/Female | Citizenship |
| Tel. # | Email |
| Disciplinary expertise |
| Anticipated Contribution |
| Name | Highest Degree Obtained |
| Position/Title | Department |
| Male/Female | Citizenship |
| Tel. # | Email |
| Disciplinary expertise |
| Anticipated Contribution |
| Name | Highest Degree Obtained |
| Position/Title | Department |
| Male/Female | Citizenship |
| Tel. # | Email |
| Disciplinary expertise |
| Anticipated Contribution |
| Name | Highest Degree Obtained |
| Position/Title | Department |
| Male/Female | Citizenship |
| Tel. # | Email |
| Disciplinary expertise |
| Anticipated Contribution |

|  |  |
| --- | --- |
| Name | Highest Degree Obtained |
| Position/Title | Department |
| Male/Female | Citizenship |
| Tel. # | Email |
| Disciplinary expertise |
| Anticipated Contribution |
| Name | Highest Degree Obtained |
| Position/Title | Department |
| Male/Female | Citizenship |
| Tel. # | Email |
| Disciplinary expertise |
| Anticipated Contribution |
| Name | Highest Degree Obtained |
| Position/Title | Department |
| Male/Female | Citizenship |
| Tel. # | Email |
| Disciplinary expertise |
| Anticipated Contribution |
| Name | Highest Degree Obtained |
| Position/Title | Department |
| Male/Female | Citizenship |
| Tel. # | Email |
| Disciplinary expertise |
| Anticipated Contribution |

**Vh. STAFF DEVELOPMENT**

The continuous development of staff capacity – both faculty and administrative – to fulfill the goals of the proposed Center requires a strategy (maximum one page) that includes ongoing training, support and mentoring. How will the proposed Center support the career development of the associated faculty members? What incentives are available – either through the institution or the proposed Center? If postdoctoral fellows will be employed, describe the mentoring and support – in research and career preparation – that they will receive. What training will be provided to the administrative support staff of the proposed Center to further their career development?

**Vi. CENTER OPERATIONS**

A successful Africa Center of Excellence relies upon the quality of its administrative and financial support staff, policies and procedures to achieve its education and research goals. This support is essential at both the institutional and Center level.

In this Section (maximum one page), address the following topics:

* Procurement policies and administration, focusing on the institutional policies as well as the staff (both in the proposed Center and at the university level) and resources available to the proposed Center.
* Financial Management Systems that are in place or will be employed by the proposed Center. Comment on the position of the proposed Center within institutional budgetary units.
* Oversight and Audit capacity, with a focus on institutional capacity and policies.

**Vj. IMPLEMENTATION TIMELINE**

The Implementation Timeline is designed to provide a high-level overview of the planned administrative, education and research activities of the proposed Center. In the Table below, identify up to three major activities planned for each year of the project in education, research and other topics (e.g. center management, institutional impact, facilities). In all aspects of the project, disparate activities should link together to result in a coherent workplan that achieves the objectives of the proposed Center.

In addition to the Table, this Section can include a narrative (maximum two pages) that provides further details on the Implementation Timeline.

|  |
| --- |
| **YEAR ONE** |
| **Education** |
| *
*
 |
| **Research** |
| *
*
 |
| **Other Topics** |
| *
*
 |

|  |
| --- |
| **YEAR TWO** |
| **Education** |
| *
*
 |
| **Research** |
| *
*
 |
| **Other Topics** |
| *
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| --- |
| **YEAR THREE** |
| **Education** |
| *
*
 |
| **Research** |
| *
*
 |
| **Other Topics** |
| *
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| --- |
| **YEAR FOUR** |
| **Education** |
| *
*
 |
| **Research** |
| *
*
 |
| **Other Topics** |
| *
*
 |

|  |
| --- |
| **YEAR FIVE** |
| **Education** |
| *
*
 |
| **Research** |
| *
*
 |
| **Other Topics** |
| *
*
 |

**Vk. INSTITUTIONAL IMPACT**

The Africa Center of Excellence Program is committed to strengthening the institutions that host Centers. In this Section (maximum two pages), describe the activities, and the innovations in institutional policies and practices, that will better align the host institution with global best practices for higher education. Provide details on the baseline at the institution, and identify specific actions that will be taken over the period of ACE Impact funding.

While acknowledging that national situations and institutional governance structures vary widely across West and Central Africa, topics that should be considered include:

1. Improved Institutional governance based upon global best practices
2. International standards for hiring faculty and university leadership, based upon merit and institutional strategy
3. Institutional accreditation
4. A strategy for regionalization to take advantage of the strengths of the institution in a regional context, and to ensure that a diverse, high caliber student body and faculty is recruited
5. Management Information Systems of a global standard employed in university Operations
6. Policies and practices designed to facilitate institutional benchmarking through global mechanisms
7. Institutional capacity to undertake regular tracer studies of graduates

**Vl. PROJECT WEAKNESSES AT LAUNCH**

The Africa Centers of Excellence Program will support those proposed Centers that have the Vision, the research and education capacity, the partners and the institutional capability to make significant contributions in addressing Development Challenges of critical importance in Africa. At the same time, the proposed Centers should be aware of the project weaknesses at launch, and have a plan in place to overcome these challenges.

In this Section (maximum one page), identify the most significant (between three and five) capacity gaps that exist at the launch of the proposed Center. For each of these gaps, describe the strategy to address these weaknesses so that the proposed Center can achieve its goals.

**Vm. RISK MANAGEMENT STRATEGY**

In this Section (maximum two pages), describe the Risk Management Strategy that will be employed by the proposed Center.

First, consider the potential risks[[5]](#footnote-5) that could imperil the progress and success of the proposed Center, and describe the strategy and process that will be used to minimize and address these risks.

Second, describe the strategy that will be used to identify, mitigate and address those unexpected risks that emerge during the lifetime of the proposed Center.

In both contexts, discuss how the Center Management, the Industrial Advisory Board, and the International Scientific Advisory Board will work together with the institutional leadership to implement the strategy.

**Vn. SUSTAINABILITY**

The Africa Centers of Excellence Program provides significant funding over a multi-year period to support excellence in teaching and research. In this Section (maximum one page), describe the proposed Center’s plan for future sustainability beyond the period of ACE financial support. This sustainability plan should focus on: (1) financial sustainability; (2) ongoing partnerships with relevant industry and sectoral stakeholders; (3) continual improvement of the student educational opportunities; and (3) ongoing applied research that addresses the proposed Center’s identified Development Challenge.

In your discussion for financial sustainability, discuss the plans for institutional support to continue the activities of the proposed Center and comment on student revenue opportunities (both from postgraduate programs and short courses). Also, address how industry and other sectoral actors will both drive the future research agenda and support research costs. If other revenue streams are available or anticipated, be sure to identify them in this section. Be specific in your discussion.

**Vo. PHYSICAL RESOURCES AND FACILITIES**

In this Section (maximum two pages), describe the physical resources and facilities that are available to the proposed Center. Be sure to comment on how these resources and facilities will enable the workplan of the proposed Center – in both the education and research domains - to be accomplished. Potential examples may include: smart classrooms; computer laboratories and infrastructure; lab facilities; and major experimental equipment.

Up to 25% of the Africa Centers of Excellence budget may be used for infrastructure – including major equipment and construction expenses. In this Section, be sure to identify major anticipated expenditures as part of the proposed Center. Include preliminary cost estimates and a plan for maintenance costs both during the lifetime of the proposed Center and after the ACE funding concludes.

**Vp. INSTITUTIONAL CAPACITY**

In this Section (maximum one page narrative, plus Tables as indicated below), comment on the ability of the host institution to implement large projects.

For past large projects (2012-2017), focus on the institutional success in delivering results in a timely manner that align with the project objectives. As appropriate, focus on projects with both an education and research component. If the team submitting the proposed Center project has been involved in previous large projects, identify the roles that they played. How did the university leadership contribute to the success of the project?

For anticipated future projects (2017-2020), describe (if appropriate) how the other large projects align strategically with the proposed Center. What resources (if any) will be shared? How will the institution support multiple large concurrent projects and investments?

Past Large Projects (maximum 5)

|  |
| --- |
| Project Title |
| Project Leader/Principal Investigator |
| Project Funder |  |
| Project Period (mm/yr – mm/yr) | Total Project Budget (in US$) |
| Short Project Description |
| Project Title |
| Project Leader/Principal Investigator |
| Project Funder |  |
| Project Period (mm/yr – mm/yr) | Total Project Budget (in US$) |
| Short Project Description |
| Project Title |
| Project Leader/Principal Investigator |
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| Short Project Description |
| Project Title |
| Project Leader/Principal Investigator |
| Project Funder |  |
| Project Period (mm/yr – mm/yr) | Total Project Budget (in US$) |
| Short Project Description |

Anticipated (maximum 5) Future Large Projects (2017-2020)

|  |
| --- |
| Project Title |
| Project Leader/Principal Investigator |
| Project Funder |  |
| Project Period (mm/yr – mm/yr) | Anticipated Total Project Budget (in US$) |
| Short Project Description |
| Project Title |
| Project Leader/Principal Investigator |
| Project Funder |  |
| Project Period (mm/yr – mm/yr) | Anticipated Total Project Budget (in US$) |
| Short Project Description |
| Project Title |
| Project Leader/Principal Investigator |
| Project Funder |  |
| Project Period (mm/yr – mm/yr) | Anticipated Total Project Budget (in US$) |
| Short Project Description |
| Project Title |
| Project Leader/Principal Investigator |
| Project Funder |  |
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| Short Project Description |
| Project Title |
| Project Leader/Principal Investigator |
| Project Funder |  |
| Project Period (mm/yr – mm/yr) | Anticipated Total Project Budget (in US$) |
| Short Project Description |

**Vq. ADDITIONAL INFORMATION**

This optional Section (maximum two pages) provides an opportunity to present information that is not requested in the required sections of the proposal. The proposed Center may add any additional content that may be relevant to the consideration of the proposal.

**VI. CENTER FINANCING**

This proposal Section focuses on the anticipated financial resources that will be available to the proposed Center.

In Section VIa (maximum one page) describe the main costs that will be covered using the Africa Centers of Excellence Program funding. Be sure to discuss the budget to be devoted to Education, Research, Facilities and Equipment, and Administrative costs. A maximum of 25% of the Africa Centers of Excellence Program funding may be used for Facilities and Equipment.

In Section VIb (maximum one page) discuss the co-financing that will be available to the proposed Center to achieve its workplan. This co-financing can include:

* Institutional financial support for the departments and units involved in the proposed Center
* University cost-sharing for activities directly related to the proposed Center
* Direct government financial support for the proposed Center
* Committed financial support for the proposed Center from industry and sectoral partners
* Committed financial support for the proposed Center from Development Partners
* Research grants (identify the source) that contribute to the broad vision of the proposed Center

It is expected that some Africa Centers of Excellence (ACE) will be hosted in institutions (or research centers) that already receive large scale support for similar (but not identical) activities. IF the World Bank ACE Impact Program Funding would provide additional financial resources to an existing Center-like activity (or cluster of excellence) that receives funding from non-World Bank sources, describe how the ACE Impact funding will add to the capacity and mission of the existing activity.

In Section VIc (maximum one page) discuss the external revenue generation model that will be employed by the proposed Center. What national or institutional policies exist, and what administrative support is available to oversee these activities? Be sure to comment on revenue from fee-paying postgraduate students and short course participants. Also, discuss financial commitments from industry/sectoral partners, and the benefits that will be available to these partners.

**VII. REQUIRED ATTACHMENTS**

1. Copy of the university Strategic Plan
2. Letter of Support (maximum two pages) from the University Vice-Chancellor or Rector. The letter should: confirm the institutional commitment to the proposed Center and its proposed goals; (2) commit to providing appropriate space to undertake the proposed Center workplan; and (3) discuss how the proposed Center aligns with institutional strategy.
3. Curriculum Vitae[[6]](#footnote-6) of the following individuals:
	* University Vice-Chancellor or Rector
	* Proposed Center Director
	* Proposed Center Deputy Director
	* Up to three additional teaching and/or research leaders who will be active in the proposed Center
4. Letters of Commitment (máximum two pages each)
	* From industry/sectoral partners (maximum 6 letters). The letters should confirm the partner commitment to : the Industry Advisory Board (if applicable); contributing to curricula development; providing student internships; and contributing to the development of the proposed Center applied research workplan. In addition, the letter should provide details on the financial commitment of the partner to the proposed Center.
	* From regional and national academic partners (maximum 4 letters). The letters should identify how the academic partners will engage with the proposed Center, and describe how the partnerships will lead to the development of a regional hub in the focus área of the proposed Center.
	* From international academic partners (máximum 4 letters). The letters should describe the nature of the collaboration and the proposed benefits both to the proposed Center and to the partner. The letter should also describe how the partner will support their costs associated with the partnership.

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1. Sectoral partners can include relevant Ministries, government agencies, public authorities, chambers of commerce, trade groups, hospitals, policymakers and other appropriate stakeholders. [↑](#footnote-ref-1)
2. Up to six Letters of Commitment from industry/sectoral partners may be submitted as part of the proposal. [↑](#footnote-ref-2)
3. The IAB should provide guidance and input on the education and research activities of the proposed Center. It is expected to meet biannually (virtually or in person), and provide regular feedback to Center management on performance, proposed workplans and relevance to development impact. In conjunction with the International Scientific Advisory Board, it should advise on academic programs and future research directions. [↑](#footnote-ref-3)
4. The ISAB should be composed of leading academics worldwide who have agreed to provide guidance and input on the education and research activities of the proposed Center. It is expected to meet biannually (virtually or in person), and provide regular feedback to Center management on performance and proposed workplans. In conjunction with the Industrial Advisory Board, it should advise on academic programs and future research directions. [↑](#footnote-ref-4)
5. Examples of potential risks could include: student or faculty strikes; non-adherence to the university calendar; significant change to institutional finances; procurement delays. [↑](#footnote-ref-5)
6. The CV should be of a standard form (maximum two pages) and include the following information: Full name; Position/Title; Institution; Email address and telephone number; Professional Training/Education; Chronological List of Positions; List of up to ten publications related to the proposed Center, in standard citation format; List of up to five related activities. [↑](#footnote-ref-6)