

Africa Centre of Excellence in Coastal Resilience (ACECoR)

AN AFRICA CENTRE OF EXCELLENCE (ACE) IMPACT III PROJECT OF THE WORLD BANK

Implementation Plan

2019 – 2023



Association of
African Universities
Association des universités africaines
اتحاد الجامعات الأفريقية



WORLD BANK GROUP



GHANA



UNIVERSITY OF
CAPE COAST



ACECoR
AFRICA CENTRE OF EXCELLENCE IN
COASTAL RESILIENCE

(May, 2019)

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ACRONYMS

AAU- Association of African Universities

ACE- African Centre of Excellence

ACECoR- Africa Centre of Excellence in Coastal Resilience

ACE SC- ACE Steering Committee

CCM- Centre for Coastal Management

CIE- Centre for International Education

DAPQA- Directorate of Academic Planning and Quality Assurance

DFAS- Department of Fisheries and Aquatic Sciences

DLI- Disbursement Link Indicator

DRIC- Directorate of Research, Innovation and Consultancy

EEPs- Eligible Expenditure Programmes

IAB-Internal Advisory Board

ISAB- International Scientific Advisory Board

SAB- Sectoral Advisory Board

PBL- Problem-based Learning

UCC- University of Cape Coast

1. NARRATIVE SUMMARY

The coastal zone of West Africa, just like any other coastal zone in the world is confronted with a myriad of problems. These problems have resulted from rapid population growth and urbanization, as well as the impact of climate change and poor land use practices in the coastal zone. Currently about 68% of sandy beaches of West Africa are being eroded at an average rate of two (2) meters per annum with low lying areas perennially inundated. This is further compounded by poor sanitation and rapid encroachment of coastal wetlands leading to the destruction of natural habitats and biodiversity. Indeed, the challenge of coastal degradation is multi-faceted and resolving it will require multi-faceted and synergistic approaches built on reliable data and human expertise. There is however a lack of scientific data on coastal degradation at national and regional levels. Currently there is limited knowledge on the extent of coastal degradation facing the West African sub-region. What is also missing are the types of degradation and where they are occurring along the coast. Again, information is wanting on the impact of the coastal degradation on human society and biodiversity. Under the influence of both climatic and anthropogenic stressors, effective management of coastal degradation is also affected by limited historical time-series data as well as expertise in technical areas to resolve the problem of coastal degradation in developing countries. The degradation is characterized among others by the erosion of shoreline, pollution of coastal and marine ecosystems and the apparent lack of technical and scientific capacity to effectively utilize and manage coastal and marine assets.

The University of Cape Coast (UCC) is partnering with the World Bank under the new Africa Centre of Excellence (ACE III) Impact Project. The partnership is known as the “*Africa Centre of Excellence in Coastal Resilience (ACECoR)*” seeks to promote coastal resilience within the West and Central African sub-regions. The objective of ACECoR is to support the development of technical and scientific capacity of young African professionals to develop integrated solutions to address coastal degradation in the countries of intervention through short – to long-term professional and academic training programmes. Focus will be on regional participation and the inclusion of female, albeit limited in previous interventions, all geared towards the advancement of sustainable use and management of marine and coastal assets in the partner countries to be involved, achieved through collaboration with academia, research institutions and industry, locally and will secure international partnerships.

The proposed partnerships will carry out education, research and outreach programmes. These programmes will be implemented in collaboration with other academic institutions and industries within the country, sub-region and at the global level to ensure a multi- and interdisciplinary approach to addressing coastal degradation across the sub-region.

The Centre aims at achieving excellence in training both students and professionals in selected areas as a way of enhancing coastal resilience and promoting policies through:

1. Enhancing old academic programmes and developing new programmes to train professionals in the coastal issues
2. Improve teaching and learning environment and resources for training and research

3. Enhance human resource capacity for teaching and research in the thematic areas of the project
4. Establish strategic academic and industry sector partnerships for outreach through students/faculty exchange, networking, conferences and workshops

ACECoR will train 120 graduates at the postgraduate (PhD and Masters) levels in addition to 260 professionals (in short courses) across Africa in the areas already described. In addition to existing programmes of Disaster Risk Management and Migration, Fisheries Science, and Integrated Coastal Zone Management, new programmes in Physical Oceanography, Coastal and Marine Engineering, Forestry Engineering and Marine Meteorology will be developed and mount for the training of postgraduate students.

The first batch of students are expected to be admitted in August at the beginning of the 2019/2020 academic year. Also in terms of evaluators' feedback on the proposal, five (5) postdoctoral fellows, one for each thematic area with regional geographical spread will be admitted into the program to deepen research outcomes over the course of the five years. All programmes will be nationally and internationally accredited. The postgraduate programmes will be taught using problem based learning (PBL) methods and on modular basis.

In terms of role of partners, lecturers from different collaborating universities worldwide and experts from sector industries in the sub-region will constitute the core teaching team on the programmes. Sector industry collaborators apart from providing practical basis for the programmes to taught, will support students and staff internships. They will also support the professional training of their staff through short courses on the project.

Expected results of ACECoR's activities will include:

- 1) Enhanced capacity of staff the University to deliver high-quality training to increase the number of postgraduate students and supply of highly skilled graduates (30 PhDs, 90 masters, 260 short courses participants)
- 2) Enhanced research capacity to publish 150 scientific articles in both international and local journals and communicate applied research at regional and international conferences and workshops during the project period.
- 3) Strong collaboration with academic partners established for joint research and training,
- 4) Partnership between UCC and sector industry established to enhance faculty and student internships, training of practitioners and research into industry problems to influence national and regional policies,

Four (4) outcomes are envisaged as follows:

Outcome 1: Highly skilled postgraduate (PhD and MPhil) students, post-doctoral fellows and professionals trained

Outcome 2: Applied research on cross cutting issues on marine and coastal degradation conducted

Outcome 3: Access to data or information for management of coastal degradation enhanced

Outcome 4: Effective integrated coastal zone management policies developed

Outcome 5: Marine and coastal resources are managed in a sustainable manner

2. OVERVIEW OF PLANNED OUTPUTS, REVENUE GENERATION, ACTIVITIES AND COST FOR FIRST YEAR

Table 1 provides the overview of expected outputs and related income within the first project year. It is anticipated that a total of US\$ 850,000.00 will be drawn upon achievement of various Full Readiness to implement the project in the first year of the project. This is 13.28% of the total funds expected to be drawn from the World Bank on the Project.

Table 1: Overview of expected outputs and related income within the first project year

Outputs and funds generation year 1 (US\$)				
ACE results	Expected outputs in numbers	Percentages of the DLI	Unit price	Expected revenue
DLI 1 Readiness				
<i>DLI 1.1 Basic Readiness</i>	1	100	425,000	425,000.00
<i>DLI 1.2 Full Readiness</i>	1	100	425,000	425,000.00
DLI 2 Development Impact				
<i>DLI 2.1 Independent external evaluation of development impact</i>			?	
DLI 3 Quantity of students				
<i>DLI 3.1a New eligible PhD student's male</i>	4		10,000	-
<i>DLI 3.1b New eligible PhD student's female</i>	6		12,500	-
<i>DLI 3.1c New eligible PhD student's regional male</i>	2		20,000	-
<i>DLI 3.1d New eligible PhD student's regional female</i>	3		25,000	-
<i>DLI 3.2a New eligible Master student's male</i>	10		2,000	-
<i>DLI 3.2b New eligible Master student's female</i>	11		2,500	-
<i>DLI 3.2c New eligible Master student's regional male</i>	4		4,000	-
<i>DLI 3.2d New eligible Master student's regional female</i>	5		5,000	-
<i>DLI 3.3a New eligible short course student's male</i>	10		400	-
<i>DLI 3.3b New eligible short course student's female</i>	6		500	-
<i>DLI 3.3c New eligible short course student's regional male</i>	2		800	-
<i>DLI 3.3d New eligible short course student's regional female</i>	2		1,000	-
DLI 4 Quality of Education				
<i>DLI 4.1a National accreditation</i>	1	100	100,000	-

Outputs and funds generation year 1 (US\$)				
ACE results	Expected outputs in numbers	Percentages of the DLI	Unit price	Expected revenue
<i>DLI 4.1b GAP assessment following International standards</i>	1	100	100,000	-
<i>DLI 4.1c Self-assessment following International standards</i>	1	100	100,000	-
<i>DLI 4.1d International accreditation</i>	1	100	500,000	-
<i>DLI 4.1e New courses meeting international standards</i>	1	100	50,000	-
<i>DLI 4.2 ACE International research publications with national partners (not for emerging centers)</i>	-	-	10,000	-
<i>DLI 4.2 ACE International research publications with regional partners (not for emerging centers)</i>	-	-	15,000	-
<i>DLI 4.3a Infrastructure improvement for research and learning (procurement and civil works) Step 1: Approved plan</i>	1	100	300,000	-
<i>DLI 4.3b Infrastructure improvement for research and learning (procurement and civil works) Step 2: Procured or Foundation Constructed</i>	1	(0 or 100)	300,000	-
<i>DLI 4.3c Infrastructure improvement for research and learning (procurement and civil works) Step 3: Operational or Construction Completed</i>	1	(0 or 100)	300,000	-
<i>DLI 4.3d Infrastructure improvement for research and learning (procurement and civil works) Step 4: NA or Building Operational</i>	-	(0 or 100)	300,000	-
DLI 5 Relevance of Education & Research	-	(0 or 100)	300,000	-
<i>DLI 5.1a External generated revenue from private sector</i>			X 2	
<i>DLI 5.1b External generated revenue from other sectors</i>	-	(0 or 100)	300,000	-
<i>DLI 5.2a Number of students with at least 1-month internship or staff with placement nationally</i>			1,000	
<i>DLI 5.2b Number of students with at least 1-month internship or staff with placement regionally</i>				
<i>DLI 5.3 Number on new entrepreneurship, innovation, start-up companies, and commercialization support programs</i>			X 2	
DLI 6 Fiduciary Enhancement			X 1	
<i>DLI 6.1 Timely fiduciary reporting</i>			1,000	
<i>DLI 6.2 Functioning internal audit unit</i>			1,500	
<i>DLI 6.3 Web Transparency on Fiduciary reports</i>			100,000	
<i>DLI 6.4 Quality of Procurement planning</i>				
DLI 7 Institutional Impact				
<i>DLI 7.1 University-wide regional strategy</i>		(0 or 100)	100,000	The University of Cape Coast already has a university-wide policy on attracting

Outputs and funds generation year 1 (US\$)				
ACE results	Expected outputs in numbers	Percentages of the DLI	Unit price	Expected revenue
				and admitting foreign students (copy attached)
		(0 or 100)	200,000	The University of Cape Coast already has a merit-based system for selecting its officers- Vice-Chancellor, Pro-Vice-Chancellor, Registrar, College Provosts, Directors of Finance, Internal Audit, Public Relations, Physical Development and Estate management, Human Resource, Legal, Consular and General Services, Directorate of Research, Innovations and Consultancy (DRIC) and Directorate of Academic Planning and Quality Assurance (DAPQA) etc) and the Heads of Departments. A copy of the University statute which specifies all these have been attached.
<i>DLI 7.2a ACE host university adopts merit-based selection of university heads</i>		(0 or 100)	50,000	
<i>DLI 7.2b ACE host university adopts merit-based selection of department heads</i>		(0 or 100)	75,000	
<i>DLI 7.3a ACE host university adopts GAP analysis as part of international accreditation</i>		(0 or 100)	75,000	
<i>DLI 7.3b ACE host university adopts self-evaluation as part of international accreditation</i>		(0 or 100)	200,000	
<i>DLI 7.3c ACE host university adopts international accreditation</i>		(0, 50 or 100)	50,000/year	
<i>DLI 7.4 ACE host university participate in PASET</i>				
Total revenue expected triggered from ACE program				850,000.00
Additional government funding support				
Other external revenue generation				
Total Income				850,000.00

Table 2 presents the overview of expected activities and expenditures within the first project year disaggregated between the centre and partners. Details of the activities in Table 1 are presented in the activity sheets in section 8. It is expected that these activities scheduled for the first year will require US\$ 1,691,944.49 to be undertaken. This forms 26% of the total budget of the project. Action plans 1, 2, 3, 4, and 5 represents 1.38%, 34.75%, 51.1%, 0.66%, and 9.67%, respectively with a contingency provision of 2%. The budget of acecor is 81% whereas that of the partners is 19%. The processes to construct the acecor building to accommodate research laboratory and lecture rooms as well as offices will begin in the second quarter of the first project year.

Table 2: Overview of expected activities and expenditures within the first project year

Code	Priority Rank	Result/Activity/Task	Budget Estimate (US\$)		
			ACE institution (Component total for ACE institution)	Partners (Component total for partners)	Total (Total of component)
Action Plan 1	<i>(1 highest 5 lowest)</i>	<i>(Expected output) Institution ready for project implementation</i>			
<i>(1.1 Basic Readiness)</i>		<i>READINESS</i>			
	<i>1</i>	1.1a Appoint core project team members	-	-	-
	<i>1</i>	1.1b Develop and adopt implementation, procurement and financial management plans <i>(Submit the plans to RFU for endorsement..... for activity sheet in 7)</i>	-	-	-
	<i>2</i>	1.1c Nominate and appoint a non-staff student representative to RFU	-	-	-
1.2 Full readiness	<i>3</i>	1.2.a Develop students' handbook including sexual, scholarship, recruitment policies	-	-	-
	<i>3</i>	1.2b Set up a functional website for ACECoR	4,000.00	-	4,000.00
	<i>2</i>	1.2c Constitute and appoint Sectoral Advisory Board	-	-	-
	<i>3</i>	1.2d Establish, regularize and strengthen linkages with sectoral, industrial and international partners <i>(Sign memorandum of understanding with partners)</i>	5,000.00	-	5,000.00
	<i>4</i>	1.2e Local launch of project, kick-off and project implementation workshop with partners	20,000.00	-	20,000.00
Action Plan 2	<i>(1 highest 5 lowest)</i>	<i>High quality training and research programmes developed</i>	<i>(Component total for ACE leader)</i>	<i>(Component total for partners)</i>	<i>(Total of component)</i>
<i>Curriculum Development and accreditation of programmes</i>		<i>ACADEMIC PROGRAMMES AND SHORT COURSES</i>			
	<i>1</i>	2.1 Develop curriculum for all (Masters, PhD and Short courses) programmes	76,750.00	-	76,750.00
	<i>1</i>	2.2 Obtain national accreditation for new programmes	35,000.00	-	35,000.00
	<i>1</i>	2.3 Obtain international accreditation for all programmes	65,000.00	-	65,000.00
	<i>2</i>	2.4 Commence recruitment strategies	7,500.00	-	7,500.00
	<i>3</i>	2.5 Train 15 PhDs	40,975.00	119,806.00	160,781.00

Code	Priority Rank	Result/Activity/Task	Budget Estimate (US\$)		
			ACE institution	Partners	Total
	3	2.6 Train 30 Masters	62,856.80	53,542.00	116,398.80
	3	2.7 Train 20 participants in short courses	-	10,000.00	10,000.00
	2	2.8 Develop research strategy for the themes	5,200.00	-	5,200.00
	2	2.9 Develop modules for short courses*	-	-	-
	3	2.10 Planning for internships and capacity building	39,110.00	-	39,110.00
	2	2.11 Teaching Support (External Faculty)	36,000.00	-	36,000.00
	3	2.12 Annual subscription of selected journals and books	14,000.00	-	14,000.00
Action Plan 3		<i>(Improved teaching and research infrastructure)</i>			
	1	3.1 Identify site and conduct Environmental assessment and ESMP to obtain EPA Permit for ACECoR building	25,000.00	-	25,000.00
	1	3.2 Architectural drawing for the ACECoR Building	70,000.00	-	70,000.00
	2	3.3 Recruit consultants and contractors for the ACECoR Building	-	-	-
	2	3.4 Commence civil works for building	625,000.00	-	625,000.00
	3	3.5 Procure teaching and research equipment (IT Equipment, Smart Classroom devices) and research consumables	144,500.00	-	144,500.00
Action Plan 4	<i>(1 highest 5 lowest)</i>	<i>(Income Generated from External Sources)</i>	<i>(Component total for ACE leader)</i>	<i>(Component total for partners)</i>	<i>(Total of component)</i>
	4	4.1 Develop and implement strategies for generating additional revenue	11,160.00		11,160.00
Action Plan 5	<i>(1 highest 5 lowest)</i>	<i>(Administrative, Human Resource and Other Costs)</i>	<i>(Component total for ACE leader)</i>	<i>(Component total for partners)</i>	<i>(Total of component)</i>
	1	5.1 Centre management expenses (office consumables, maintenance of facilities and vehicles, meetings, etc.)	8,000.00	-	8,000.00
	1	5.2 ISAB & Sectoral Board Meeting Expenses	20,700.00	-	20,700.00
	1	5.2 Human Resource Costs (Assistant Research Fellows, Research Assistants, Post-Doctoral & Professors)	52,354.00	-	52,354.00
	3	5.3 Publish newsletters, research and policy briefs, exhibit centre presence at conferences and workshops, policy impact platform and advocacy	5,000.00	-	5,000.00
	1	5.4 Financial accounts preparation, Auditing of accounts	10,000.00	-	10,000.00

Code	Priority Rank	Result/Activity/Task	Budget Estimate (US\$)		
			ACE institution	Partners	Total
	4	5.5 Participation in ACE Impact and other Conferences	91,410.98	-	91,410.98
	1	5.6 Monitoring & Evaluation	7,000.00	-	7,000.00
		<i>Sup-total</i>	1,481,516.78	183,348.00	1,664,864.78
TOTAL BUDGET		<i>(list amount)</i>	1,481,516.78	183,348.00	1,664,864.78

**Please refer to Action Plan 2, Section 2.1*

Table 3 presents the breakdown of the partners' budget. The total year budget for partners is US\$183,348.00. This forms 11% of the Centre's estimated expenditure for the first project year. Partners will benefit from training and research capacity building of their staff. Hence, the budget for partners will be dedicated to training PhDs and MPhils as well as professionals.

Table 3: Overview of budget distribution among partners for year 1

Result/Activity/ Task	Budget Estimate (US\$)														
	College of Engineering - KNUST	Faculty of Renewable Natural Resources - KNUST	Hydrological Services Department	Ghana Ports & Harbour Authority	Environmental Protection Authority	GMET	Geological Survey Authority	Ainoo- Ansah Farms - Ghana	The Development Institute - Ghana	FCWCGG - Ghana	Regional Maritime University	University of Abomey - Calavi, Benin	University of Rhodes Island	University of Lomé	Total Partner Budget
(Expected output)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Partners total of component)
2.5 Train 11 PhDs	8,817.60	8,817.60	8,817.60	8,817.60	8,817.60	8,817.00	-	-	-	8,817.00	14,521.00	14,521.00	14,521.00	14,521.00	119,806.00
2.6 Train 11 Masters	2,713.80	2,713.80	2,713.80	2,713.80	2,713.80	2,713.80	2,713.80	2,713.80	2,713.80	2,713.80	6,601.00	6,601.00	6,601.00	6,601.00	53,542.00
2.7 Train 20 participants in short courses	-	-	2,000.00	2,000.00	2,000.00	2,000.00	-	-	-	2,000.00	-	-	-	-	10,000.00
Total	11,531.40	11,531.40	13,531.40	13,531.40	13,531.40	13,530.80	2,713.80	2,713.80	2,713.80	13,530.80	21,122.00	21,122.00	21,122.00	21,122.00	183,348.00

3. TIMING OF PLANNED ACTIVITIES FOR ENTIRE PROJECT PERIOD (Gantt chart)

TABLE 4: WORK PLAN FOR THE ACE IMPACT PROJECT PERIOD

ACE RESULTS	2019				2020				2021				2022				2023			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
DLI 1 Readiness																				
<i>DLI 1.1 Basic Readiness</i>																				
<i>DLI 1.2 Full Readiness</i>																				
DLI 2 Development Impact																				
<i>DLI 2.1 Independent external evaluation of development</i>																				
DLI 3 Quantity of Students																				
<i>DLI 3.1a New eligible PhD student's male</i>																				
<i>DLI 3.1b New eligible PhD student's female</i>																				
<i>DLI 3.1c New eligible PhD student's regional male</i>																				
<i>DLI 3.1d New eligible PhD student's regional female</i>																				
<i>DLI 3.2a New eligible Master student's male</i>																				
<i>DLI 3.2b New eligible Master student's female</i>																				
<i>DLI 3.2c New eligible Master student's regional male</i>																				
<i>DLI 3.2d New eligible Master student's regional female</i>																				
<i>DLI 3.3a New eligible short course student's male</i>																				

ACE RESULTS	2019				2020				2021				2022				2023			
	Quarter				Quarter				Quarter				Quarter				Quarter			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<i>DLI 3.3b New eligible short course student's female</i>																				
<i>DLI 3.3c New eligible short course student's regional male</i>																				
<i>DLI 3.3d New eligible short course student's regional female</i>																				
DLI 4 Quality Education																				
<i>DLI 4.1a Develop curriculum for all (Masters, PhD and Short courses) programmes</i>																				
<i>DLI 4.1b National accreditation</i>																				
<i>DLI 4.1c GAP assessment following International standards</i>																				
<i>DLI 4.1d Self-assessment following International standards</i>																				
<i>DLI 4.1e International accreditation</i>																				
<i>DLI 4.1f New courses meeting international standards</i>																				
<i>DLI 4.2a ACE International research publications with national partners</i>																				
<i>DLI 4.2b ACE International research publications with regional partners</i>																				
<i>DLI 4.3a Infrastructure improvement for research and learning (procurement and civil works) Step 1: Approved plan</i>																				
<i>DLI 4.3b Infrastructure improvement for research and learning (procurement and civil works) Step 2: Procured or Foundation Constructed</i>																				
<i>DLI 4.3c Infrastructure improvement for research and learning (procurement and civil works) Step 3: Operational or Construction Completed</i>																				

4. IMPLEMENTATION ARRANGEMENTS

4.1 *Guiding Policies, Rules and Regulations*

The Africa Centre of Excellence in Coastal Resilience (ACECoR) is in the University of Cape Coast and therefore governed by the University of Cape Coast Act, 1971 [Act 390] and subsequently the University of Cape Coast Law, 1992 [PNDC Law 278]. It is governed by the University of Cape Coast Statutes 2012 and 2016. Other policies that govern the operations of the University and the Centre include the Financial and Stores Regulations, Research Policy, Postdoctoral Policy, Intellectual Property Policy, the Corporate Strategic Plan- 2018-2022 and others. Staff of the Centre and the University at large are subjected to these rules and regulations as well as the criminal code of Ghana. Staff and associates who are found culpable of flouting any of these regulations are liable to prosecution under the laws of Ghana.

4.2 *Governance Structures*

Given its priority, activities of the ACECoR will be overseen by the Vice-Chancellor (VC) with technical and administrative leadership provided by the Centre Director, to be assisted by the Deputy-Director with specific assigned responsibilities as shown in the organogram (Figure 1). The core functions of ACECoR is structured within three interacting blocks, with direct managerial oversight by an Executive Committee (EC) led by the Director with six (6) core members including the Deputy Director, the Academic Coordinator, Applied Research Coordinator, Finance Coordinator, Monitoring and Evaluation Officer, Sectoral Liaison Officer and Grants Manager. This arrangement will enable the Director focus to manage the daily activities of the Centre more efficiently with strong institutional support and buy-in from the UCC faculty and staff involved. Generally, the organogram is classified into three (3) main Blocs as follows:

- a) **Bloc 1** integrates the “Education and Research” teams with two Co-Leaders: 1) the Academic Coordinator and 2) the Applied Research Coordinator
- b) **Bloc 3** will integrate the “Communications, Outreach and Partnerships” teams including the Communications Manager; the Sectoral Liaison Officer; Data Hub and Information Systems; M&E Officer; Environmental and Social Safeguards Officer.
- c) **Bloc 2** will integrate the “Finance, Administration and Logistics” teams including the Administrator; Financial Management Coordinator; Grants Manager; ICT and Logistics Officer. This group report directly to the Centre Director; while Blocs 1 and 2 report to directly to the Centre Deputy Director.

Two Boards, the International Scientific Advisory Board (ISAB) and Sectoral Advisory Board (SAB) have been appointed to serve as institutional anchor by which the project will be guided and will have fiduciary responsibilities. Both Boards will have Chairpersons, with membership drawn from international institutions and industry respectively. The ISAB membership are drawn from Ghana, Australia, Germany, United States of America, Norway, Benin, Nigeria and South Africa. The Chairperson is Prof. Martin Tsamenyi, an Emeritus Professor of Law at the Australian National Centre for Ocean Resources and Security (ANCORS), University of Wollongong. He will preside over all meetings and will be responsible for facilitating the mission of the Advisory Group and any Sub-Groups that will be established. Advisory Group meetings will be held twice yearly, at least one face to face with respect to the SAB, in particular. The Vice-Chancellor has formally appointed the SAB and ISAB members with specific terms of reference (refer to Sections 4.3 and 4.5 respectively) to serve as the frame by which their work will be guided as the advisory and decision-making authority for the project.

The Director of the ACECoR Project will report directly to the Vice-Chancellor, periodically with advice from the International and Sectoral Advisory Boards as shown in Figure 1.

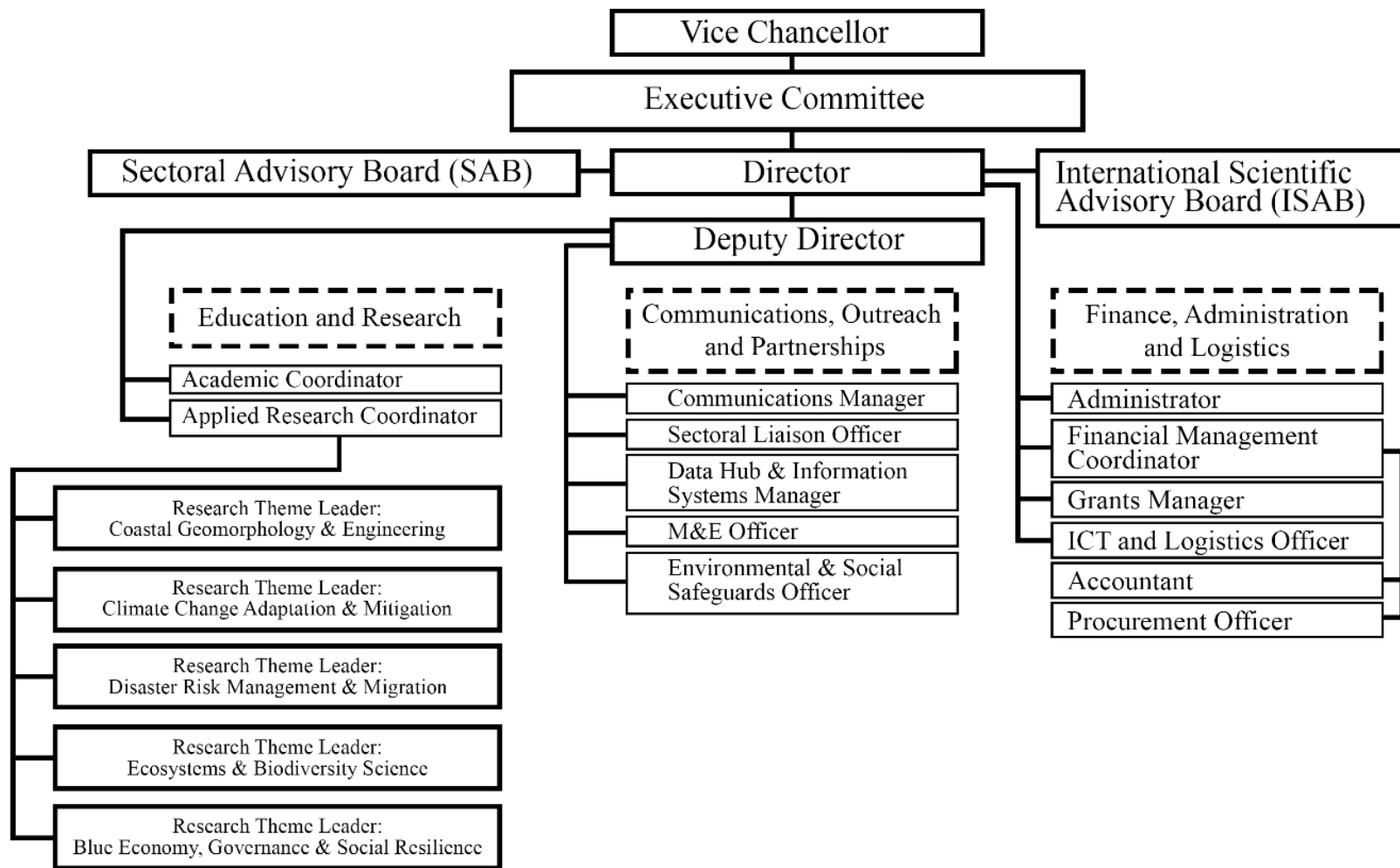


Figure 1: Organogram of the Africa Centre of Excellence in Coastal Resilience

TABLE 5: CORE TEAM MEMBERS OF ACECoR

No.	Position	Name
1	Centre Director	Prof. Denis W. Aheto
2	Deputy Director	Dr. Precious Agbeko D. Mattah
3	Administrator	Mr. Ekow Attom Prah
4	Financial Management Coordinator	Mrs. Elizabeth Obese
5	Accountant	Mr. Eric Agyenim-Boateng
6	Procurement Officer	Mr. Nicholas Ampofo
7	Grants Manager	Mrs. Sika Abrokwah
8	Monitoring and Evaluation (M&E) Officer	Mr. Joshua Adotey
9	Communications Manager	Ms. Esinam Attipoe
10	Head of ICT and Logistics	Mr. Moses Setiga
11	Academic Coordinator	Dr. Isaac Okyere
12	Applied Research Coordinator	Dr. (-Ing) Samuel K.Tulashie
13	Research Theme Leader in Coastal Geomorphology & Engineering	Dr. Donatus B. Angnuureng
14	Research Theme Leader in Climate Change Adaptation & Mitigation	Ms. Elizabeth Effah
15	Research Theme Leader in Disaster Risk Management & Migration	Dr. Samuel Agblorti
16	Research Theme Leader in Ecosystems & Biodiversity Science	Dr. Michael Miyittah-Kporgbe
17	Research Theme Leader: Blue Economy, Governance & Social Resilience	Ms. Ivy Gyimah Akuoko
18	Sectoral Liaison Officer	Dr. Noble K. Asare
19	Data Hub and Information Systems Manager	Dr. Emmanuel Acheampong
20	Environmental and Social Safeguards (ESS) Officer	Mr. Ernest A. Afrifa
21	Driver	To be appointed

4.3 Sectoral Advisory Board

The University of Cape Coast appointed Sectoral Advisory Board (SAB), composed of Ghanaian and regional sectoral leaders with relevant industry expertise and experience. Members of the Sectoral Advisory Board are mainly from sector organizations that are in effective collaboration with ACECoR.

They are expected to:

- support the development of demand-driven academic curricula of the Centre
- provide ad hoc and long-term advise directly relevant to Ghanaian and regional capacity needs and strategies
- assist in securing industry linkages for students and faculty
- provide and advise the Centre of internship opportunities for students
- participate in field visits to the Centre’s operational areas
- support Centre in its grantsmanship drive
- advice on how to attract and sustain local and regional expertise and resources
- provide status reports on their activities

Members of ACECoR’s Sectoral Advisory Board, drawn from diverse regional background are shown in Table 5 below:

TABLE 6: SECTORAL ADVISORY BOARD

1. Name: Ghana Ports and Harbours Authority (GPHA)	
Position/Title: Executive Assistant to Director General	Company/Organization: Ghana Ports and Harbour Authority (GPHA)
Tel. #: +233-24-3924972	Email: nquansah-soederberg@ghanaports.net
Expertise: Economics/Management	
Anticipated Contribution: Blue economy, Coastal infrastructure and training and research	
2. Name: Environmental Protection Agency (Mr. Kojo Agbenor-Efunam)	
Position/Title: Deputy Director, Petroleum Department	Company/Organization: Environmental Protection Agency
Tel. #: +233-50-1301381	Email: kojo.efunam@gmail.com
Expertise: Petroleum Engineering	

Anticipated Contribution: Research, regulation, compliance and monitoring	
3. Name: Department of Civil Engineering, Kwame Nkrumah University of Science and Technology (KNUST), Kumasi (Dr. Kwaku Amaning Adjei)	
Position/Title: Dr.	Company/Organization: KNUST
Tel. #: 0249588470	Email: nanakadjei@gmail.com
Expertise: Civil Engineering	
Anticipated Contributions: Development, mounting of programmes and research in Engineering Programmes	
4. Name: School of Renewable Natural Resources, KNUST, Kumasi (Dr. Daniel Agyei-Boateng)	
Position/Title: Dr.	Company/Organization: KNUST
Tel. #: +233265633529	Email: adjeibd@gmail.com
Expertise: Coastal Aquaculture	
Anticipated Contributions: Development, mounting of programmes and research in Forestry Engineering Programme	
5. Name: Fisheries Committee for the West Central Gulf of Guinea (Mr. Seraphim Dedi-Nadje)	
Position/Title: Fisheries Technical Advisor	Company/Organization: Fisheries Committee for the West Central Gulf of Guinea
Tel. #: +233-20-8202904	Email: seraphin sdedi.nadje@yahoo.fr
Expertise: Fisheries Management	
Anticipated Contribution: Fisheries regulation issues, policy, compliance, international networking	
6. Name: Ghana Hydrological Services Department (Mr. Hubert Osei-Wusuansah)	
Position/Title: Head	Company/Organization: Hydrological Services Department
Tel. #: +233-27-7754047	Email: ghana.hsd@gmail.com
Expertise: Engineering	
Anticipated Contribution: He will play advisory role and provide support for teaching and research in Marine Engineering, Oceano-hydrology	
7. Name: Ghana Meteorological Agency (GMET) (Mr. Andrew Nkansah)	

Position/Title: Deputy Director General in charge of Operations	Company/Organization: Ghana Meteorological Agency
Tel. #: +233-27-7410493	Email: a.nkansah@meteo.gov.gh
Expertise: Meteorologist	
Anticipated Contribution: He will play advisory role and provide support for teaching and research in Maritime Meteorology, Longitudinal Data Collection, Disaster Risk Management	
8. Name: Ghana Geological Survey Authority (Dr. Joehida Quaye)	
Position/Title: Head of Environmental and Engineering Geology	Company/Organization: Ghana Geological Survey Authority
Tel. #: +233 205364280	Email: quayejoehida1960@gmail.com
Expertise: Geological Engineer	
Anticipated Contributions: Support in coastal geomorphologic research	
9. Name: Ainoo-Ansah Farms (Mr. Jacob Ainoo-Ansah)	
Position/Title: Chief Executive Director	Company/Organization: Ainoo-Ansah Farms
Tel. #: +233- 205550001/2443292985	Email: jainooansah@gmail.com/pinnacle.bus.link@gmail.com
Expertise: Business enterprise development and aquaculture entrepreneurship	
Anticipated Contribution: He will play advisory role in blue economy investments.	
10. Name: The Development Institute (Mr. Ken Kinney)	
Position/Title: Executive Director	Company/Organization: The Development Institute
Tel. #: +233 302 541890; +233 208192239	Email: kkinney@thedevin.org
Expertise: Community engagement and advocacy	
Anticipated Contribution: Support in providing internship avenues for students and counterpart funding for students' internships	
11. Name: Regional Maritime University (Dr. John York Abaidoo)	
Position/Title:	Company/Organization:
Tel. # +233 (0) 208149313, +233 (302) 714711	Email: kobyork@yahoo.com
Expertise: Marine Engineer	
Anticipated Contribution: Development, mounting and research in the area of marine engineering	
12. Name: University of Abomey-Calavi (Prof. Ezinvi Baloitcha)	
Position/ Title: Prof.	
Tel. # +229 66 48 27 72	Company/ Organization: University of Abomey- Calavi

Expertise: Physical Oceanography	Email:
Anticipated Contribution: Development, mount and research in the area of physical oceanography	
13. Name: University of Lome, Togo (Prof. Adote Blim Blivi)	
Position/ Title: Prof	Company/Organization: Faculty of Science, University of Lome, Togo
Tel. # +228 22216817	Email: blimblivi1955@gmail.com
Expertise: Coral reef, Fish Taxonomy and Ecology	
Anticipated Contribution: Teaching on programmes and support in research	
14. Name: Coastal Resources Centre (CRC) (Dr. Brian Crawford)	
Position/Title: Senior Coastal Resources Manager	Company/Organization: Coastal Resources Centre, Graduate School of Oceanography University of Rhode Island, USA
Tel.#: 1-401-318-8743	Email: BCrawford@uri.edu
Expertise: Coastal Resources Manager	
Anticipated Contribution: Teaching on programmes and support in research	

4.4 Sustainability

Programmes introduced by the Centre will be institutionalized by the hosting university at the end of the project's funding lifespan. This will ensure a continuous running of these programmes since facilities and equipment needed will be acquired under the project. Students applying to study in the post graduate and short courses after funding has seized will be admitted on fee-paying basis and some of the graduates shall be employed to support the teaching of the new programmes. Currently, students admitted into the existing programmes pay tuition fees, hence it will not be difficult to continue with that. Good communication strategy is key to making the Centre and its activities known both locally and internationally. Through this, research results and achievements/impacts of the project will be made known to a large audience. This can create opportunities for interested partners/funders to support. Not only will the Centre rely on the funds from the World Bank, unsolicited proposals will be developed to seek for funding from other agencies. This will diversify the Centre's funding sources.

Programmes and research areas were developed with inputs from industry and sectoral actors, indicating their interest in the activities of the Centre. Support being offered by these collaborators include funding and internship opportunities. At the negotiation table, it was agreed in principle to make researches established under this project to be demand driven. Support from others will be in kind, as they agreed to allow the students to use their facilities to conduct research. Memorandum of understanding (MoUs) will be signed with these collaborators to ensure that they keep to their words.

The data hub and information systems unit, made up of a GIS and Remote Sensing capabilities will generate extra income for the Centre. Part of the revenue generated from its activities will be used to support aspects of the Centre's activities. Other industries and sectors that will be interested in the data generated from research done by the Centre will access them at a fee. Research facilities will also be open to the public for use at fee.

A significant part of the sustainability model of the Centre will rely on the recruitment and retention of international students and staff; and the international accreditation of its academic programmes to ascertain their cutting-edge importance.

4.5 International Scientific Advisory Board

The International Scientific Advisory Board (ISAB) will serve as the primary decision-making authority for the project. The Board will provide advice towards strengthening international scientific cooperation globally, assist in developing networks with a variety of institutions and projects internationally. The members of the Board will be appointed for a two-year period, renewable every two years, subject to satisfactory performance. The ISAB will be empowered to have the responsibility of reviewing and approving work plans, and budget, and monitor activities on periodic basis. The membership will include key university representatives including the:

- 1) Provost, College of Agriculture and Natural Sciences (CANS)
- 2) Director, Directorate of Research, Innovations and Consultancy
- 3) Dean, School of Graduate Studies and Research (SGSR)
- 4) Dean, Centre for International Education (CIE).
- 5) Dean, School of Biological Sciences (SBS)

Other members of the Board will be drawn from a network of experts including the World Bank's West Africa Coastal Area (WACA) Program.

The ISAB will meet at least twice a year.

They will be expected to:

- review and approve work plans and budget of the project
- monitor its activities on periodic basis
- responsible for strategic planning for the project
- make recommendations on specific issues related to the project
- amend project plans, as needed in line with the goals of the project cognizance with the conditions of the funding agency
- ensure maintenance of high standards, quality and integrity in execution of the project
- play active role in mentoring and monitoring the performance of the Centre as a scientific centre of excellence
- conduct peer-review of proposals and scientific reports of the Centre.

- provide strategic scientific advice to the Centre, based on international trends and technical and managerial practices
- advice on new international developments, including issues of curricula and international accreditation matters
- provide a status report on the development of the program on an annual basis
- participate in site visits to the Centre and its operational areas
- provide advice for attracting grants to the Centre
- advise on how to attract and utilize international expertise and resources.

TABLE 7: INTERNATIONAL SCIENTIFIC ADVISORY BOARD

1. Name: Prof. Martin Tsamenyi	
Position/Title: Emeritus Professor	University/Institution: University of Wollongong, Australia- Australian National Centre for Ocean Resources and Security, Australia
Tel. #: +61(002) 4221 3224	Email: martin_tsamenyi@uow.edu.au
Expertise: Maritime Law	
Anticipated Contribution: He will serve as the Chair of the International Advisory Board (ISAB) and will provide strategic direction for the project's operations. _ _	
2. Name: Dr. Godwin Kofi Vondolia	
Position/Title: Research Scientist	University/Institution: Norwegian Institute for Water Research, Norway
Tel. # +47 982 27 236	Email: kofi.vondolia@niva.no
Expertise: Environmental Resource Economist	
Anticipated Contribution: He will serve as a member of ISAB, as well as train students and support research in blue economy and economic modelling	
3. Name: Prof. Ezinvi Baloitcha	
Position/Title: Scientific Secretary	University/Institution: International Chair in Mathematical Physics and Applications (ICMPA - UNESCO CHAIR), Benin
Tel. #: +229 95 40 92 40; +229 66 48 27 72	Email: ezinvi.baloitcha@cipma.uac.bj

Expertise: Physicist	
Anticipated Contribution: He will serve as an ISAB member and teach Physical Oceanography courses	
4. Name: Prof. Francis Emile Asuquo	
Position/Title: Professor	University/Institution: University of Calabar, Faculty of Oceanography, University of Calabar, Nigeria
Tel. #: +234 806360 8143	Email: fe.asuquo@unical.edu.ng
Expertise: Oceanographer	
Anticipated Contribution: Training and Research in Oceanography and Limnology and applications	
5. Name: Prof. Torkel Nielsen	
Position/Title: Professor	University/Institution: National Institute of Aquatic Resources, Technical University of Denmark, Denmark
Tel. #: +45 25 58 06 57	Email: tgin@aqua.dtu.dk
Expertise: Environmental Oceanography	
Anticipated Contribution: Member of ISAB and will support research in Marine Science	
6. Name: Prof. Broder Breckling	
Position/Title: Professor	University/Institution: Centre for Environmental Research and Technology (UFT), University of Bremen, Germany
Tel. #: +49. (0) 4441.15 480	Email: broder@uni-bremen.de
Expertise: Ecological Modelling	
Anticipated Contribution: Support research in to ecosystem modelling	
7. Name: The Provost (CANS, UCC) (Prof. Livingstone Sam-Amoah)	
Position/Title: Provost/ Professor	College of Agriculture and Natural Sciences (CANS)

Tel. #: +233 3321 37494; +233 3321 36773	Email: cans@ucc.edu.gh
Expertise:	
Anticipated Contribution: Provide the perspective of CANS on issues pertaining to ACECoR	
8. Name: Dean, School of Graduate Studies (UCC) (Prof. Ernest L. Okorley)	
Position/Title: Dean	School of Graduate Studies, UCC
Tel. #: +233 3321 35351	Email: graduatestudies@ucc.edu.gh
Expertise:	
Anticipated Contribution: Advisory support in respect of how ACECoR could dovetail into the activities and policies of the Graduate School of the University and vice-versa.	
9. Name: Prof. Mandy Lombard	
Position/Title: Dean/ Professor	Institute for Coastal and Marine Research
Tel. #: +27443431857	Email: Mandy.Lombard@mandela.ac.za
Expertise: Marine Spatial Planning	
Anticipated Contribution: Advisory support in area of strategic strengthening and analysis of knowledge on the spatial and seasonal distribution of marine biodiversity, evaluation of ecosystem services and accounting techniques for the marine environment. Development of predictive spatial of the outcomes of environmental and anthropogenic drivers of change in the marine environment.	
10. Name: Dean, School of Biological Sciences (Prof. Justice Sarfo)	
Position/Title: Dean/ Professor	School of Biological Sciences, University of Cape Coast
Tel. #:	Email: ssarfo@ucc.edu.gh
Expertise:	
Anticipated Contribution: Advisory support in respect of how ACECoR could dovetail into the activities of the School of Biological Sciences and vice-versa.	
11. Name: Director, Centre for International Education (CIE), University of Cape Coast (Prof. (Mrs.) Rosemond Boohene)	
Position/Title: Prof.	Centre for International Education
Tel. #	Email: cie@ucc.edu.gh
Expertise:	
Anticipated Contribution: Provide the perspective of CIE on issues pertaining to ACECoR	

12. Name: Prof. Esi Awuah	
Position/Title: Professor	Department of Civil Engineering, KNUST
Tel. #: +233 207417766	Email: esiawuahrt@gmail.com
Expertise: Environmental Sanitation	
Anticipated Contribution: Advisory support in respect of ACECoR's coastal sanitation studies.	
13. Name: Mr. Moussa Sall	
Position/Title: Mr.	Centre de Suivi Ecologique (CSE)
Tel. #:	Email: sall@cse.sn
Expertise:	
Anticipated Contribution: Advisory support in the area of marine ecology and fisheries management	
14. Name: Prof. John Walsh	
Position/Title: Professor	Coastal Resources Centre, University of Rhode Island
Tel. #: +233 246788057	Email: jpwalsh@uri.edu
Expertise: Geological oceanographer	
Anticipated Contribution: Advisory support in the area of coastal sedimentary processes and related phenomena, such as coastal erosion and the identification of sand resources for beach nourishment. He will support research in relation to sediment characteristics, oceanographic measurements, and geophysical methods to understand the processes shaping the shoreline and seafloor.	
15. Name: Dr. Sajid Anwar	
Position/Title: Dr.	West Africa Coastal Area Project, World Bank
Tel. #: +1 202 5270 333	Email: sanwar@worldbank.org
Expertise: Disaster Risk Management Analyst	
Anticipated Contribution: Advisory support in the academic and research area of disaster risk management	

16. Name: Director, Directorate of Research Innovations and Consultancy, UCC (Prof. Frederick Ato Armah)	
Position/Title: Director	
Tel. #:	Directorate of Research, Innovations and Consultancy
Expertise: Research Management	Email: dric@ucc.edu.gh
Anticipated Contributions: Support for fund raising, networking and collaborations	
17. Name: Dr. David Mills	
Position/Title: Dr.	WorldFish, Penang, Malaysia
Tel. #:	Email: D.Mills@cgiar.org
Expertise: Fisheries	
Anticipated Contribution: Advisory support in the academic and research area of fisheries management	

4.6 Institutional Impact

ACECoR will leverage on the Scientific and Sectoral Advisory Boards to advise and support the development of demand-driven academic curricula to create the desired long-term scientific and development impacts based on regional capacity needs and strategies. Opportunities on the project including focus on student involvement in industry internships will aid to attract and sustain local and regional expertise as well as leverage on mutual resources. The Centre will introduce and promote mentoring of its staff and students and will monitor its performance as a scientific centre of excellence by introducing monitoring and evaluation (M&E) systems. In order to promote external revenue generation, ACECoR will embark on aggressive income generation through grants writing workshops and will engage in peer-review of written funding proposals. Also for sustained funding and sustainability, the Centre will ensure international benchmarking of its academic programmes by securing national and international accreditation of its academic programmes, which shall be continuously sought to constitute a major hallmark of the Centre's acuties.

The University of Cape Coast is an equal opportunity university and provides access to quality education and services to all categories of persons regardless of nationality, colour, creed, race, gender, disability of all forms and social status. ACECOR will deliver education and programmes that are comprehensive, liberal and professional in scope. The curricula will be designed to challenge learners based on problem-based learning (PBL) to make students to be creative, innovative and morally responsible citizens. Implementation of ACECoR will therefore provide an opportunity to demonstrate student-centeredness, international best practices and high student quality in a regional context.

Students and faculty from countries in the sub-region will be recruited to study or teach, as the case may be, during the ACE's timeframe at UCC. ACECoR shall follow international standards in the appointment of faculty to teach courses in UCC and in external partner institutions either through online or physical delivery modes. Call for recruitment shall be advertised fairly and widely by posting details of the appointment process for the position at the comparable institutions. Assessment of applications shall be based on principles of equality of opportunity, confidentiality. Appointment shall therefore be evidence based and shall be primarily founded on merit and achievement.

In the quest to align UCC with global best practices for higher education, the Centre for International Education (CIE), University of Cape Coast, was established in 1994 to promote, support and co-ordinate all facets of international education activities in the University. These activities include international students and staff exchanges, research collaborations and publications, and information sharing, all aimed at enhancing the international image of the University. Over the years, the Centre had fostered links with institutions of higher learning from the USA, China, UK, Sweden, Germany, Liberia, Nigeria and Senegal, among others. The Centre offers specialized support services for inbound and outbound exchange students and staff on issues including, but not exclusive to, orientation, admission, enrolment, accommodation, pastoral care, pre-departure briefings and post-return debriefings for inbound and outbound exchange students and staff. Infrastructure and logistics required for the successful implementation of the ACE will be provided to augment existing ones in the University.

In this respect ACECoR will capitalize on the expertise of CIE to provide student advisory services regarding exchanges and collaborations, facilitate the development of Memorandum of Understanding or partnership agreements with institutions in and outside Ghana, and facilitate the exchange of staff, faculty and students of partner institutions and vice-versa. As such, it is expected that the existing structures in the university will be utilized to create congenial environment that seeks to improve student life, foster focused learning and graduate students with strong ethics and commitment to society. This includes review of courses to ensure that curricula include international, global and intercultural perspectives and inclusive pedagogies; facilitating formal and informal learning by encouraging students to work in multicultural groups.

Given the institutions quest to vigorously pursue gender balance among staff and student, a Centre for Gender, Research, Advocacy and Documentation (CEGRAD) has been established to address this need. It is expected that male to female ratio for postgraduate studies will improve as a result of the ACE. Advertisement for staff and student recruitment will provide equal opportunity to ensure gender parity. Again, the project's implementation will bring on board new programmes and revisions in curricula of some academic programmes. Also, ACECoR will capitalize on the Directorate of ICT services to strengthen the existing structures for Students Information Management System and the implementation of smart classrooms.

The host institution currently has a solid governance structure with major decisions taken by the Vice-Chancellor on behalf of the Governing Council of the University. The University Council is responsible for the management and administration of the finances and properties of the University. Other key offices in the governance structure of the university including the Directorate of Academic Planning and Quality Assurance (DAPQA), Centre for International Education,

Directorate of Research, Innovation & Consultancy and the Institutional Advancement Office which are directly under the Office of the Vice-Chancellor. The expertise of Directorate of Academic Planning and Quality Assurance will be leveraged to help with accreditation for all programmes and departments of the University.

The Directorate of Academic Planning and Quality Assurance together with the Institutional Advancement Office of the University of Cape Coast has over the years conducted tracer studies for graduates of the university. These efforts are in bid to build mutually beneficial relationships with alumni and friends of the University. Beyond tracer studies conducted at the top management level, DAPQA planned to assist schools/faculties and units in the University also conduct tracer studies. In the implementation of the ACECoR, tracer studies will be conducted in order to measure the outcomes of the intervention.

Finally, through the activities of the Centre, the visibility of UCC as a regional centre of excellence shall be enhanced, and will contribute to the university's ranking among world universities.

4.7 Incentive Structures and Mechanisms

Even though salaries or allowances will not be paid to faculty and team members on the project, significant efforts have been put in place to motivate staff working and teaching on the project. These motivations may include opportunities for skills and knowledge upgrade; provision of better teaching, learning and research environment, provision of office spaces and computer facilities for staff. Staff who spend man hours in teaching, supervision, writing and contributing to web publishing of reports will be rewarded by paying for scientific publications and other specific project logistics including support for writing new grants. These motivations will require an appropriate allocation of funds to cater for them in order not to demotivate competent staff on the project. In terms of other incentives, participating faculty and institutions will be incentivized and credited in various ways through support for scholarships/ fellowships to be awarded to them to pursue their PhDs or in very limited cases, masters as the case may be.

The involvement of researchers and research support for the students involved will be very motivating for academic staff through allocation of research fund to both student and faculty. To this effect, significant allocation in the budget have been made to include payment for travel, per diem, and accommodation for all project management, faculty, coordinators and team leads facilitator, as appropriate. Meetings with identified key players, and international nodes within the disciplines concerned will initiate, broaden and deepen professional networking opportunities. Opportunities have also been provided for few short term visits and follow-up on meetings to institutions locally and internationally, undertaken in addition to the above where circumstances otherwise preclude participant involvement in the above meetings. A considerable investment therefore (including research assistants and national service personnel will be directly employed) to assist with project activities to facilitate work in some critical areas such as support for field research, data collection, laboratory or reviewing the literature, but also investigating the origins of concepts, disciplines, knowledge bases. Furthermore, this work will seek to identify end-user groups and typology for network development. The required interdisciplinary approach being

proposed will be broad even within disciplines involving engineering, environment, and policy dimensions are all motivating factors. New memorandums of understanding (MoUs) shall be established with institutions involved and with industry organisations as appropriate. The preparation and web publication of the reports and its dissemination to stakeholders will provide major synthesis and visibility of the participating institutions and researchers and faculty on the project.

Faculty mentioned in this implementation plan have participated in diverse ways in the discussion and its development, so they deserve to be motivated in kind to enable them continue to put up their best. To this end, identified project staff will benefit from targeted corporate or individual training in project management, pedagogy and participation in French language courses. They will also be rotated to participate in workshops, institutional visits, conferences and webinars, as crucial part of the motivation.

4.8 Roles and responsibilities of ACE team members

The specific positions and qualifications of team members as well as their roles and responsibilities are specified in the Table 1:

TABLE 8: ROLES OF CORE TEAM MEMBERS OF ACECOR

No.	Position	Name	Qualification	Responsibilities
1	Centre Director	Prof. Denis W. Aheto	PhD/ Professor	<p>Role: The Director shall drive the strategic vision of the Centre and will be responsible for the planning, execution and communications of the project.</p> <p>Responsibilities:</p> <ol style="list-style-type: none"> 1. Provide day-to-day technical leadership, administrative oversight and financial management of the Centre in line with the Centre’s goals. 2. Work in close collaboration with the Deputy Director to oversee the Academic, Research as well as Monitoring and Evaluation (M&E) components of the Project. 3. Work closely with the World Bank to guide the project implementation consistent with the Scope of Work. 4. Convene meetings of the International Scientific Advisory Board (ISAB) and the Sectoral Advisory Board (SAB). 5. Participate in meetings of the boards and other stakeholder engagements to reach decisions ensuring that the objectives of the Centre are fulfilled. 6. Report to the Vice-Chancellor with advice from the International Scientific Advisory Board (ISAB) and the Sectoral Advisory Board (SAB). 7. Consult other experts and practitioners on project issues and maintain regular contacts with donors and other stakeholders on the project.

No.	Position	Name	Qualification	Responsibilities
				<ul style="list-style-type: none"> 8. Sustain effective and efficient communications on the project and maintain regular contacts with partners of the project. 9. Facilitating funding and research opportunities for the Centre. 10. His ultimate responsibility is to the Vice-Chancellor.
2	Deputy Director	Dr. Precious Agbeko D. Mattah	PhD	<p>Role: The Deputy Director shall support the Centre Director in administering the Centre. He shall deputize for the Director and act on his behalf in his absence.</p> <p>Responsibilities:</p> <ul style="list-style-type: none"> 1. Co-ordinate with Centre Director in implementing all programmatic and administrative strategies to boost the Centre's activities 2. Co-ordinate all teaching and research programmes through: <ul style="list-style-type: none"> i. Seeking and recommending qualified lecturers for recruitment to teach courses in the programmes ii. Making sure that all facilities and resources are available for effective teaching and learning at the Centre iii. Supervising teaching and learning at the Centre iv. Having oversight responsibility of the activities of visiting professors and experts to the Centre v. Liaising and coordinating the activities of off-campus facilitators/tutorial/research assistants and national service personnel. vi. Ensuring that all research programmes and activities follow the policies of the Centre

No.	Position	Name	Qualification	Responsibilities
				<ol style="list-style-type: none"> 3. Support supervision of development works at the Centre 4. Perform any other related duties as may be assigned by the Director but ultimate responsibility is to the Vice-Chancellor.
3	Administrator	Mr. Ekow Attom Prah	Master's degree/ Assistant Registrar	<p>Role: This position will provide administrative, and technical support in the management of the ACECoR Project.</p> <p>Responsibilities:</p> <ol style="list-style-type: none"> 1. Draft a range of project documents for Director, including but not limited to general office communications, letters, memos, as well as prepare and keep minutes of meetings, and follow up on actions. 2. Develop quarterly reports on administrative functions and others as may be required by the Project Director 3. Liase with Procurement Officer in preparing procurement plans and follow-up on procurement requests 4. Develop and maintain a system to ensure necessary filing and documentation for all project activities. This will require setting up new systems or procedures that must respond to the reporting requirements of both the World Bank and the University 5. Manage the calendar for the Director, arrange and set up meetings and appointments with other agencies, partners, where necessary

No.	Position	Name	Qualification	Responsibilities
				<ol style="list-style-type: none"> 6. Make complete arrangements for the international and local travels of project staff. 7. Assist the Director to determine resources required for the activities of ACECoR – people, tools, equipment, materials and internal services. 8. Provide administrative and technical support before and during World Bank and Partners visit. 9. Ensuring that lecturers (both foreign and local) are provided suitable teaching and learning environment 10. Ensuring the welfare of students both residential and academic and other issues such as health matters 11. Liaise with Centre for International Education (CIE) and the Directorate of Legal, Consular and General Services (DLCGS) of the university on immigration matters. 12. Perform any other related duties as may be assigned by the Director but ultimate responsibility is to the Vice-Chancellor.
4	Financial Management Coordinator	Mrs. Elizabeth Obese	MA (HRM); ACCA (UK)	<p>Role: Shall head the Centre’s financial management team and will be responsible for the financial management and administration of the ACECoR Project.</p> <p>Responsibilities:</p> <ol style="list-style-type: none"> 1. Keep proper financial records of the project in accordance with the Project financial Management manual 2. Prepare budget for each financial year for consideration by the Project Director

No.	Position	Name	Qualification	Responsibilities
				<ol style="list-style-type: none"> 3. Advise the Project Director and other officers of ACECoR on matters relating to the accounts and funds of the project 4. Report to the Project Director on all financial matters of the project 5. Perform such other functions relating to accounting, financial and treasury services as may be prescribed by the Director, the donors or the International Scientific Advisory Board (ISAB) but ultimate responsibility is to the Vice-Chancellor.
5	Accountant	Mr. Eric Agyenim-Boateng	BCoM/ ICA (Ghana)	<p>Role: The Project Accountant will assist the Director of Finance in the financial management and administration of the ACECoR Project.</p> <p>Responsibilities:</p> <ol style="list-style-type: none"> 1. Process accurately and promptly all accounting transactions of the Centre such as operating expenses, travel and transport, consultant payments, vendor payments, and other office running expenses; 2. Maintain reconciled accounts at any given point in the Project's implementation to be certified by the Director of Finance; 3. Keep relevant documents and invoices systematically to fully support the accounts; 4. Perform monthly bank account reconciliation, review cash flow and replenishment needs of the Centre; 5. Prepare payment vouchers after careful verification of the supporting documents and prepare cheques against approved payment documents;

No.	Position	Name	Qualification	Responsibilities
				<p>6. Effect timely payments and resolve accounting related issues of the Project in consultation with the Director of Finance;</p> <p>7. Assist in the planning aspects and preparation of annual budget as well as the monitoring of budgets;</p> <p>8. Ensure ACECoR internal control procedures are effectively adhered with;</p> <p>9. Assist in the preparation of withdrawal applications of funds from the World Bank regularly following World Bank procedures;</p> <p>10. Issue receipts/acknowledgements for funds received from the World Bank.</p> <p>11. Reconcile the General Ledger and fund accounts.</p> <p>12. Generate and submit quarterly, interim, ad-hoc and annual financial reports, certified by the Director of Finance, to the Centre Director and Donors.</p> <p>13. Maintain proper files and records on the following:</p> <ul style="list-style-type: none"> i. Payment vouchers and receipts copies. ii. Cheque book register for various bank accounts iii. Computer backup files as per the operating manual iv. Unused fuel coupons v. Payroll files of the staff vi. Up-to-date asset register <p>14. Assist in the follow up of project advances and timely liquation of advances;</p>

No.	Position	Name	Qualification	Responsibilities
				<p>15. Assist in the project audit by external auditors as well as internal auditors;</p> <p>16. Perform other duties as may be assigned by the Director of Finance and the Director of the Project but ultimate responsibility is to the Vice-Chancellor.</p>
6	Procurement Officer	Mr. Nicholas Ampofo	MBA (Finance)/ MSc. Procurement	<p>Role: The Procurement officer shall be responsible for all procurement-related activities on the ACECoR project.</p> <p>Responsibilities:</p> <ol style="list-style-type: none"> 1. Prepare Procurement plans for each implementation year in consultation with the Project Director 2. Receive procurement requests from the Project Director through the Vice-Chancellor, check that the proposed procurement is within the approved procurement plan, and that budgeted funds are available prior to commencement of procurement proceedings; 3. Co-ordinate the preparation of specifications, terms of reference, bills of quantities, drawings, short-lists or advertisements, and prequalification, tender or request for quotation documents. 4. Arrange the publication of advertisements and notices of contract award; 5. Co-ordinate the process of opening of tenders and ensure the preparation of formal records of tender opening 6. Participate in evaluation activities of the Tender Evaluation Panel and assist in preparation of formal Evaluation reports;

No.	Position	Name	Qualification	Responsibilities
				<ul style="list-style-type: none"> 7. Prepare submissions for approval of recommendations for award by the University's Tender Committee. 8. Prepare notification of award of contracts and arrange publication of notices of contract awards 9. Prepare contract documents and Purchase Orders, in line with the award decisions and notify unsuccessful tenderers 10. Maintain procurement records in accordance with Section 28 of the Procurement Act 11. Perform any other related duties as may be assigned by the Director but ultimate responsibility is to the Vice-Chancellor.
7	Grants Manager	Mrs. Sika Abrokwah	MPhil. (Environmental Science)	<p>Role: The grants manager shall support the Director in the programmatic aspects of ACECoR and other grants that may be attracted by the Centre.</p> <p>Responsibilities:</p> <ul style="list-style-type: none"> 1. Shall track all inflow and outflow of funds to the Centre 2. Ensure that programme activity schedules on ACECoR and requirements of other projects are met. 3. Provide reports to the Director of the Centre with respect to progress on grants activities. 4. Support the project accountant in the keeping of records for all grant related activities 5. Collaborate with the Directorate of Research Innovations and Consultancy (DRIC) to identify available grant opportunities and coordinate teams to respond to calls

No.	Position	Name	Qualification	Responsibilities
				<ol style="list-style-type: none"> 6. Keep the relevant staff informed about upcoming deadlines and deliverables, thereby ensuring smooth completion of work responsibilities 7. Coordinate activities to train staff on grants management and reporting requirements. 8. Perform any other related duties as may be assigned by the Director but ultimate responsibility is to the Vice-Chancellor.
8	Monitoring and Evaluation (M&E) Officer	Mr. Joshua Adotey	MPhil. Integrated Coastal Zone Management	<p>Role: The Monitoring and Evaluation (M&E) officer shall be in-charge of monitoring and evaluation of progress of ACECoR and shall report same regularly to the management and donors of the project.</p> <p>Responsibilities:</p> <ol style="list-style-type: none"> 1. Design and implement M & E system that generates regular information and indicators to monitor the progress of the project 2. Liaise with management, staff, students and stakeholders to collect and analyze M& E data and to determine progress of the project 3. Provide support for data and information gathering, management, reporting and dissemination pertaining to the project 4. Prepare plans for regular visit of management to the field to monitor and evaluate research and extension activities of the project 5. Develop and implement strategies for quality assurance on the project 6. Support in the organization and facilitation of workshops, conferences, seminars and meetings

No.	Position	Name	Qualification	Responsibilities
				<p>7. Perform any other related duties as may be assigned by the Director but ultimate responsibility is to the Vice-Chancellor.</p>
9	Communications Manager	Ms. Esinam Attipoe	MSc. in Environmental Governance	<p>Role: The core function of the ACECoR Communications Manager is to promote the benefits (education, research, total programme experience) of ACECoR and liaise with the Directorate of Public Affairs, UCC on project matters.</p> <p>Responsibilities</p> <ol style="list-style-type: none"> 1. Develop and implement communication plans that identify key messages, target audiences, strategies and multimedia tactics, working closely with program/research managers 2. Serve as the principal liaison to advise project staff on communication strategies to meet project objectives 3. Manage editorial calendars and work with research leads to create news, research briefs and stories 4. Coordinate correspondence (newsletters, regular emails, announcements) and staff team-building/training events. 5. Manage the network with national, regional and international partners. 6. Maintain a unique branding focus. 6. Secure media coverage of the project activities in regional, national and international media outlets 7. Plan and manage ACECoR's online presence (website and social/professional media platforms; Facebook, Twitter, Instagram, LinkedIn, YouTube), providing

No.	Position	Name	Qualification	Responsibilities
				<p>real-time response to constituents, with consistency and meticulousness. This includes content optimisation and advertising.</p> <p>8. Handle crisis communications in the event of accidents and unfortunate incidents that are injurious to public safety or the reputation of ACECoR.</p> <p>9. Handle protocol</p> <p>10. Perform any other related duties as may be assigned by the Director but ultimate responsibility is to the Vice-Chancellor.</p>
10	Head of ICT and Logistics	Mr. Moses Setiga	Master's degree	<p>Role: The team lead will coordinate all Information Communication Technology (ICT) services and provide state-of-the-art Information Technology (IT) solutions to facilitate effective teaching and learning.</p> <p>Responsibilities:</p> <ol style="list-style-type: none"> 1. Develop an IT strategy that supports the Centre's objectives and helps build a strong competitive advantage. 2. Recommend, install and maintain appropriate software and hardware for the Centre's operations. 3. Train employees on appropriate use of the Centre's ICT infrastructure. 4. In collaboration with the communication team, create and maintain the Centre's web presence. 5. Support the activities of the Data Hub and Information Management team 6. Recommend and set up appropriate computer network to support effective communication and collaboration.

No.	Position	Name	Qualification	Responsibilities
				<p>7. Protect the Centre’s IT infrastructure and corporate data against attacks from viruses, cybercriminals and other threats.</p> <p>8. Perform any other related duties as may be assigned by the Director but ultimate responsibility is to the Vice-Chancellor.</p>
11	Academic Coordinator	Dr. Isaac Okyere	PhD	<p>Role: The Academic Coordinator of the Centre shall be responsible for academic training and capacity building activities including Masters/PhD programmes and Short Courses.</p> <p>Responsibilities:</p> <ol style="list-style-type: none"> 1. Coordinate the development of curricula and modules for ACECoR programmes 2. Work to secure national and international accreditation of programmes 3. Work with the management of ACECoR to secure qualified lecturers/instructors to teach courses. 4. Develop recruitment strategies for attraction of national and regional students 5. Oversee the process of students’ admission and academic progression through their programmes for timely completion 6. Identify other potential institutions on the African continent and beyond for strategic academic partnerships to enhance the regionalization profile of ACECoR 7. Develop strategies for measuring learning outcomes by students.

No.	Position	Name	Qualification	Responsibilities
				<ul style="list-style-type: none"> 8. Seeking and recommending qualified post-doctoral fellows to work in the thematic areas of the Centre 9. Perform any other related duties as may be assigned by the Director but ultimate responsibility is to the Vice-Chancellor.
12	Applied Research Coordinator	Dr.(-Ing-) Samuel Kofi Tulashie	PhD	<p>Role: The Applied Research Coordinator superintends and monitors all research activities of the ACECoR Project. He works with the Deputy Director, Academic Co-ordinator and all Theme Leaders in developing and implementing policies and plans that govern research activities under ACECoR.</p> <p>Responsibilities:</p> <ul style="list-style-type: none"> 1. Plan and allocate resources to thematic areas of research on ACECoR 2. Work with theme leaders to determine research projects that are suitable for sponsorship under the ACECoR project. 3. Constitute teams of experts, both local and international, that will support research activities of the Centre 4. Constitute teams to review research proposals as well as manuscripts for various thematic areas of the project 5. Work closely with the Sectoral Liaison Officer to link with industry partners and university collaborators on research issues

No.	Position	Name	Qualification	Responsibilities
				<ol style="list-style-type: none"> 6. Monitor progress of research activities, develop and maintain records and prepare periodic reports, as required by the Centre 7. Provide administrative supervision of post-doctoral fellows on the ACECoR Project 8. Plan and organize various activities in collaboration with the Communication Officer to disseminate results of research activities of ACECoR. 9. Perform any other related duties as may be assigned by the Director but ultimate responsibility is to the Vice-Chancellor.
13	Research Theme Leader in Coastal Geomorphology & Engineering	Dr. Donatus B. Angnuureng	PhD	<p>Role: The theme lead for Coastal Geomorphology and Engineering (CG&E) shall work with the management and the Research Coordinator of ACECoR to develop research activities pertaining to geomorphology, physical oceanography and marine and coastal engineering in West Africa.</p> <p>Responsibilities:</p> <ol style="list-style-type: none"> 1. Provide support in developing research and curricula for courses in CG&E 2. Identify and recommend recruitment of lecturers/facilitators and experts in the area of CG&E 3. Provide immediate leadership to all lecturers/facilitators and industry experts in the area of CG&E 4. Provide support in identifying supervisors for students in the fields of CG&E 5. Identify, establish and sustain relationship with sectoral/industry collaborators in the area of CG&E

No.	Position	Name	Qualification	Responsibilities
				<ol style="list-style-type: none"> 6. Work with the Sectoral Liaison Officer to assign students to collaborating sectors/industries for internships 7. Provide research supervisory role 8. Perform any other related duties as may be assigned by the Director but ultimate responsibility is to the Vice-Chancellor.
14	Research Theme Leader in Climate Change Adaptation & Mitigation	Ms. Elizabeth Effah	MPhil in Integrated Coastal Zone Management	<p>Role: The theme lead for Climate Change Adaptation and Resilience (CCA&R) shall work with the management and the Research Coordinator of ACECoR to develop research activities pertaining to CCAR in coastal and marine areas of West Africa.</p> <p>Responsibilities:</p> <ol style="list-style-type: none"> 1. Provide support in developing research and curricula for courses in CCA&R 2. Identify and recommend recruitment of lecturers/facilitators and experts in the area of CCA&R 3. Provide immediate leadership to all lecturers/facilitators and industry experts in the area of CCA&R 4. Provide support in identifying supervisors for students in the fields of CCA&R 5. Identify, establish and sustain relationship with sectoral/industry collaborators in the area of CCA&R

No.	Position	Name	Qualification	Responsibilities
				<ol style="list-style-type: none"> 6. Work with the Sectoral Liaison Officer to assign students to collaborating sectors/industries for internships 7. Provide research supervisory role 8. Perform any other related duties as may be assigned by the Director but ultimate responsibility is to the Vice-Chancellor.
15	Research Theme Leader in Disaster Risk Management & Migration	Dr. Samuel Agblorti	PhD	<p>Role: The theme lead for Disaster Risk Management and Migration (DRM&M) shall work with the management and the Research Coordinator of ACECoR to develop research activities pertaining to DRM&M in the coast of West Africa.</p> <p>Responsibilities:</p> <ol style="list-style-type: none"> 1. Provide support in developing research and curricula for courses in DRM&M 2. Identify and recommend recruitment of lecturers/facilitators and experts in the area of DRM&M 3. Provide immediate leadership to all lecturers/facilitators and industry experts in the area of DRM&M 4. Provide support in identifying supervisors for students in the fields of DRM&M 5. Identify, establish and sustain relationship with sectoral/industry collaborators in the area of DRM&M 6. Work with the Sectoral Liaison Officer to assign students to collaborating sectors/industries for internships

No.	Position	Name	Qualification	Responsibilities
				<ol style="list-style-type: none"> 7. Provide research supervisory role 8. Perform any other related duties as may be assigned by the Director but ultimate responsibility is to the Vice-Chancellor.
16	Research Theme Leader in Ecosystems & Biodiversity Science	Dr. Michael Miyittah-Kporgbe	PhD	<p>Role: The theme lead for Ecosystem Services and Biodiversity (ES&B) shall work with the management and the Research Coordinator of ACECoR to develop research activities pertaining to ES&B theme in coastal and marine areas of West Africa.</p> <p>Responsibilities:</p> <ol style="list-style-type: none"> 1. Provide support in developing research and curricula for courses in ES&B 2. Identify and recommend recruitment of lecturers/facilitators and experts in the area of ES&B 3. Provide immediate leadership to all lecturers/facilitators and industry experts in the area of ES&B 4. Provide support in identifying supervisors for students in the fields of ES&B 5. Identify, establish and sustain relationship with sectoral/industry collaborators in the area of ES&B 6. Work with the Sectoral Liaison Officer to assign students to collaborating sectors/industries for internships 7. Provide research supervisory role 8. Perform any other related duties as may be assigned by the Director but ultimate responsibility is to the Vice-Chancellor.

No.	Position	Name	Qualification	Responsibilities
17	Research Theme Leader: Blue Economy, Governance & Social Resilience	Ms. Ivy Gyimah Akuoko	MA	<p>Role: The theme lead for Blue Economy Governance and Social Resilience (BEG&SR) shall work with the management and the Research Coordinator of ACECoR to develop research activities pertaining to BEG&SR in West Africa.</p> <p>Responsibilities:</p> <ol style="list-style-type: none"> 1. Provide support in developing research and curricula for courses in BEG&SR 2. Identify and recommend recruitment of lecturers/facilitators and experts in the area of BEG&SR 3. Provide immediate leadership to all lecturers/facilitators and industry experts in the area of BEG&SR 4. Provide support in identifying supervisors for students in the fields of BEG&SR 5. Identify, establish and sustain relationship with sectoral/industry collaborators in the area of BEG&SR 6. Work with the Sectoral Liaison Officer to assign students to collaborating sectors/industries for internships 7. Provide research supervisory role 8. Perform any other related duties as may be assigned by the Director but ultimate responsibility is to the Vice-Chancellor.
18	Sectoral Liaison Officer	Dr. Noble Kwame Asare	PhD	Role:

No.	Position	Name	Qualification	Responsibilities
				<p>Develop a strong network linkages between the project and industry, academic and research institutions and maintain working relations with them on the project.</p> <p>Responsibilities:</p> <ol style="list-style-type: none"> 1. Liaise with the Director of the Centre to identify new sectoral partners (both national and international) for the Project. 2. Communicate and exchange information with partner institutions, organizations and individuals on behalf of the Project. 3. Coordinate and organise regular (e.g. quarterly or biannually) meetings between the Project and all sectoral partners (academic, research and industrial) as prescribed by the management. 4. Present regular reports to management, the status of sectoral collaborations with the Project. 5. Undertake any other responsibility assigned by the management where necessary. 6. Perform any other related duties as may be assigned by the Director but ultimate responsibility is to the Vice-Chancellor.
19	Data Hub and Information Systems Manager	Dr. Emmanuel Acheampong	PhD	<p>Role:</p> <p>The team lead will integrate research findings across different disciplines and at different scales (regional-local) to ensure the protection and impactful use of data on key coastal resources systems in the Region, increase public awareness on the state of Africa's coastal resources and promote sustainable coastal resource management and development.</p>

No.	Position	Name	Qualification	Responsibilities
				<p>Responsibilities:</p> <ol style="list-style-type: none"> 1. Manage all research data and information of the Centre 2. Co-ordinate the Geographic Information System (GIS) and Remote Sensing (RS) activities of the Centre 3. Develop and implement a sustainable, dynamic process to acquire, store, manage, and share research information on coastal systems relevant for the development of the Region 4. Use practical, easy to understand indices to communicate research findings 5. Develop web-based interactive tools to allow users to track the effect of global change factors as well as the impact of coastal management actions in both space and time. 6. Perform any other related duties as may be assigned by the Director but ultimate responsibility is to the Vice-Chancellor.
20	Environmental and Social Safeguards (ESS) Officer	Mr. Ernest A. Afrifa	MPhil	<p>Role: This Officer shall be responsible for developing and overseeing environmental and social safeguard policies and procedures, as well as reviewing and appraising proposed programs for compliance with the world banks environmental, social and governance requirements as well as define steps necessary to address compliance gaps to meet the project’s environmental and social sustainability goals</p> <p>Responsibilities:</p>

No.	Position	Name	Qualification	Responsibilities
				<ol style="list-style-type: none"> 1. Provide technical expertise on key issues related to environmental and social impact assessment and on sustainability risks in the design, preparation, implementation of the project operations taking into consideration best practices and standards. 2. Identify opportunities to add value proactively, beyond compliance and risk mitigation, and contribute to long-term developmental impact and sustainability. 3. Ensure that the financed projects and other activities are social and environmentally sustainable and comply with the world bank's social and environmental safeguards policies and other internationally recognized best practices. 4. Manage and conduct environmental and social safeguard due diligence of new programs under the projects for consideration. 5. Identify all key potential social and environmental impacts and risks of the project and ensure that their magnitude and significance are well understood. 6. Design and incorporate into the safeguard plans and project effective and feasible measures to avoid, minimize, and mitigate the adverse environmental and social impacts, and draft relevant project processing documentation. 7. Develop behavioral change programs, training and awareness for staff at all levels in environmental and sustainability issues and responsibilities. 8. Ensure that program partners understand the applicable safeguard policies, guidelines and project-specific requirements, and has the necessary commitment and capacity to manage social and environmental impacts

No.	Position	Name	Qualification	Responsibilities
				<p>and/or risks adequately and supported by mechanisms that facilitate implementation;</p> <p>9. Supervise projects to ensure implementation of mitigation measures.</p> <p>10. Responsibility for the upkeep and the continuing development of the Project Environmental Management Strategy, and Environmental Management System (EMS) for contracts, complying with the requirements of ISO14001 (2015) and all relevant legal requirements concerning environmental/sustainability matters.</p> <p>11. Reviewing and supporting environmental management plans across the projects, supporting teams responsible for environmental and sustainability aspects of the network/depots and those responsible for design, construction and maintenance aspects. ie the estate officers</p> <p>12. Assist in defining steps required to ensure compliance with the projects and the World Bank Group Environmental, Health and Safety Guidelines.</p> <p>13. Assist in supervising the environmental and social performance of partners through the review of monitoring reports and site visits to supervise environmental and/or social aspects of operations.</p> <p>14. Assist in providing training on environmental and social issues to staff, student, and partners</p> <p>15. Managing environmental audits and inspections, assisting with the internal and external auditing of the EMS.</p> <p>16. Compile and prepare consolidated annual environmental and social impacts monitoring reports covering all sub projects activities for submission to the World Bank;</p>

No.	Position	Name	Qualification	Responsibilities
				<p>17. Ensure that environmental and social safeguards issues are incorporated into standard bidding documents and specification</p> <p>18. Report on and disseminate good practices and generated knowledge.</p> <p>19. Perform any other related duties as may be assigned by the Director but ultimate responsibility is to the Vice-Chancellor.</p>
21	Driver			<p>Role:</p> <p>The Project driver will be an expert driver, responsible for conveying materials, equipment, and staff of the project to the areas where they are required.</p> <p>Responsibilities:</p> <ol style="list-style-type: none"> 1. He should be an able to drive various types of vehicles i.e. buses, car, trucks, among others 2. He is expected to inspect, maintain and keep up the vehicles of the project as well as perform basic support undertakings such as changing the oil, refueling the car(s), changing the batteries, and checking and repairing some minor issues. 3. He must be competent to detect or recognize electrical or mechanical faults in time and report to the transport Officer through the Director of the Centre or Administrator of the Project 4. He is expected as his duty to arrange to take faulty vehicle(s) to a mechanic or electrician for repair works, etc.

No.	Position	Name	Qualification	Responsibilities
				5. Perform any other related duties as may be assigned by the Director but ultimate responsibility is to the Vice-Chancellor.

4.9 Sexual Harassment Policy

The ACECoR project adopted the University of Cape Coast sexual harassment policy. A copy of the policy is in Appendix 1. In order to ensure that the sexual harassment policy applies to the ACECoR project, an addendum has been developed and attached to the policy.

4.10 Environmental Framework

Appendix 2 shows the abridged version of the Environment and Social Management Plan (ESMP) of ACECoR.

5. PERFORMANCE MONITORING

A. Results Framework for ACECoR

Project Development Objectives(s)

The goal of ACECoR is to improve the quality, quantity and development impact of postgraduate education in coastal resilience through regional specialization and collaboration

ACECoR Results Indicators	Unit of Measure	Specifics	Baseline (Sept. 2018)	Cumulative Target Values				Frequency	Data Source	Responsibility
				Year 1 (Sept. 2019)	Year 2 (Sept. 2020)	Year 3 (Sept. 2021)	Year 4 (Sept. 2022)			
Indicator 1: Number of students (National and Regional) enrolled in specialized Master’s, PhD and short-term professional courses/ programs in the ACEs	Number	Total number of students enrolled	43	65	190	300	380	Bi-annually	ACECoR enrolment records of students	ACECoR M&E Unit, Core Management Team
		PhD	19	15	30	30	30			
		Regional Total	0	5	10	10	10			
		Regional Females	0	3	6	6	6			
		National Total	19	10	20	20	20			
		National Females	12	5	5		10			

ACECoR Results Indicators	Unit of Measure	Specifics	Baseline (Sept. 2018)	Cumulative Target Values				Frequency	Data Source	Responsibility
				Year 1 (Sept. 2019)	Year 2 (Sept. 2020)	Year 3 (Sept. 2021)	Year 4 (Sept. 2022)			
		Masters	24	30	60	90	90			
		Regional Total	0	9	18	27	27			
		Regional Females	0	5	9	14	14			
		National Total	24	21	42	63	63			
		National Females	13	11	21	32	32			
		Short Courses	0	20	100	180	260	Quarterly	ACECoR enrolment records students	
		Regional Total	0	6	30	54	78			
		Regional Females	0	3	15	27	39			
		National Total	266	14	70	126	182			
		National Females	76	7	28	28	28			
Indicator 2: Number of ACE programs and ACE	Number	Total number of accredited	3	0	3	3	3	Bi-annually	Records of certificates and reports issued by the accreditation	ACECoR M&E Unit, Core

ACECoR Results Indicators	Unit of Measure	Specifics	Baseline (Sept. 2018)	Cumulative Target Values				Frequency	Data Source	Responsibility
				Year 1 (Sept. 2019)	Year 2 (Sept. 2020)	Year 3 (Sept. 2021)	Year 4 (Sept. 2022)			
hosting institutions that obtain international accreditation		ACE programs							agencies to ACECoR and UCC	Management Team
		Nationally accredited programs	3	0	3	3	3			
		Internationally accredited programs	0	0	0	2	2			
		ACE Hosting Institutions that obtain international accreditation	0	0	0	0	1			
Indicator 3: Number of students and faculty participating in internships/apprenticeships in relevant industry/institution	Number	Total number of students and faculty trained	0	0	50	105	150	Bi-annually	Progress reports of ACECoR and results of surveys of students and faculty participating in these exchanges	ACECoR M&E Unit, Core Management Team, Partners
		Students	0	0	45	45	45			
		Faculty	9	0	5	10	0			

ACECoR Results Indicators	Unit of Measure	Specifics	Baseline (Sept. 2018)	Cumulative Target Values				Frequency	Data Source	Responsibility
				Year 1 (Sept. 2019)	Year 2 (Sept. 2020)	Year 3 (Sept. 2021)	Year 4 (Sept. 2022)			
Indicator 4: Amount in externally generated revenue by the ACEs	Amount (US Dollars)		7,000,000	100,000	300,000	600,000	1,100,000	Bi-annually	Results of the review of ACECoR's Progress Report; email/letter evidence of award; financial statements	ACECoR Financial Management Coordinator, Core management team
Indicator 5: Number of ACE related research publications in internationally recognized peer reviewed journals	Number		37	10	25	45	100	Bi-annually	ACECoR's progress reports submitted to the ACE Impact online data portal	ACECoR M&E Unit, Core Management Team
Indicator 6: Percent of Masters and PhD graduates employed within 6 months of graduation	Percentage		16.3	0	0	8.33	25	Annually	ACECoR's progress reports and graduate tracer study results submitted to the ACE Impact online database portal	ACECoR M&E Unit, Core Management Team

ACECoR Results Indicators	Unit of Measure	Specifics	Baseline (Sept. 2018)	Cumulative Target Values				Frequency	Data Source	Responsibility
				Year 1 (Sept. 2019)	Year 2 (Sept. 2020)	Year 3 (Sept. 2021)	Year 4 (Sept. 2022)			
Indicator 7: Share of ACE host institutions with a comprehensive strategic plan for regionalization	Percentage		10	10	30	30	30	Once	Evaluation reports indicating the approval of the regional strategic plan submitted by ACECoR/UCC	ACECoR M&E Unit, Core Management Team and RFU
Indicator 8: Share of well-functioning regional networks led by ACE	Percentage		0	10	20	20	30	Twice (at mid-term and beginning of year 5)	Expert evaluation report per network of ACECoR. This incorporates progress reports, surveys and interviews of members (faculty, students, sector members) of ACECoR	ACECoR M&E Unit, Core Management Team and RFU
Indicator 9: Share of well-functioning regional networks supported by the project	Percentage		0	10	20	30	30	Twice (at mid-term and beginning of year 5)	Expert evaluation report per network (incorporates progress reports, surveys and interviews of members (faculty, students, sector members) of ACECoR's networks	ACECoR M&E Unit, Core Management Team and RFU

ACECoR Results Indicators	Unit of Measure	Specifics	Baseline (Sept. 2018)	Cumulative Target Values				Frequency	Data Source	Responsibility
				Year 1 (Sept. 2019)	Year 2 (Sept. 2020)	Year 3 (Sept. 2021)	Year 4 (Sept. 2022)			
Indicator 10: Number of ACEs that have had substantial development impact	Number		0	1	2	3	4	Twice (at mid-term and beginning of year 5)	Evaluation report for ACECoR, developed from assessing the ACEs progress reports; interviews and surveys of relevant stakeholders	ACECoR M&E Unit, Core Management Team and RFU
		Number of Project Beneficiaries		120	270	405	500	Quarterly		

The result framework will be used to report the progress of the project. Project monitoring and evaluation will be led by ACECoR through specific data sources, tracking tools and databases established for such purpose. Biannual progress reports will include internal quality and efficiency audit reports. There will be systematic, continuous tracking of performance by collecting and analyzing data on agreed measures and indicators to measure progress towards the achievement of the Project Development Objectives, and ensure project activities are implemented as planned and using the appropriate procedures. Below are the systems either in place or yet to be established for effective tracking and monitoring of ACECoR's activities.

Academic Programmes

Tracking system will be established to contain the bio-data, full contact information, course (indicating MPhil, PhD, and short-term), nationality and gender of all students enrolled in ACECoR programs. Data will be disaggregated by gender and nationality. Additionally, the number of national students would also be tracked. ACECoR will set up a database of all its programs with details on: title, level (MPhil, PhD, short courses) type of accreditation, date of accreditation, expiry of accreditation and accrediting agency/ institution.

ACECoR will revise existing curricula as well as developing new ones with input from industrial partners to meet the current market demand.

Training of faculty

Faculty engaged in ACECoR's activities will be trained in relevant areas, through specialized training carried out by or organized through the ACEs. The Centre will need to ensure that a robust record system or database is developed to record: names and positions of staff trained; titles/content of training programmes; training organiser; and names and institutions of training facilitators. ACECoR will need to disaggregate data for this indicator as (i) faculty from ACECoR trained, (ii) faculty from national Partner Institutions, (iii) faculty from the region trained.

Industry outreach and internships

ACECoR will ensure that all students undertake internship in industry as part of their training. Records/ database on internships to be set-up, tracking details on the names, full contact details, courses and academic years of beneficiary students; areas of study; names, status (public/private) and full contact details of host institutions; start and end dates of internships; and copies of internships reports.

International accreditation

Information will be provided on the type of international accreditation to be undertaken; Gap assessment to be certified /undertaken by an external accreditation agency; Self-evaluation will be undertaken following a satisfactory international standards (agreed as part of the performance agreement); Details on National Accreditation or ISO to be specified.

Publications

ACECoR will keep records of publications produced by students and faculty throughout the project period to track progress on targets for the publication indicator.

Externally generated revenue

A designated and dedicated account will be set up for ACECoR. The financial statement shall be in relation to the designated ACECoR account.

Partnerships

There is an existing Memorandum of Agreement between University of Rhode Island in the United States and the Centre for Coastal Management. This agreement will be leveraged on to implement aspects of the project including curricula development, students' internships and faculty training. A tracking system is to be set up to ensure all partnership agreements are available on file at any time for review by the WB, RFU, Data Verification Consultant, etc. A database or record system is to be put in place to include the titles, partners, and signature dates of all partnership agreements. More details on relevance, quality and significance of each agreement and related joint projects should be provided in the narrative progress reports.

Implementation team meeting

The Executive Committee of ACECoR which will have direct managerial oversight on the project implementation will have regular quarterly meetings with minutes available on the Centre's website. A tracking system is to be established for tracking meetings held. Date, time and duration of the meeting as well as participant list and notes of the meeting is to be made available on the ACECoR's site.

Procurement of audit and Financial Accounting

Procurement of audit services is to be conformed to procurement guidelines in the ACE Programme Operational Manual and the procurement manual for ACECoR. Audit Reports must be made available on the ACECoR website.

6. BUDGET OVERVIEW FOR ENTIRE PROJECT PERIOD

TABLE 8: INDICATIVE BUDGET (2020 – 2024) WITH SPLIT BETWEEN PARTNERS

Table 8 presents the total budget for the project over the five years. The total budget for the project is US\$ 6,400,000.00. The budget of ACECoR forms 77.08% whereas that of the partners is 22.592% of the total budget. The budget allocated to partners is geared towards training PhD and MPhil students as well as professionals from the partner institutions. 26% of the project funds is expected to be utilized in the first year whilst 41%, 18%, 12% and 3% are respectively allocated to the second to fifth years. The key assumptions that formed the basis of the various estimations made in developing this budget includes; an average exchange rate of GH¢ 5.00 to US\$ 1.00, 75% scholarship to be given to students covering tuition fees; monthly stipends, research grant, accommodation and cost of participation in conferences and internships; The construction of building to accommodate research laboratory, offices and lecture rooms as well as research equipment installations will be completed by the end of the second year of the project to facilitate PhD research and training of MPhil students.

TABLE 8: INDICATIVE BUDGET, (2020 – 2024) WITH SPLIT BETWEEN PARTNERS

TABLE 9: EXPENDITURE

Expenditure Category	Estimate Costs in (US\$)						Total Budget	Percentage of Total Budget
	Project Year 1	Project Year 2	Project Year 3	Project Year 4	Project Year 5			
A: Budget by Activity Plan								
Action Plan 1: Institution ready for project implementation	29,000.00	1,000.00	1,000.00	1,000.00	1,000.00	33,000.00	0.52	
1.1: Development of implementation plan, procurement management and financial management manuals	-	-	-	-	-	-	-	
1.2b: Setup a functional website for ACECoR	4,000.00	1,000.00	1,000.00	1,000.00	1,000.00	8,000.00	0.13	
1.2d: Establish, regularize and strengthen linkages with sectoral, industrial and international partners	5,000.00	-	-	-	-	5,000.00	0.08	
1.2e: Local launch of project, kick-off and project implementation workshop with partners	20,000.00	-	-	-	-	20,000.00	0.31	
Action Plan 2: High quality training and research programmes developed	565,739.80	973,200.70	945,100.70	567,792.30	10,000.00	3,061,833.50	47.84	
2.1: Develop curriculum & modules for all programs (masters, PhD and short courses)	76,750.00	-	-	-	-	76,750.00	1.2	
2.2: Obtain national accreditation for new programs (masters, PhD)	35,000.00	-	-	-	-	35,000.00	0.55	
2.3: Obtain international accreditation for all programs (masters, PhD)	65,000.00	-	-	-	-	65,000.00	1.02	
2.4: Commence student recruitment strategies (admission expenses)	7,500.00	7,500.00	7,500.00	-	-	22,500.00	0.35	
2.5: Train 30 PhDs (\$33,954.72 per PhD)	160,781.00	363,708.50	342,708.50	151,443.50	-	1,018,641.50	15.92	

Expenditure Category	Estimate Costs in (US\$)						
	Project Year 1	Project Year 2	Project Year 3	Project Year 4	Project Year 5	Total Budget	Percentage of Total Budget
2.6: Train 90 MPhils (\$13,936.47 per MPhil)	116,398.80	418,792.20	418,792.20	300,298.80	-	1,254,282.00	19.60
2.7: Train 260 participants (short course training)	10,000.00	40,000.00	40,000.00	40,000.00	-	130,000.00	2.03
2.8: Develop research strategy for the themes	5,200.00	5,200.00	5,200.00	5,200.00	-	20,800.00	0.33
2.10: Students and faculty internship & outreach in industry /capacity building	39,110.00	46,000.00	38,900.00	14,850.00	-	138,860.00	2.17
2.11: Teaching support	36,000.00	72,000.00	72,000.00	36,000.00	-	216,000.00	3.38
2.12: Annual subscription of selected journals and books	14,000.00	20,000.00	20,000.00	20,000.00	10,000.00	84,000.00	1.31
Action Plan 3: Improved teaching and research infrastructure	864,500.00	1,461,500.00	10,000.00	10,000.00	10,000.00	2,356,000.00	36.81
3.1: Identify site and conduct environmental assessment and ESMP to obtain EPA permit for ACECoR building	25,000.00	-	-	-	-	25,000.00	0.39
3.2: Architectural drawing for the ACECoR building	70,000.00					70,000.00	1.09
3.4: Construction of building to accommodate offices, laboratories, lecture halls, etc.	625,000.00	1,000,000.00	-	-	-	1,625,000.00	25.39
3.5a: Procure teaching and research equipment (it equipment & smart classroom devices)	89,500.00	133,000.00	-	-	-	222,500.00	3.48
3.5b: Research laboratory consumables	5,000.00	10,000.00	10,000.00	10,000.00	10,000.00	45,000.00	0.70
3.5c: Purchase two vehicles for the centre	-	200,000.00	-	-	-	200,000.00	3.13
3.5d: Procure office equipment and office furniture	50,000.00	118,500.00	-	-	-	168,500.00	2.63

Expenditure Category	Estimate Costs in (US\$)						
	Project Year 1	Project Year 2	Project Year 3	Project Year 4	Project Year 5	Total Budget	Percentage of Total Budget
Action Plan 4: Income Generated from External Sources	11,160.00	11,660.00	11,370.00	11,600.00	11,300.00	57,090.00	0.89
4.1: Develop & Implement Strategies to generate additional revenue	11,160.00	11,660.00	11,370.00	11,600.00	11,300.00	57,090.00	0.89
Action Plan 5: Administrative, human resource and other costs	194,464.98	179,846.52	176,220.00	182,220.00	159,325.00	892,076.50	13.94
5.1: Centre management expenses (office consumables, maintenance of facilities and vehicles, meetings, etc.)	8,000.00	24,500.00	25,500.00	30,500.00	30,500.00	119,000.00	1.86
ISAB & Sectoral Board Meeting Expenses	20,700.00	12,000.00	12,000.00	12,000.00	12,000.00	68,700.00	1.07
5.2: Human resource costs (Assistant Research Fellows, Research Assistants, Professors)	52,354.00	42,720.00	42,720.00	42,720.00	17,520.00	198,034.00	3.09
5.3: Publish newsletters, research and policy briefs, exhibit centre presence at conferences and workshops, policy impact platform and advocacy	5,000.00	11,000.00	11,000.00	11,000.00	11,000.00	49,000.00	0.77
5.4: Financial accounts preparation and Auditing of accounts	10,000.00	12,000.00	12,000.00	12,000.00	12,000.00	58,000.00	0.91
5.5: Travel Expenses (Participation in ACE Impact and other Conferences)	91,410.98	59,626.52	59,000.00	59,000.00	60,305.00	329,342.50	5.15
5.6: Monitoring and evaluation	7,000.00	8,000.00	9,000.00	10,000.00	11,000.00	45,000.00	0.70
5.7: Data Management System	-	10,000.00	5,000.00	5,000.00	5,000.00	25,000.00	0.39
Total	1,664,864.78	2,617,207.22	1,143,690.70	772,612.30	201,625.00	6,400,000.00	100.00

Expenditure Category	Estimate Costs in (US\$)						
	Project Year 1	Project Year 2	Project Year 3	Project Year 4	Project Year 5	Total Budget	Percentage of Total Budget
A: Budget by Partners							
College of Engineering (KNUST) - Ghana	11,531.40	33,033.80	32,433.80	18,271.40	-	95,270.40	1.49
Faculty of Renewable Natural Resources (KNUST) - Ghana	11,531.40	33,033.80	32,433.80	18,271.40	-	95,270.40	1.49
Hydrological Services Department - Ghana	13,531.40	41,033.80	40,433.80	26,271.40	-	121,270.40	1.89
Ghana Ports and Harbour Authority - Ghana	13,531.40	41,033.80	40,433.80	26,271.40	-	121,270.40	1.89
Environmental Protection Agency - Ghana	13,531.40	41,033.80	40,433.80	26,271.40	-	121,270.40	1.89
Ghana Meteorological Agency - Ghana	13,530.80	41,033.80	40,433.80	26,271.40	-	121,269.80	1.89
Geological Survey Authority	2,713.80	11,925.20	11,925.20	9,203.80	-	35,768.00	0.56
Ainoo-Ansah Farms - Ghana	2,713.80	11,925.20	11,925.20	9,203.80	-	35,768.00	0.56
The Development Institute - Ghana	2,713.80	11,925.20	11,925.20	9,203.80	-	35,768.00	0.56
Fisheries Committee for West Central Gulf of Guinea (FCWCGG)	13,530.80	41,033.80	40,433.80	26,271.40	-	121,269.80	1.89
Regional Maritime University - Ghana	21,122.00	49,231.50	46,231.50	24,044.50	-	140,629.50	2.20
University of Abomey-Calavi - Benin	21,122.00	49,231.50	46,231.50	24,044.50	-	140,629.50	2.20
University of Rhodes Island - USA	21,122.00	49,231.50	46,231.50	24,044.50	-	140,629.50	2.20
University of Lomé - Togo	21,122.00	49,231.50	46,231.50	24,044.50	-	140,629.50	2.20
Total	183,348.00	503,938.20	487,738.20	291,689.20	-	1,466,713.60	22.92

7. DETAILED ACTIVITY SHEETS (one for each activity)

Target DLI: DLI 1 Institutional Readiness (Basic Readiness)

Timeframe: Quarter 1, 2019

Activity: 1.1 Improvement of institutional capacity to implement the ACE Impact Project

Sub-Activity/Task: 1-1.1a Appoint core project team members

ACTIVITY	<ul style="list-style-type: none"> • Draft job description for core project team members • Director of ACECoR writes to Vice-Chancellor recommending project team members for appointment • Vice-Chancellor issues appointment letters • Project core team members accept appointment 						
OUTPUT	<ul style="list-style-type: none"> • Core project team members appointed 						
OUTPUT INDICATOR <ul style="list-style-type: none"> • Number of individuals appointed to constitute core project team (disaggregated by sex) 				SOURCE OF VERIFICATION <ul style="list-style-type: none"> • Approved job description document • Appointment letters issued • Acceptance letters received 			
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> • Job descriptions and letters of recommendation ready by 28th February, 2019 • Letters of appointment ready by 20th March, 2019 • Acceptance letters ready by 29th March, 2019 						
PROCUREMENT	None						
RESPONSIBILITY FOR IMPLEMENTATION	Centre leader, Deputy Centre leader and Administrative lead						
DURATION: 2 months	Commencement: February 2019			Completion: March 2019			
PRIMARY CONSTITUENTS: <ul style="list-style-type: none"> • ACE core team • Vice-Chancellor 				PARTICIPANTS: <ul style="list-style-type: none"> • ACE core team • Vice-Chancellor 			
ASSUMPTIONS	<ul style="list-style-type: none"> • Vice Chancellor's timely approval of recommendations for appointment • Vice Chancellor's timely response and appointment of core team members • Each core team member appointed is willing and ready for the task 						
FINANCIAL IMPLICATIONS/BUDGET LINE	None						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total

1								
2								
TOTALS								

ACTIVITY SHEET

Target DLI: DLI 1 Institutional Readiness

Timeframe: Quarter 1 and Quarter 2 - 2019

Activity: 1.1-19 Improvement of institutional capacity to implement the ACE Impact Project

Sub-Activity/Task: 1-1.1b-19 Develop and adopt implementation, procurement and financial management plans

ACTIVITY	Develop and adopt implementation, procurement and financial management plans	
OUTPUT	<ul style="list-style-type: none"> • Implementation plan developed • Procurement management manual developed • Financial management manual developed 	
OUTPUT INDICATOR		SOURCE OF VERIFICATION
<ul style="list-style-type: none"> • Number of implementation plan documents adopted by the Centre • Number of procurement management manuals adopted by the Centre • Number financial management manuals adopted by the Centre 		<ul style="list-style-type: none"> • Approved implementation plan • Approved procurement management manual • Approved financial management manual
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> • Implementation plan, procurement management and financial management manuals ready by 31st May, 2019 	
PROCUREMENT	Applicable – refer to budget	
RESPONSIBILITY FOR IMPLEMENTATION	Center leader, procurement officer, director of finance and administrative lead	
DURATION: 4 months	Commencement: February 2019	Completion: May 2019
PRIMARY CONSTITUENTS:		PARTICIPANTS:
<ul style="list-style-type: none"> • Directorate of Finance • Procurement Unit • ACE team • Centre leader 		<ul style="list-style-type: none"> • University's directorate of finance • University's procurement unit • ACE team
ASSUMPTIONS	<ul style="list-style-type: none"> • All local stakeholders (directorate of finance, procurement unit and ACE team) will be available for the drafting of manuals. • Availability of university management (vice chancellor, pro vice chancellor and registrar) • University management is complying with international standards 	

FINANCIAL IMPLICATIONS/BUDGET LINE								
Budget Line Analysis		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1								
TOTALS								

ACTIVITY SHEET

Target DLI: DLI 1 Institutional Readiness

Timeframe: 2019

Activity: Improvement of institutional capacity to implement the ACE Impact Project

Sub-Activity/Task: Nominate and appoint a non-staff student to represent at RFU

ACTIVITY	<ul style="list-style-type: none"> Develop criteria for the appointment of non-staff student Apply the criteria in appointing non-staff student 	
OUTPUT	<ul style="list-style-type: none"> Non-staff student to represent ACECoR at the RFU appointed 	
OUTPUT INDICATOR		SOURCE OF VERIFICATION
<ul style="list-style-type: none"> Number of non-staff students from the Centre nominated to RFU (disaggregated by sex) 		<ul style="list-style-type: none"> Letter of appointment issued to successful non-staff student Document specifying the criteria for the appointment of non-staff student
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> Criteria for appointment developed by 28th February 2019 Appointment of student done by 31st March 	
PROCUREMENT	None	
RESPONSIBILITY FOR IMPLEMENTATION	Centre leader	
DURATION: 2 months	Commencement: February 2019	Completion: March 2019
PRIMARY CONSTITUENTS:	PARTICIPANTS:	
<ul style="list-style-type: none"> ACE team Current postgraduate students Center's administrative lead 	<ul style="list-style-type: none"> Center leader Nominated students Center's administrative lead 	
ASSUMPTIONS	<ul style="list-style-type: none"> Nominated student will accept responsibility 	

FINANCIAL IMPLICATIONS/BUDGET LINE		Applicable, refer to budget						
Budget Line Analysis		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1								
TOTALS								

ACTIVITY SHEET

Target DLI: DLI 1 Institutional Readiness (Full Readiness)

Timeframe: Quarter 1 and Quarter 2, 2019

Activity: 1.2 Improvement of institutional capacity to implement the ACE Impact Project

Sub-Activity/Task: 1.2a Develop students' handbook including sexual harassment, scholarship and recruitment policies

ACTIVITY	<ul style="list-style-type: none"> Constitute a team to develop students' handbook for ACECoR Develop student recruitment policy for ACECoR Develop student scholarship policy for ACECoR Adapt sexual harassment policy of the University of Cape Coast 						
OUTPUT	<ul style="list-style-type: none"> Students' handbook for ACECoR developed 						
OUTPUT INDICATOR	<ul style="list-style-type: none"> Number of students' handbook developed by the Centre 			SOURCE OF VERIFICATION			
				<ul style="list-style-type: none"> Approved students' handbook 			
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> Students' handbook should be ready by 31st May 2019 						
PROCUREMENT	None						
RESPONSIBILITY FOR IMPLEMENTATION	ACE team and Center for Gender Research, Advocacy and Documentation (CEGRAD)						
DURATION: 4 months	Commencement: February 2019			Completion: May 2019			
PRIMARY CONSTITUENTS:	<ul style="list-style-type: none"> ACE team CEGRAD Center's administrative lead 			PARTICIPANTS:			
				<ul style="list-style-type: none"> Center leader and deputy CEGRAD Center's administrative lead 			
ASSUMPTIONS	<ul style="list-style-type: none"> Relevant staff will be interested and available for the task University's sexual harassment, scholarship, recruitment policies and handbook meet the World bank's standard 						
FINANCIAL IMPLICATIONS/BUDGET LINE	None						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1							
2							
TOTALS							

ACTIVITY SHEET

Target DLI: DLI 1 Institutional Readiness
Timeframe: Quarter 1 and Quarter 2, 2019
Activity: 1.2 Improvement of institutional capacity to implement the ACE Impact Project
Sub-Activity/Task: 1.2b Setup a functional website for ACECoR

ACTIVITY	<ul style="list-style-type: none"> Procure the services of a consultant to develop the website Launch the website 							
OUTPUT	<ul style="list-style-type: none"> An operational (visible, active, up-to-date) website for the Centre set up 							
OUTPUT INDICATOR				SOURCE OF VERIFICATION				
<ul style="list-style-type: none"> Percentage of ACECoR's website accessible on daily basis 				<ul style="list-style-type: none"> ACECoR Website domain name Website link to Center for Coastal Management's and the university's website 				
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> Functional website set up by 31st May 2019 							
PROCUREMENT	Consultancy							
RESPONSIBILITY FOR IMPLEMENTATION	Center's administrative lead and University Directorate of Information, Communication and Technology (DICTS)							
DURATION: 4 months		Commencement: February 2019			Completion: May 2019			
PRIMARY CONSTITUENTS:				PARTICIPANTS:				
<ul style="list-style-type: none"> ACE team DICTS 				<ul style="list-style-type: none"> Center's administrative lead DICTS 				
ASSUMPTIONS	<ul style="list-style-type: none"> DICTS will be available to develop the website within the stipulated time All information needed on the website are readily available 							
FINANCIAL IMPLICATIONS/BUDGET LINE								
Budget Line Analysis		1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	5th Qtr	6th Qtr	Total
1	Setup a functional website for ACECoR		4,000.00					4,000.00
TOTALS			4,000.00					4,000.00

ACTIVITY SHEET

Target DLI: DLI 1 Institutional Readiness

Timeframe: Quarter 1, 2019

Activity: 1.2- Improvement of institutional capacity to implement the ACE Impact Project

Sub-Activity/Task: 1.2c- Constitute and appoint Sectoral Advisory Board (SAB)

ACTIVITY	<ul style="list-style-type: none"> Draft job description for SAB members Director of ACECoR writes to Vice-Chancellor recommending the appointment of SAB members Appointment letters for SAB members issued by the Vice-Chancellor SAB members accept appointment 						
OUTPUT	<ul style="list-style-type: none"> Sectoral Advisory Board members appointed 						
OUTPUT INDICATOR				SOURCE OF VERIFICATION			
<ul style="list-style-type: none"> Number of individuals appointed to the Sectoral Advisory Board (Disaggregated by sex, sector) 				<ul style="list-style-type: none"> Approved document specifying job description of SAB members Implementation plan Appointment letters Acceptance letters 			
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> Job descriptions and letters of recommendation ready by 15th March, 2019 Letters of appointment ready by 20th March, 2019 Acceptance letters ready by 29th March, 2019 						
PROCUREMENT	None						
RESPONSIBILITY FOR IMPLEMENTATION	Centre leader, Deputy Centre leader and Administrative lead						
DURATION: 2 months	Commencement: February 2019			Completion: March 2019			
PRIMARY CONSTITUENTS:				PARTICIPANTS:			
<ul style="list-style-type: none"> ACE core team Vice-Chancellor 				<ul style="list-style-type: none"> ACE core team Vice-Chancellor 			
ASSUMPTIONS	<ul style="list-style-type: none"> Vice Chancellor's timely approval of recommendations for appointment Vice Chancellor's timely response and appointment of core team members SAB members appointed are willing and ready for the task 						
FINANCIAL IMPLICATIONS/BUDGET LINE							
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1							
TOTALS							

ACTIVITY SHEET

Target DLI: DLI 1 Institutional Readiness

Timeframe: Quarter 2 and Quarter 3, 2019

Activity: 1.2-2019 Improvement of institutional capacity to implement the ACE Impact Project

Sub-Activity/Task: 1.2d Establish, regularize and strengthen linkages with sectoral, industrial and international partners

ACTIVITY	Establish, regularize and strengthen linkages with sectoral, industrial and international partners						
OUTPUT	<ul style="list-style-type: none"> • Role description for sectoral, industrial and international partners drafted • Terms of reference for memorandum of understanding (MoU) developed and agreed upon among partners • MOUs between the Centre and partners signed 						
OUTPUT INDICATOR				SOURCE OF VERIFICATION			
<ul style="list-style-type: none"> • Number of MoUs signed between Centre and partners 				<ul style="list-style-type: none"> • Signed MoUs • Document describing role of partners • Document on the terms of reference for partnership 			
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> • Role descriptions and ready by 30th April, 2019 • MOU ready and signed by 30th April, 2019 						
PROCUREMENT	Applicable – refer to budget						
RESPONSIBILITY FOR IMPLEMENTATION	Centre leader, Deputy Centre leader, Administrative lead and sectoral/industrial/international partners						
DURATION: 3 months		Commencement: February 2019			Completion: April 2019		
PRIMARY CONSTITUENTS:				PARTICIPANTS:			
<ul style="list-style-type: none"> • ACE core team • Sectoral, industrial and international partners 				<ul style="list-style-type: none"> • Center leader and deputy • Center administrative lead • Sectoral, industrial and international partners • Centre for International Education, UCC 			
ASSUMPTIONS	<ul style="list-style-type: none"> • Partners are willing and available for collaboration 						
FINANCIAL IMPLICATIONS/BUDGET LINE	Applicable – refer to budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total

1	Establish, regularize and strengthen linkages with sectorial, industrial and international partners		5,000.0 0					5,000.00
TOTALS			5,000.0 0					5,000.00

ACTIVITY SHEET

Target DLI: DLI 1 Institutional Readiness (Full readiness)

Timeframe: Quarter 1 - Quarter 3, 2019

Activity: 1.2 Improvement of institutional capacity to implement the ACE Impact Project

Sub-Activity/Task: 1.2e Local launch of project, kick-off and project implementation workshop with partners

ACTIVITY	Local launch of project, kick-off and project implementation workshop with partners						
OUTPUT	<ul style="list-style-type: none"> • ACECoR project locally launched • Implementation workshop with partners organized 						
OUTPUT INDICATOR				SOURCE OF VERIFICATION			
<ul style="list-style-type: none"> • Number of participants at the project launch (disaggregated by sex and institution/sector) • Number of participants at the project implementation workshop (disaggregated by sex and institution/sector) 				<ul style="list-style-type: none"> • Documentation of project launch and workshop hosted on website • Reports on launch and workshop 			
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> • Project launch held by 31st July, 2019 • Implementation workshop with partners held by 31st July, 2019 						
PROCUREMENT	Applicable – refer to budget						
RESPONSIBILITY FOR IMPLEMENTATION	Centre leader, Deputy Centre leader, Administrative lead and ACECoR team						
DURATION: 6 months	Commencement: February 2019			Completion: July 2019			
PRIMARY CONSTITUENTS:				PARTICIPANTS:			
<ul style="list-style-type: none"> • ACECoR team • Sectoral and industrial partners • University partners 				<ul style="list-style-type: none"> • ACECoR team • Sectoral and industrial partners • University partners 			
ASSUMPTIONS	<ul style="list-style-type: none"> • Partners are willing and available to support the launch, kick-off and implementation workshop • There is fund available to organize the implementation workshop and project launch 						
FINANCIAL IMPLICATIONS/BUDGET LINE	Applicable – refer to budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total

1	Implementation Workshop			13,000.0 0				13,000.00
2	Launching of Project				7,000.0 0			7,000.00
TOTALS				13,000.0 0	7,000.0 0			20,000.00

ACTIVITY SHEET

Target DLI: Quality of Education and research through International accreditation, research publications and improved teaching and research infrastructure

Timeframe: Quarter 1 and Quarter 2, 2019

Activity 2.1: Develop curricula for all programs (Masters, PhD and Short courses)

Sub-Activity/Task:

ACTIVITY	<ul style="list-style-type: none"> • Constitute curricula development team • Identify courses for the different programs • Write out the course descriptions and content (Allocate credits to courses) • Invite inputs from sectoral partners • Seek academic board approval 	
OUTPUT	<ul style="list-style-type: none"> • Academic curricula for all programs developed 	
OUTPUT INDICATOR		SOURCE OF VERIFICATION
<ul style="list-style-type: none"> • Number of curricula developed (disaggregated by masters programs, PhD programs and short courses) 		<ul style="list-style-type: none"> • Short courses manuals • Curricula for the various programs • Letters of approval from academic board
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> • Curricula development team constituted • Inception workshop organized • Workings groups formed for the different programs • Draft curricula submitted • Curricula reviewed • Curricula approved by academic board 	
PROCUREMENT	<ul style="list-style-type: none"> • Venue for workshop • Transport and travels • Contracts • Accommodation • Stationery • Printing 	
RESPONSIBILITY FOR IMPLEMENTATION	Centre leader Training and education coordinator Centre administrator	
DURATION: 3 months	Commencement: Mid-February 2019	Completion: End May 2019
PRIMARY CONSTITUENTS: ACECoR Team National partners Regional Partners International partners Sectoral partners		PARTICIPANTS: Ghanaian Universities (KNUST, UCC, UG, RMU) Research Institutions (CSIR, etc) Government agencies (MoFAD, EPA, Ministry of Education, MESTI, Lands and Minerals commission) Industrial Partners (GPHA, etc)

		Regional universities and research institutions						
ASSUMPTIONS		<ul style="list-style-type: none"> • Willingness of partners to collaborate • Timely approval of UCC's academic board 						
FINANCIAL IMPLICATIONS/BUDGET LINE								
Budget Line Analysis		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Develop curricula for all programs (Masters, PhD and Short courses)		76,750.00					76,750.00
TOTALS			76,750.00					76,750.00

ACTIVITY SHEET

Target DLI: Quality of Education and research through International accreditation, research publications and improved teaching and research infrastructure

Timeframe: Quarter 2 and Quarter 3, 2019

Activity 2.2 : Obtain national accreditation for new programs (Masters, PhD)

Sub-Activity/Task: Seeking and obtaining local accreditation for all programmes

ACTIVITY 2.2	<ul style="list-style-type: none"> • Compile curricula • Compile student records • Provide list of instructors/lecturers per program • Apply to National Accreditation Board (NAB) • Assessment of programs by NAB 	
OUTPUT	<ul style="list-style-type: none"> • New programs nationally accredited 	
OUTPUT INDICATOR	<ul style="list-style-type: none"> • Number of programs accredited nationally (disaggregated by Masters and PhD) 	SOURCE OF VERIFICATION
		<ul style="list-style-type: none"> • National accreditation Certificate of programs
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> • Assessment of programs by NAB 	
PROCUREMENT	<ul style="list-style-type: none"> • Application forms • Assessment fee • Stationery cost • Printing cost • Meetings venue • Transport and Travels 	
RESPONSIBILITY FOR IMPLEMENTATION	<ul style="list-style-type: none"> • Centre Leadership • Centre administrator • UCC Registrar • UCC Finance Directorate 	
DURATION: 5 months	Commencement: July 2019	Completion: December 2019
PRIMARY CONSTITUENTS: ACECoR Team National partners Regional Partners International partners Sectoral partners Students	PARTICIPANTS: NAB UCC Registrar's Office UCC Finance Directorate ACECoR	
ASSUMPTIONS	<ul style="list-style-type: none"> • Timely response by NAB 	

FINANCIAL IMPLICATIONS/BUDGET LINE								
Budget Line Analysis		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	National Accreditation Expenses			15,000.00	10,000.00	10,000.00		35,000.00
TOTALS				15,000.00	10,000.00	10,000.00		35,000.00

ACTIVITY SHEET

Target DLI: Quality of Education and research through International accreditation, research publications and improved teaching and research infrastructure

Timeframe: Quarter 4, 2019 – Quarter 3, 2019

Activity 2.3: Obtain international accreditation for all programs (Masters, PhD)

Sub-Activity/Task: Seeking and obtaining international accreditation for all programmes

ACTIVITY 2.2	<ul style="list-style-type: none"> • Compile curricula • Compile student records • Provide list of instructors/lecturers per program • Apply to Agency for Quality Assurance through Accreditation of Study Programs (AQAS) • Assessment of programs by AQAS 	
OUTPUT	<ul style="list-style-type: none"> • International accreditation for academic programs obtained 	
OUTPUT INDICATOR	<ul style="list-style-type: none"> • Number of programs accredited internationally (disaggregate by Masters and PhD) 	SOURCE OF VERIFICATION
		<ul style="list-style-type: none"> • International accreditation Certificate of academic programs
IMPLEMENTATION MILESTONES	Assessment of programs by AQAS	
PROCUREMENT	<ul style="list-style-type: none"> • Application forms • Assessment fee • Stationery cost • Printing cost • Meetings venue • Transport and Travels 	
RESPONSIBILITY FOR IMPLEMENTATION	<ul style="list-style-type: none"> • Centre Leadership • Centre administrator • UCC Registrar • UCC Finance Directorate 	
DURATION: 6 months	Commencement: January 2020	Completion: June 2020
PRIMARY CONSTITUENTS: ACECoR Team National partners Regional Partners International partners Sectoral partners Students	PARTICIPANTS: AQAS UCC Registrar's Office UCC Finance Directorate ACECoR	
ASSUMPTIONS	<ul style="list-style-type: none"> • Timely response by AQAS 	

FINANCIAL IMPLICATIONS/BUDGET LINE								
Budget Line Analysis		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	International Accreditation Expenses				25,000.00	20,000.00	20,000.00	65,000.00
TOTALS					25,000.00	20,000.00	20,000.00	65,000.00

ACTIVITY SHEET

Target DLI: Quality of Education and research through International accreditation, research publications and improved teaching and research infrastructure

Timeframe: Quarter 3, 2019

Activity 2.4: Commence Student Recruitment strategies

Sub-Activity/Task: Interview and admission of students

ACTIVITY 2.4	<ul style="list-style-type: none"> • Develop application and admission guidelines (e.g. grade, class, gender, nationality, criteria for selection) • Develop scholarship guidelines (funding criteria) • Draft advertisements (Refer to available ACECoR policies) • Liaise with regional and national partners • Develop and execute advertisement strategy (e.g. modes of advertisements, timelines) • Constitute students selection committee • Evaluate applications • Publish application evaluation results • Short-listed applicants invited for interview • Admit qualified students • Secure accommodation for students and instructors 	
OUTPUT	Students recruited	
OUTPUT INDICATOR <ul style="list-style-type: none"> • Number of students recruited (disaggregated by sex, nationality, academic program) 	SOURCE OF VERIFICATION <ul style="list-style-type: none"> • Students' applications • Students admission letters • List of admitted students • Appointment letters of members of selection committee • Electronic and print-media publications of advertisements 	
IMPLEMENTATION MILESTONES	Applications received Students admitted	
PROCUREMENT	<ul style="list-style-type: none"> • Stationery • Printing • Meetings venue • Transport and Travels • Advertisement • Mailing • Accommodation • Health insurance 	
RESPONSIBILITY FOR IMPLEMENTATION	<ul style="list-style-type: none"> • Centre Leadership • Centre administrator • UCC Registrar • UCC Finance Directorate 	
DURATION: 5 months	Commencement: March 2019	Completion: August 2019

PRIMARY CONSTITUENTS: <ul style="list-style-type: none"> • ACECoR Team • National partners • Regional Partners • International partners • Sectoral partners • Students 				PARTICIPANTS: <ul style="list-style-type: none"> • UCC Directorate of Academic Affairs • School of Graduate Studies • UCC Finance Directorate • UCC Directorate of Public Affairs • ACECoR Project team 				
ASSUMPTIONS		<ul style="list-style-type: none"> • Application by qualified students • Willingness of regional and national partners to collaborate 						
FINANCIAL IMPLICATIONS/BUDGET LINE								
Budget Line Analysis		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Commence Student Recruitment strategies			7,500.00				7,500.00
TOTALS				7,500.00				7,500.00

ACTIVITY SHEET

Target DLI: Quality of Education and research through International accreditation, research publications and improved teaching and research infrastructure

Timeframe: Quarter 2 and Quarter 3, 2019

Activity 2.4: Commence Staff Recruitment Strategies

Sub-Activity/Task: Appointment of administrative and technical staff

ACTIVITY 2.4	<ul style="list-style-type: none"> Develop terms of reference (TOR) for recruited staff Liaise with regional and national partners to recommend personnel Draft local and international advertisements to recruit staff Develop and execute advertisement strategy (e.g. modes of advertisements, timelines) Constitute appointment and promotion board for ACECoR Evaluate applications Recruit staff Annual staff appraisal 	
OUTPUT	<ul style="list-style-type: none"> Administrative and technical staff recruited 	
OUTPUT INDICATOR	<ul style="list-style-type: none"> Number of staff recruited (disaggregated by sex and portfolio) 	SOURCE OF VERIFICATION
		<ul style="list-style-type: none"> Appointment letters of staff List of appointed staff Applications from potential staff Electronic and print-media advertisements
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> Applications received Staff recruited 	
PROCUREMENT	<ul style="list-style-type: none"> Stationery Printing Meetings venue Transport and Travels Advertisement Mailing Accommodation 	
RESPONSIBILITY FOR IMPLEMENTATION	<ul style="list-style-type: none"> Centre Leadership Centre administrator UCC Vice-Chancellor UCC Finance Directorate UCC Directorate of Human Resource 	
DURATION: 5 months	Commencement: March 2019	Completion: August 2019
PRIMARY CONSTITUENTS:	PARTICIPANTS:	

<ul style="list-style-type: none"> • ACECoR Team • National partners • Regional Partners • International partners • Sectoral partners 	<ul style="list-style-type: none"> • Appointment and Promotion Board • UCC Finance Directorate • UCC Directorate of Public Affairs • ACECoR Project team 						
ASSUMPTIONS	<ul style="list-style-type: none"> • Application by qualified staff 						
FINANCIAL IMPLICATIONS/BUDGET LINE							
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1							
2							
TOTALS							

ACTIVITY SHEET

Target DLI: Quality of Education and research through International accreditation, research publications and improved teaching and research infrastructure

Timeframe: Quarter 3, 2019

Activity 2.6: Train fifteen (15) PhD students

Sub-Activity/Task: Admission of the first batch of PhD students

ACTIVITY	<ul style="list-style-type: none"> • Organise orientation for students • Develop teaching and examination schedules (include timelines for internships) • Make available program materials (include publication requirements) • Students register and take relevant elective modules • Assign academic advisors • Organise research proposal and progress seminars • Disburse funds for students' research activities • Ensure students quarterly reporting to UCC graduate school • Annual student appraisal • Staff appraisal after each module • Appoint internal and external examiners of students' theses • Thesis defense • Graduation
OUTPUT	Fifteen (15) PhD students trained
OUTPUT INDICATOR	SOURCE OF VERIFICATION
<ul style="list-style-type: none"> • Number of PhD students trained in the first year of project implementation (disaggregated by sex, nationality and program) 	<ul style="list-style-type: none"> • PhD program materials • Students transcripts • Students quarterly reports
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> • Students' research proposal presented • Students complete the relevant modules
PROCUREMENT	<ul style="list-style-type: none"> • Teaching and learning materials • Research materials (Reagents and equipment) • Accommodation • Transport and travels
RESPONSIBILITY FOR IMPLEMENTATION	<ul style="list-style-type: none"> • Centre Leadership • Centre administrator • ACECoR Academic and Education coordinator • ACECoR Research Team Leads

DURATION: 9 Months		Commencement: September, 2019			Completion: June, 2020			
PRIMARY CONSTITUENTS: <ul style="list-style-type: none"> • ACECoR Team • National partners • Regional Partners • International partners • Sectoral partners • Students 				PARTICIPANTS: <ul style="list-style-type: none"> • School of Graduate Studies • UCC Finance Directorate • Students • Academic staff 				
ASSUMPTIONS		<ul style="list-style-type: none"> • Stable academic environment • Commitment of students • Commitment of teaching staff 						
FINANCIAL IMPLICATIONS/BUDGET LINE								
Budget Line Analysis		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Tuition				48,781.00			48,781.00
2	Stipend				12,000.00			12,000.00
3	Accommodation				10,000.00			10,000.00
4	Research				90,000.00			90,000.00
5	Annual subscription of selected journals and books				10,000.00			10,000.00
TOTALS					170,781.00			170,781.00

ACTIVITY SHEET

Target DLI: Quality of Education and research through International accreditation, research publications and improved teaching and research infrastructure

Timeframe: Quarter 3, 2019

Activity 2.6: Train 30 masters students

Sub-Activity/Task: Admission of the first batch of MPhil students

ACTIVITY	<ul style="list-style-type: none"> • Organise orientation for students • Develop teaching and examination schedules (include timelines for internships) • Make available program materials • Students register and take modules • Assign academic advisors • Organise research proposal and progress seminars • Disburse funds for students' research activities • Ensure students quarterly reporting to UCC graduate school • Annual student appraisal • Staff appraisal after each module • Appoint internal and external examiners of students' theses • Thesis defense • Graduation 	
OUTPUT	<ul style="list-style-type: none"> • Thirty (30) masters students trained 	
OUTPUT INDICATOR	<ul style="list-style-type: none"> • Number of masters students trained in the first year of project implementation (disaggregated by sex, nationality and program) 	SOURCE OF VERIFICATION
		<ul style="list-style-type: none"> • Masters programs materials • Students' transcripts • Students' quarterly reports
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> • Students' research proposal presented • Students complete the relevant modules 	
PROCUREMENT	<ul style="list-style-type: none"> • Teaching and learning materials • Accommodation • Transport and travels 	
RESPONSIBILITY FOR IMPLEMENTATION	<ol style="list-style-type: none"> 1. Centre Leadership 2. Centre administrator 3. ACECoR Academic and Education coordinator 4. ACECoR Research Team Leads 	
DURATION: 9 Months	Commencement: September, 2019	Completion: June, 2020
PRIMARY CONSTITUENTS:	PARTICIPANTS:	
<ul style="list-style-type: none"> • ACECoR Team • National partners 	<ul style="list-style-type: none"> • School of Graduate Studies • UCC Finance Directorate 	

<ul style="list-style-type: none"> Regional Partners International partners Sectoral partners Students 		<ul style="list-style-type: none"> Students Academic staff 						
ASSUMPTIONS		<ul style="list-style-type: none"> Stable academic environment Commitment of students Commitment of teaching staff 						
FINANCIAL IMPLICATIONS/BUDGET LINE								
Budget Line Analysis		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Tuition				85,798.80			85,798.80
2	Stipend				10,800.00			10,800.00
3	Accommodation				19,800.00			19,800.00
4	Teaching Support				36,000.00	36,000.00		72,000.00
5	Annual subscription of selected journals and books				5,000.00			5,000.00
TOTALS					157,398.80	36,000.00		193,398.80

ACTIVITY SHEET

Target DLI: Quality of Education and research through International accreditation, research publications and improved teaching and research infrastructure

Timeframe: Quarter 1, 2020

Activity 2.7: Train 20 participants in short courses

Sub-Activity/Task: Training of the first batch of short course participants

ACTIVITY	<ul style="list-style-type: none"> • Develop short course training schedule • Identifying module instructors • Students register and take modules • Award certificate to participants 	
OUTPUT	Twenty (20) short course participants trained	
OUTPUT INDICATOR	<ul style="list-style-type: none"> • Number of short course participants trained in the first year of project implementation (disaggregated by sex, nationality and sector/institution) 	SOURCE OF VERIFICATION <ul style="list-style-type: none"> • Short course participants list • Applications by beneficiaries
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> • One short course organised by December 2019 	
PROCUREMENT	<ul style="list-style-type: none"> • Facilitator (To coordinate the courses) • Teaching and learning materials • Training Venues • Accommodation • Transport and travels 	
RESPONSIBILITY FOR IMPLEMENTATION	<ul style="list-style-type: none"> • Centre Leadership • Centre administrator • ACECoR Academic and Education coordinator 	
DURATION: 4 Months	Commencement: August, 2019	Completion: December, 2019
PRIMARY CONSTITUENTS: <ul style="list-style-type: none"> • ACECoR Team • National partners • Regional Partners • International partners • Sectoral partners 	PARTICIPANTS: <ul style="list-style-type: none"> • ACECoR Project Team • Sectoral partners • Short course participants 	
ASSUMPTIONS	<ul style="list-style-type: none"> • Stable academic environment • Applications from qualified professionals • Commitment of instructors 	

FINANCIAL IMPLICATIONS/BUDGET LINE								
Budget Line Analysis		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Train 20 participants in short courses					10,000.00		10,000.00
TOTALS						10,000.00		10,000.00

ACTIVITY SHEET

Target DLI: Quality of Education and research through International accreditation, research publications and improved teaching and research infrastructure

Timeframe: Quarter 4, 2019

Activity 2.8: Develop modules for short courses

Sub-Activity/Task: Writing modules for all short courses

ACTIVITY	<ul style="list-style-type: none"> • Constitute module development teams • Invite input from industry for new short courses • Draft modules for new courses • Upgrade existing short courses • Publish short course manuals 	
OUTPUT	<ul style="list-style-type: none"> • Short course modules developed 	
OUTPUT INDICATOR	<ul style="list-style-type: none"> • Number of short course modules developed (Disaggregated by programs) 	SOURCE OF VERIFICATION
		Short Course manuals Modules in different formats, e.g. word, ppt, hard print
IMPLEMENTATION MILESTONES	Modules completed	
PROCUREMENT	<ul style="list-style-type: none"> • Facilitator (To coordinate development of the modules) • Stationery • Printing • Publishing • Meetings venue • Transport and travels 	
RESPONSIBILITY FOR IMPLEMENTATION	<ul style="list-style-type: none"> • Centre Leadership • Centre administrator • ACECoR Academic and Education coordinator 	
DURATION: 3 months	Commencement: September, 2019	Completion: December, 2019
PRIMARY CONSTITUENTS:	PARTICIPANTS:	
<ul style="list-style-type: none"> • ACECoR Team • National partners • Regional Partners • International partners • Sectoral partners 	<ul style="list-style-type: none"> • ACECoR Project team • UCC Directorate of Finance 	
ASSUMPTIONS	<ul style="list-style-type: none"> • Timely delivery by facilitator 	
FINANCIAL IMPLICATIONS/BUDGET LINE	Refer to Activity on curricula development	

Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
TOTALS							

ACTIVITY SHEET

Target DLI: Quality of Education and research through International accreditation, research publications and improved teaching and research infrastructure

Timeframe: Quarter 1, 2020

Activity 2.9: Planning for internships

Sub-Activity/Task: Preparation for students and lecturers internships

ACTIVITY 2.2	<ul style="list-style-type: none"> • Identify the skill needs of staff and students • Identify institutions and organisations • Establish MoAs with institutions/organisations • Develop guidelines for students internships in collaborations with industrial partners • Develop guidelines for staff capacity building in sector institutions 	
OUTPUT	<ul style="list-style-type: none"> • Strategies for staff and students' internship developed • Staff trained in pedagogy • Project management team trained in project management • Project management team undertake lessons in French Language 	
OUTPUT INDICATOR	<ul style="list-style-type: none"> • Number of staff and faculty trained (disaggregated by sex and areas of specialties) • Number of students trained through internships (disaggregated by sex, program, degree) 	SOURCE OF VERIFICATION
		<ul style="list-style-type: none"> • Signed MoAs with industrial partners • Guidelines for internships
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> • Internship guideline developed • MoAs signed with industrial partners 	
PROCUREMENT	<ul style="list-style-type: none"> • Facilitator (To organise academic and industry engagement) • Stationery • Meetings venue • Accommodation • Transport and Travels 	
RESPONSIBILITY FOR IMPLEMENTATION	<ul style="list-style-type: none"> • Centre Leadership • Centre administrator • ACECoR Academic and Education coordinator • ACECoR Research Team Leads 	
DURATION: 2 months	Commencement: 1st July, 2019	Completion: End August, 2019
PRIMARY CONSTITUENTS:	PARTICIPANTS:	
<ul style="list-style-type: none"> • ACECoR Team • National partners • Regional Partners 	<ul style="list-style-type: none"> • ACECoR Project Team • National partners • Regional Partners 	

<ul style="list-style-type: none"> • International partners • Sectoral partners • Students 		<ul style="list-style-type: none"> • International partners • Sectoral partners • Students • UCC Finance Directorate 						
ASSUMPTIONS		<ul style="list-style-type: none"> • Commitment of industrial partners to participate in the Project • Participation by students 						
FINANCIAL IMPLICATIONS/BUDGET LINE								
Budget Line Analysis		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Planning for internships				39,110.00			39,110.00
TOTALS					39,110.00			39,110.00

ACTIVITY SHEET

Target DLI: Develop research strategy for the themes

Timeframe: Quarter 3, 2019

Activity: Develop research strategy for the themes

Sub-Activity/Task:

ACTIVITY	<ul style="list-style-type: none"> Identify the scope of the research Create research teams Develop research guidelines Develop research management plan Set up data management system 	
OUTPUT	<ul style="list-style-type: none"> Research dossier developed Research teams formed Research guideline developed Research management plan developed 	
OUTPUT INDICATOR	<ul style="list-style-type: none"> Number of strategy documents developed for the research themes 	SOURCE OF VERIFICATION
<ul style="list-style-type: none"> Research Dossier approved and published by DRIC Appointment letters and TOR Research guideline approved and published by DAPQA Approved and published research management plan by DRIC and Graduate School 		
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> Draft research dossier- End of March Research team – End of April Draft research guideline – End of April Draft research management plan – End of April Approvals – End of June 	
PROCUREMENT	None	
RESPONSIBILITY FOR IMPLEMENTATION	<ul style="list-style-type: none"> Centre Director Research Coordinator Research team leaders 	
DURATION: 4 months	Commencement: March	Completion: June
PRIMARY CONSTITUENTS: ACE team	PARTICIPANTS: DRIC,	

ACE students		DAPQA, Relevant university staff, Industrial partners					
ASSUMPTIONS	<ul style="list-style-type: none"> • People will be interested to join the research teams 						
FINANCIAL IMPLICATIONS/BUDGET LINE							
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Develop research strategy for the themes		5,200.00				5,200.00
TOTALS		5,200.00					5,200.00

ACTIVITY SHEET

Target DLI: Improvement of Academic environment for training students

Timeframe: Quarter 2 and 3, 2019

Activity: Identify site and conduct environmental assessment and ESMP to obtain EPA permit for ACECoR Building

Sub-Activity/Task:

ACTIVITY	<ul style="list-style-type: none"> Site selection Select Environmental Consultant Submit EPA application form EPA field visit assessment Conduct Environmental Impact Assessment (EIA) Submit draft ESMP to World Bank for review Submit final draft to EPA Review and submit draft as per EPA comments 	
OUTPUT	<ul style="list-style-type: none"> Site plan and block plan developed Qualified Environmental Consultant selected Completed Environmental Assessment Form EPA screening report received Draft ESMP Draft ESMP with World Bank input received Draft ESMP with EPA input received Final ESMP 	
OUTPUT INDICATOR	<ul style="list-style-type: none"> Quality of Environmental Safeguard Management Plan developed for the ACECoR building 	
SOURCE OF VERIFICATION	<ul style="list-style-type: none"> EPA permit Signed Consultancy contract 	
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> Site plan and block plan - End of February Signed Consultancy contract – End of February EPA site visit and screening report – End of March Submission of EA form – First week of March Draft ESMP to World Bank– Mid-May Draft ESMP to EPA– End of May Final Report – End of July 	
PROCUREMENT		
RESPONSIBILITY FOR IMPLEMENTATION	<ul style="list-style-type: none"> Centre Leader Director of Development Environmental and Safe Guard Officer Environmental Consultant 	
DURATION: 6 months	Commencement: February 2019	Completion: July, 2019

PRIMARY CONSTITUENTS: <ul style="list-style-type: none"> • Centre Leader • Director of Development • Environmental and Safe Guard Officer • Environmental Consultant • EPA 				PARTICIPANTS: <ul style="list-style-type: none"> • Procurement • Finance Directorate <ul style="list-style-type: none"> ▪ Relevant university staff, ▪ Industrial partners 				
ASSUMPTIONS		<ul style="list-style-type: none"> • Site plan, block plan and architectural drawings will be done on time • Timely procurement process • Qualified consultants will be interested • Timely review of documents by EPA and World Bank • Timely issuance of permit by EPA 						
FINANCIAL IMPLICATIONS/BUDGET LINE								
Budget Line Analysis		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Identify site and conduct environmental assessment and ESMP to obtain EPA permit for ACECoR Building			25,000.00				25,000.00
TOTALS				25,000.00				25,000.00

ACTIVITY SHEET

Target DLI: Securing comments and architectural designs for ACECoR

Timeframe: Quarter 2 and 3, 2019

Activity: Architectural drawing for the ACECoR

Sub-Activity/Task:

ACTIVITY	<ul style="list-style-type: none"> • Develop a concept • Procure for architectural services • Architect submits initial conceptual drawing to DPDEM and ACECoR • Architect submits final architectural drawing to ACECoR • Architect submits final architectural drawing to World Bank 	
OUTPUT	<ul style="list-style-type: none"> • Building concept developed • Architectural services procured • Initial drawing completed • Final conceptual drawing done 	
OUTPUT INDICATOR	<ul style="list-style-type: none"> • Quality of architectural drawing for the ACECoR building 	SOURCE OF VERIFICATION
		<ul style="list-style-type: none"> • Final Architectural drawing • Signed Architectural Consultancy contract
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> • Initial concept – Mid-March • Signed Architectural Consultancy contract – End of April • Initial drawing – End of May • Submission of final drawing to DPDEM and ACECoR – End of June • Submission of final drawing to World Bank – Mid-August 	
PROCUREMENT	<ul style="list-style-type: none"> • Consultancy 	
RESPONSIBILITY FOR IMPLEMENTATION	<ul style="list-style-type: none"> • Vice Chancellor • Centre Leader • Director of Development • Procurement Officer • Environmental and Safe Guard Officer • Architect 	
DURATION: 6 months	Commencement: March, 2019	Completion: August, 2019
PRIMARY CONSTITUENTS:	PARTICIPANTS:	
<ul style="list-style-type: none"> • Centre Leader • Director of Development 	<ul style="list-style-type: none"> • Finance Directorate • DPDEM 	

<ul style="list-style-type: none"> • Procurement Officer • Environmental and Safe Guard Officer • Architect 		<ul style="list-style-type: none"> • Procurement Office 						
ASSUMPTIONS		<ul style="list-style-type: none"> • Concept drawing will be done on time • Timely procurement process • Qualified Architects will be interested • External review of drawing will be timely 						
FINANCIAL IMPLICATIONS/BUDGET LINE								
Budget Line Analysis		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Architectural drawing for the ACECoR			70,000.00				70,000.00
2								
3								
4								
5								
TOTALS				70,000.00				70,000.00

ACTIVITY SHEET

Target DLI and: Improvement of teaching learning environment

Timeframe: Quarter 4, 2019

Activity: Commencement of building project

Sub-Activity/Task:

ACTIVITY	<ul style="list-style-type: none"> • Apply for building permit • Recruit Consultants and Contractors • Site assessment • Site preparation • Mobilisation to site • Commencement of work
OUTPUT	<ul style="list-style-type: none"> • Building permit application package completed • Consultants and Contractors procured • Site assessment report produced • Site prepared and cordoned • Equipment and machinery on site • Profiling and foundation completed
OUTPUT INDICATOR	<ul style="list-style-type: none"> • Percentage ACECoR building completed in Year 1 of project implementation
SOURCE OF VERIFICATION	<ul style="list-style-type: none"> • Building permit obtained • Signed contracts for Consultant and Contractors • Completed foundation • Site assessment report ACECoR and DPDEM
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> • Building permit – End of September • Recruitment of Consultant and Contractors – End of September • Site assessment – Mid-October • Site preparation – End of October • Mobilisation to site – Mid-November • Completion of foundation Mid-January
PROCUREMENT	Consultancy
RESPONSIBILITY FOR IMPLEMENTATION	<ul style="list-style-type: none"> • Vice Chancellor • Centre Leader • Director of Finance • Director of Development • Procurement Officer

	<ul style="list-style-type: none"> • Environmental and Safe Guard Officer • Consultant • Contractors 							
DURATION: 5 months		Commencement: September, 2019			Completion: January, 2020			
PRIMARY CONSTITUENTS: <ul style="list-style-type: none"> • Centre Leader • Director of Finance • Director of Development • Procurement Officer • Environmental and Safe Guard Officer • Consultant • Contractors 				PARTICIPANTS: World Bank				
ASSUMPTIONS		<ul style="list-style-type: none"> • Building permit will be processed on time • Timely procurement process • Qualified consultants and contractors will be interested • Weather conditions favourable • No agitation from construction workers 						
FINANCIAL IMPLICATIONS/BUDGET LINE								
Budget Line Analysis		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Commencement of building project			225,000.00	400,000.00			625,000.00
TOTALS				225,000.00	400,000.00			625,000.00

ACTIVITY SHEET

Target DLI: Improvement of teaching and learning environment

Timeframe: Quarter 3 and 4, 2019

Activity: Procure teaching and research equipment

Sub-Activity/Task:

ACTIVITY	<ul style="list-style-type: none"> Identify research and teaching equipment with specifications Prepare a procurement plan Commence procurement process Schedule of items to be procured Procurement plan prepared Suppliers selected Items supplied 	
OUTPUT	<ul style="list-style-type: none"> Teaching and research equipment procured 	
OUTPUT INDICATOR		SOURCE OF VERIFICATION
<ul style="list-style-type: none"> Number of equipment procured to improve teaching and learning (disaggregated by type) 		<ul style="list-style-type: none"> Schedule of items Signed contracts for suppliers Invoices and waybills
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> Schedule of items – End of February Procurement plan – End of February Selection of suppliers – End of May Delivery of items – As stipulated in the procurement plan 	
PROCUREMENT	<ul style="list-style-type: none"> Procurement of equipment; hardware and software 	
RESPONSIBILITY FOR IMPLEMENTATION	<ul style="list-style-type: none"> Centre Leader Director of Finance Procurement Officer Head of stores Director of Internal Audit Suppliers 	
DURATION: Life span of the project	Commencement: February, 2019	Completion: Life span of the project
PRIMARY CONSTITUENTS:	PARTICIPANTS:	
<ul style="list-style-type: none"> Centre Leader Director of Finance Procurement Officer Head of stores Director of Internal Audit Suppliers 	<ul style="list-style-type: none"> World Bank Representative from the end user department/office Procurement office Finance office Audit office 	

<ul style="list-style-type: none"> End users 		<ul style="list-style-type: none"> Central Stores department 						
ASSUMPTIONS		<ul style="list-style-type: none"> Suppliers will deliver on time Items will supplied as specified 						
FINANCIAL IMPLICATIONS/BUDGET LINE								
Budget Line Analysis		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	IT Equipment & Smart Classroom Devices			89,500.00				89,500.00
2	Research Laboratory Consumables			5,000.00				5,000.00
3	Office Equipment, Furniture & Furnishing			50,000.00				50,000.00
TOTALS				144,500.00				144,500.00

ACTIVITY SHEET

Target DLI: Relevance of Education and Research

Timeframe: Quarter 1 and 2, 2020

Activity: Develop and implement strategies for generating additional revenue

Sub-Activity/Task:

ACTIVITY	<ul style="list-style-type: none"> Set up a Grant Office Constitute business development team Commercialisation of services 	
OUTPUT	<ul style="list-style-type: none"> Functional Grant Office set up Business development team constituted Business plan developed 	
OUTPUT INDICATOR	<ul style="list-style-type: none"> Quality of business plan developed for ACECoR 	SOURCE OF VERIFICATION <ul style="list-style-type: none"> TOR for Grant office Appointment letters Approved business plan
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> Set up a Grant Office – End of March Constitute business development team – End of March Business plan development - End of June 	
PROCUREMENT	Consultancy	
RESPONSIBILITY FOR IMPLEMENTATION	<ul style="list-style-type: none"> Centre Leader Director of Finance Head of Business Incubation Unit 	
DURATION: Strategy- 4 months Implementation- Life span of the project	Commencement: March, 2019	Completion: Strategy - June Implementation - Life span of the project
PRIMARY CONSTITUENTS: <ul style="list-style-type: none"> Centre Leader Director of Finance Head of Business Incubation Unit 	PARTICIPANTS: <ul style="list-style-type: none"> World Bank Finance office Business Incubation Unit ACECoR 	
ASSUMPTIONS	<ul style="list-style-type: none"> No Donor fatigue Prospective clients willing to procure our services 	

FINANCIAL IMPLICATIONS/BUDGET LINE								
Budget Line Analysis		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Develop and implement strategies for generating additional revenue				11,160.00			11,160.00
TOTALS					11,160.00			11,160.00

8. APPENDICES

Appendix 1: Sexual Harassment Policy

University of Cape Coast Ghana



Sexual Harassment Policy

(Revised Policy)

2014

Introduction

The University of Cape Coast is committed to an equal opportunities policy as outlined in its Mission Statement. This means that all individuals working and studying at the University are treated fairly and impartially, regardless of sex, age, ethnicity, physical/mental abilities, sexual orientation, religion or creed.

It is within this context that the University of Cape Coast considers the occurrence of sexual harassment to be an issue for particular attention. The University of Cape Coast recognizes that sexual harassment undermines the integrity of the society and the workplace because it focuses on the recipient's sexuality instead of on his or her talents, intellect and abilities.

The University of Cape Coast will not tolerate sexual harassment and will take steps to ensure that it does not occur. If it does occur, the sufferers should be free to seek redress without fear of reprisal.

This document governs the University's response in the event of a complaint of sexual harassment. The Sexual Harassment Policy presented here applies to all members of the University; staff, students and university guests.

Chapter One

1.0 Definitions

1.1. Sexual Harassment

Sexual harassment typically occurs within a situation of unequal power between parties and therefore any policy must consider the power inequities within which any form of harassment is alleged to have occurred.

Sexual harassment has been defined as:

Unwelcome sexual advances, requests for sexual favours and other verbal or physical conduct of a sexual nature, whether on a one-time basis or a series of incidents that might cause offence, humiliation, awkwardness or embarrassment, or that might reasonably be conceived as placing a condition of a sexual nature on employment, opportunity for promotion, grades, etc. (AWLA 2003:10).

Sexual Harassment can be considered as a continuum from unwanted sexual advances to rape. Any non-consensual sexual conduct is an offence under the University of Cape Coast's sexual harassment policy. Sexual harassment includes, but is not limited to, the following:

- a) Verbal, physical, written, digital or pictorial communication relating to gender or sex which has the purpose or effect of unreasonable interference with an individual's academic or work performance which creates a hostile, offensive, or intimidating atmosphere for the recipients.
- b) Unwelcome and irrelevant comments, references, gestures or other forms of personal attention which are inappropriate to the academic, employment or residential setting, for example, the classroom, hostel or office, and which may reasonably be perceived as sexual overtures or denigration.
- c) A request for sexual favours when submission to, or rejection of, such a request might reasonably be viewed as a basis for evaluative decisions affecting an individual's future.
- d) Sexual imposition, that is, non-consensual touching or any other behaviour that may be considered as sexual which is not consensual.
- e) Abuses of power relations such that individuals receive unfair treatment based on gender or sexuality.
- f) Threat or coercion of sexual relations; sexual contact which is not freely agreed to by both parties.
- g) Rape

It should be understood that many of the above terms are subject to interpretation. While overt forms of sexual harassment shall usually be obvious, more subtle forms may be difficult to recognize. Perpetrators may not realize that their behaviour is "unwelcome" or inappropriate. Conduct which leads to the harassment of another person is not acceptable and shall render the individual responsible liable to disciplinary action.

1.2.Consent

Consent is the act of agreeing to engage in specific sexual conduct. In order for consent to be valid, both parties must have unimpaired judgment and a shared understanding of the nature of the act to which they are consenting. *Silence does not necessarily mean consent.* If at any time consent is withdrawn, the conduct must stop immediately. Sexual relations between individuals in a context involving a power differential, and which provide avenues for the receipt of benefits, cannot be considered to be consensual.

1.2.1 Consensual Intimate Relationships not condoned by the University

The University does not condone intimate sexual relations between senior members and students or senior members and staff or any other category of persons, where one party is in a supervisory position over the other.

1.2.2 Retaliation

- a) The University of Cape Coast prohibits retaliation against individuals who may have filed a complaint to the Sexual Harassment Committee, have provided statements, assisted, or participated in an investigation under the Policy.
- b) Retaliation refers to any act of retribution taken against a person who has lodged a complaint with the Sexual Harassment Committee in connection with conduct prohibited under the Sexual Harassment Policy, to which he or she has been subjected.
- c) Retaliation could be in the form of academic or employment decisions that are made as a result of an individual's complaint about conduct prohibited under the Policy or participation in enforcement of the Policy. It can also be in the form of verbal, physical or written acts, which are intimidating, threatening, coercive or discriminatory.

1.2.3. Hostile Environment

A hostile environment may be created when workers, students or lecturers, are regularly subjected to aspects of the above-mentioned attitudes or behaviours, which combine to create an overall unfriendly, negative working situation. Such an environment is not conducive to a productive, healthy, supportive work setting. A hostile environment is determined by looking at all of the circumstances, including, but not limited to, whether:

- a) The alleged harassing conduct is frequent
- b) The alleged harassing conduct is more or less severe
- c) Such conduct interferes with an employee's work performance, a students' or lecturers' academic performance or the full enjoyment of University programmes or services.
- d) Such conduct has the effect of emphasizing one's gender or sexuality in a manner offensive to a reasonable person
- e) Such conduct has the effect of creating an intimidating or offensive environment
in the workplace or inside or outside the classroom.
- f) Such conduct, after having been brought to the attention of the alleged perpetrator by the alleged victim as being unwelcome and offensive, has yielded no change.

1.3 Offense

The University of Cape Coast takes, with the utmost seriousness, all of the above named offenses, or any discussed in this document. Due to the uniqueness and complexity of each sexual offense case, the Sanctions for all but the last two offenses shall be determined by the committee, in consultation with all of the interested parties. The results of these deliberations and recommendations shall be made known to all interested parties and shall be finally referred, in a written report, to the Vice-Chancellor of the University. The Vice-Chancellor shall be the court of last resort for these cases and her/his judgment shall be final. The last two categories, in most cases, shall be referred to the appropriate adjudicating body.

Any non-consensual sexual conduct is an offence. Examples of offences include, but are not limited to:

- a) Sexual Harassment: Any unwanted sexual attention including, but not limited to, sexually threatening or offensive behaviour.
- b) Sexual Imposition: Non-consensual sexual touching
- c) Sexual Assault: A non-consensual sexual act including, but not limited to unwelcome kissing of lips, mouth, breast or other body parts, touching of breasts or chest, buttocks, thighs, vagina, penis or other body parts other than under a medically necessary procedure, and vaginal penetration, anal penetration and oral sex. This category may be of a serious enough nature to be referred to the legal institutions of Ghana.
- d) Rape: Forced, uninvited vaginal, oral or anal penetration by a male penis or any other object. This category is defined by Ghana law and, in most cases, will be referred to legal institutions for definition, clarification, verification and adjudication.

1.3.1 It is important to note that sexual harassment offences may be:

- a) Verbal: including unwelcome remarks, suggestions and propositions, malicious gossip, jokes and banter or songs based on sex, race, age, able-bodied status, sexual orientation or gender.
- b) Non-Verbal: offensive literature or pictures (hard-copy or digital), graffiti, text-messages or images on cell phones, offensive email, stalking, whistles or cat-calls.
- c) Physical: including unnecessary touching, gestures or assault.

1.3.2 A Note on Mode of dress

Mode of dress has been cited as sexually harassing behaviour. However, although certain dress styles may be considered inappropriate or unacceptable or even irresponsible, dress style alone cannot be construed as an "unwelcome sexual advance". "Unwelcome sexual advance", as sexual harassment has been here defined, implies that the perpetrator deliberately and with aforethought, subjects another to demeaning, uncomfortable and/or uninvited sexually charged overtures, sometimes for transactional purposes. Though certain dress styles may appear provocative to some, and, although certain people feel that wearing such attire is done for purposes of harassment, we cannot assume that the wearer has harassment in mind. As, especially young people, are influenced by the styles of the day, it cannot be assumed, without verification, that the intention of the wearer is harassment, or is simply style, conformity, taste or culture.

The University of Cape Coast holds to the belief that it would undermine the integrity and educational agenda of an academic and democratic institution to curtail freedom of expression and of choice. The University believes that we are better served by educating males and females in making appropriate choices in both presentation and responses to matters of dress. Therefore, we do not believe that the

matter of dress, as such, should be a part of the Sexual Harassment Policy, but rather should be a part of a broader educational agenda

Chapter Two

COMPOSITION AND FUNCTIONS OF THE SEXUAL HARASSMENT COMMITTEE

2.0 Introduction

The sexual harassment committee is a neutral body whose main concern is the equitable resolution of cases of real or perceived sexual harassment. It serves the interests of all parties equally and functions to increase harmony and stability in the entire University of Cape Coast community.

This is not an adversarial committee. It does not serve as a court of law. Its goal is to contribute towards a work environment free from prejudice or discrimination where all members are allowed to pursue their employment and studies in a safe and supportive environment without fear of interference, by word or deed, based on their gender, sexuality, physical attributes, ethnicity, religion or political affiliation.

In light of the above, the committee shall strive to create an atmosphere of comfort and safety in the consideration of all cases. The seating arrangements and the demeanor of the committee members shall, at all times, serve to contribute to this quality of supportive disclosure in order to insure the outcome of truth, justice and fairness to all parties.

2.1 COMPOSITION OF THE COMMITTEE

A seven member Sexual Harassment Committee shall be constituted as follows:

- Two teaching Senior Members
- One representative of undergraduate students
- One representative of graduate students
- One representative of FUSSAG
- One representative of TEWU
- One representative of GAUA
- One non-voting secretary

The committee shall be gender balanced

The Vice Chancellor shall appoint the committee

The committee shall serve a term of three years

2.2 FUNCTIONS OF THE COMMITTEE

The Sexual Harassment Committee shall:

- Receive complaints
- Investigate complaints
- Hold regular hearings on the merits of sexual harassment cases
- Make recommendations to the Vice-Chancellor
- Take responsibility for monitoring compliance

- Work with CEGRAD in helping to promote awareness of the policy and the relevant issues within the university community
- Serve as sensitive and aware models for the understanding of sexual harassment issues and their ramifications

A sub-committee of three or four members taken from the seven, shall sit on any one case and the composition will reflect the status of the complainant (thus: one teaching Senior Member, one undergraduate rep, and one member of the appropriate constituency listed above, with the non-voting secretary). The chair of the committee shall sit on all cases.

As this is a mediation process and not a judicial matter, legal counsel shall not be allowed. Although a support person may accompany both the complainant and the accused, as the committee feels is appropriate, the support person may not be a professional. The committee is not a court of law and members are not trained legal practitioners. Therefore, to admit legal counsel, at this juncture, would prejudice the process and subvert the meaning of the entire mediation procedure, which is educational and supportive and not adversarial. If either party prefers legal action, they must take the case to the appropriate legal authority. However, the University, through this Sexual Harassment Committee, is authorized to make its own independent judgments and make its own recommendations, without recourse to the courts and without the appearance of legal counsel in any of its proceedings.

2.3 OVERSIGHT OF COMMITTEE

Oversight responsibilities shall reside with the Centre for Gender Research, Advocacy and Documentation (CEGRAD)

CEGRAD shall:

Monitor the activities of the committee

Be responsible for the ongoing training of the committee members

Receive a report each semester from the chair of the committee on their proceedings

House the reports of the committee, particularly the original complaint report and the report on the final decisions of the committee and the Vice-Chancellor

Be available for consultation and support on matters pertaining to committee issues when solicited by the chair of the committee

Six months prior to the termination of the committee, the Vice-Chancellor's office shall be notified by CEGRAD. A new committee shall then be constituted by the Vice Chancellor of the University and shall begin its training. As a part of its training, members of the newly constituted committee may attend meeting hearings with the old committee upon that committee's consent.

2.4 TRAINING OF COMMITTEE MEMBERS AND CONTACT PERSONS

All committee members shall receive training on the specifics of the sexual harassment policy, how to conduct interviews, sensitivity to gender issues, the nature and scope of what constitutes a sexually motivated

offence, and other issues pertaining to gender, sexuality, relationships of asymmetrical power, and other relevant topics.

This training shall be done in conjunction with CEGRAD and shall also include contact persons who are likely to receive complaints, such as: HODs, Deans, Registrars, hall counselors and religious personnel

Chapter Three

3.0 PROCEDURES FOR REPORTING

Any student or employee who perceives herself/himself to have been subjected to a sexually harassing experience or has been subjected to some retaliation following a sexual harassment incident, has the right to register a complaint. The University strongly encourages the prompt reporting of sexual misconduct. A delayed report may result in a dismissal of the complaint. To promote timely and effective review of cases, the University strongly encourages complainants to make reports within thirty (30) calendar days following the last occurrence of the behaviour giving rise to the report. The report may be made by:

1. A person who believes they experienced sexual harassment or misconduct
2. A person who has information that sexual misconduct may have been committed by a University student or worker.

The complaint may be either formal or informal. Complainants are encouraged to use the informal procedures in the first instance. In certain cases however, the formal procedure is strongly recommended.

Upon the implementation of a Sexual Harassment Hotline, all members of the community who have been, or know others who have been, subjected to sexual misconduct in any form, shall be mandated to report to the Hotline immediately.

3.1 The Informal Approach

A student or employee who feels that they have been a victim is encouraged not to ignore the situation or the offending person/persons. In the first instance, the recipient of harassment should register their protest to the person causing the harassment. If this is not possible for any reason or harassment continues despite the registration of protest, then the following steps are recommended:

FIRST: Seek advice. For students, it is recommended that you consult a Counsellor, your Hall Tutor, or the Dean of Students. University workers are advised to make reports of sexual harassment to their Union Representatives or the Counselling Centre.

Though you may find it helpful to seek support from a trusted colleague, you need to be aware of your interest in keeping the matter as confidential as possible. Keep notes of what happened, when, where, and who was present. Retain copies of any correspondence, relevant pictures mobile phone messages etc.

SECOND: Contact one of the following persons or offices who shall file an official report form:

- a. Professional Counsellors in the Counselling Services Centre
- b. A Hall Tutor
- c. The Vice Chancellor, Registrar or Dean of Students
- d. Your immediate supervisor or HOD or Dean
- e. Designated Contact Person(s) of Centre for Gender, Research, Advocacy and Documentation, (CEGRAD)

- f. Designated Contact Person(s) of The Sexual Harassment Committee Office
- g. Union Representative.

THIRD: These individuals named above, shall provide confidential assistance / resources and guide the Complainant through the best process for resolving the problem. They shall be trained and shall listen and offer support, counsel and/or advice.

3.2 Possible Actions

Depending on the nature of the complaint, the Contact Person may suggest options of settlement without initiating further action from the University. These will include:

- a. The recipient of the harassment confronting the alleged perpetrator (offender)
- b. The Contact Person confronting the alleged perpetrator (offender)
- c. Bringing the two parties together and assisting in an appropriate intervention
- d. The Contact Person presenting a report to the Chairperson of the Sexual Harassment Committee.

3.3 Safety of Parties

If the complainant involved is in immediate danger, the Contact Person shall take the appropriate means to address the safety of the complainant. This may include visiting a clinic/hospital or the police station.

If a complaint cannot be resolved through the above options, or if, in the course of the Informal Procedure, the alleged offender is not cooperative, then the formal procedure is available.

3.4 Formal Procedure

The formal Procedure shall usually be embarked upon in the following instances:

- a. Where the alleged offender fails to cooperate in the informal procedure.
- b. Where informal mediation does not appear to stop the harassment.
- c. Where the alleged offender has several complaints against him/her.
- d. Where the immediate safety of the parties involved is at stake.
- e. Where the following types of harassment have occurred:
 - i. Sexual Assault
 - ii. Threat or coercion of sexual relations
 - iii. Sexual contact which is not freely agreed to by both parties
 - iv. Sex that may appear consensual but reflects unequal power relations and which provides avenues for the receipt of benefit, (such as sex or sexual contact between a Head of Department and a subordinate)

3.5 Contacting the Police

- a. In such circumstances as listed above, the Complainant will have the liberty to decide to make a formal police report. In the event that the Complainant chooses this option, the Contact Person and the Sexual Harassment Committee shall liaise with and fully cooperate with the Police.

3.6 Confidentiality

All information disclosed to the Sexual Harassment Committee shall remain confidential to the extent permitted by law and University policy. Discussions with any representative of any office such as The Dean of Students or a Union leader will not be considered a report to the University regarding the reported misconduct.

It must be emphasized that CONFIDENTIALITY is crucial to the entire sexual harassment mediation procedure. There must be no excuse for any member of the committee, contact persons, University administration, support persons, or any other interested party, to violate the confidentiality of any of the participants in the process.

3.7 The Sexual Harassment Committee's Response

Once the Sexual Harassment Committee receives notice of possible sexual misconduct:

1. The complainant will be offered appropriate confidential support and other resources and notified of applicable institutional policies. These will include Medical and Counselling services.
2. The University will take appropriate steps to prevent and/or address retaliatory conduct following a report.
3. If requested, other participants in the process (such as witnesses) may also be offered appropriate support services and information.
4. The Committee may implement some immediate interim intervention as may be appropriate. This may include separation of the complainants and respondents living situations. Such intervention(s) may be kept in place until the end of the review or appeal process.

3.8 Guidelines

The Sexual Harassment Committee will respond to all reports in a prompt, thorough, procedurally fair and effective manner. Upon receipt of a report, the committee will strive to complete its review as soon as possible, but not later than 21 working days from receiving a relevant request.

The following guidelines shall apply:

1. The complainant shall formally request to the Sexual Harassment Committee to take further action.
2. The Sexual Harassment Committee shall notify the alleged offender that the matter is being taken further, and that it may result in disciplinary action.
3. The Sexual Harassment Committee shall initiate separate investigatory meetings with the complainant and the alleged offender to attempt to resolve the matter, unless both the complainant and the alleged offender agree to a joint meeting being convened.
4. Any person (complainant or respondent) participating in the process may have a counsellor/support person (**other than a lawyer**) present at any meeting related to the review of the reported sexual misconduct, provided the person meets with the approval of the Committee.

3.9 Investigation Findings and Outcome Notification

The Committee shall prepare a written report at the conclusion of an investigation. The following shall be adhered to:

1. The Sexual Harassment Committee shall within seven days of the close of hearing write a draft report of the outcome of the investigations, including any recommendations made or sanctions imposed.
2. The Committee's draft report shall contain:
 - i. a summary of the Complainant's allegations;
 - ii. a summary of the Respondent's statements in response to the allegations;
 - iii. a description of the relevant information provided by witnesses or obtained from documents including comments submitted in response to the draft report, and
 - iv. the Committee's analysis and findings.
3. A Complainant or Respondent will be given the chance to comment about their own statement or the investigation summary provided. They will have to respond not later than five (5) calendar days after being given the invitation by the Sexual Harassment Committee to do so.
4. Following the receipt of any comment made, the Committee will address any identified factual inaccuracies or misunderstandings as appropriate and make a final determination.
5. The Committee's final written report shall be sent to the Vice-Chancellor and shall contain, but may not be restricted to the following:
 - i. A summary of the investigation
 - ii. The Committee's findings
 - iii. A summary of the Committee's rationale in support of the findings and
 - iv. Recommendations and Interventions
6. The Vice-Chancellor shall study the report and the recommendations of the Sexual Harassment Committee and make final decisions on the recommendations.

3.10 Appeals Procedure

In the event that the complainant or the alleged offender is aggrieved with the outcome of the investigations and/or the action to be taken, she/he has a right to appeal within seven days. In reviewing the case, the Vice-Chancellor, as the final arbiter, shall call for such information as she/he shall deem necessary. The Vice-Chancellor shall as soon as possible but not later than twenty-one (21) working days, review the case and render a decision.

3.11 Sanctions

If the Respondent is found responsible for the reported misconduct, the University shall initiate a sanctioning process designed to eliminate the misconduct, prevent its recurrence and remedy its effect while supporting the University's mission and vision obligations. These sanctions should also serve to promote safety and deter students, workers and faculty from similar future behaviour.

Sanctions, specifically designed for each unique case, that may be imposed by the Sexual Harassment Committee and/or, the Vice-Chancellor shall include, but are not limited to, the following:

3.11.1 Apology: A written statement of one's regrets, remorse, or sorrow for having sexually harassed or another to the Complainant and copied to the Vice-Chancellor and the Sexual Harassment Committee.

3.11.2 Formal Reprimand: A formal notice that the Respondent has violated University policy on sexual harassment and that future violation may be dealt with more severely.

3.11.3 Educational Project: Completion of a project specifically designed to help the Respondent understand why certain behaviour was inappropriate and to prevent its occurrence.

3.11.4 Relocation of the Offender: The Respondent will be relocated to another Department/Section. Transfer or Removal from University Housing: Placement in another room or housing unit or removal from University housing either temporarily or permanently.

3.11.5 No Contact: Restriction from entering specific University areas such as Hall(s) of Residence and/or from all forms of contact with certain persons.

3.11.6 Suspension: Separation from the University for a specified period of time or until certain conditions are met.

3.11.7 Expulsion: Permanent separation from the University.

3.11.8 Referral to appropriate law enforcement body: These would include the DOVVSU, CHRAJ.

3.11.9 Withholding of Promotion or Termination of Employment: This would apply to University workers.

3.11.10 Rustication or Expulsion or Dismissal and/or Withholding of Results: This would apply to students.

3.12 Support and follow-up of survivors of sexual harassment

Once a sexual harassment complaint has been made by any member of the University community, the individual shall be assigned a counselor who will support the complainant throughout the entire procedure. This shall be done in collaboration with the sexual harassment committee and shall be supervised by CEGRAD. The Sexual Harassment Committee, in collaboration with CEGRAD and the Counseling Centre, shall be responsible for support of the survivor for as long as all parties deem necessary. This follow-up support may take the form of counseling, a health care referral or referral to an appropriate spiritual or religious leader. In no instance shall the survivor be left to cope with the ramifications of the harassment incident without appropriate support.

3.13 Responsibility of the University for Swift Execution of the Recommendations of the Sexual Harassment Committee and the Vice-Chancellor

The University of Cape Coast shall be responsible for assuring immediate adherence to any disciplinary actions recommended by the Committee and the Vice-Chancellor. CEGRAD, in its capacity as advisory to the process, shall have a watchdog function to ensure that there is follow-up and swift compliance with the agreed upon recommendations.

APPENDIX B

UNIVERSITY OF CAPE COAST
SEXUAL HARASSMENT COMPLAINT FORM
(CONFIDENTIAL)

A. COMPLAINANT'S PROFILE

NAME: AGE:.....
CELL PHONE & EMAIL:.....
STATUS: STUDENT/NON-STUDENT/(OTHER).....
ADDRESS/DEPARTMENT/HALL:.....
.....
POSITION/REGISTRATION No. & LEVEL:.....
DATE(S) & TIME(S) OF INCIDENT(S):.....

B. ALLEGED PERPETRATOR'S PROFILE

NAME: AGE:..... CELL PHONE &
EMAIL:.....
STATUS: STUDENT/NON-STUDENT/(OTHER).....
ADDRESS/DEPARTMENT/HALL:.....
POSITION/REGISTRATION No. & LEVEL:.....

C. RELATIONSHIP WITH ALLEGED PERPETRATOR

.....
.....

D. DESCRIPTION/NATURE OF COMPLAINT

PROVIDE A SUMMARY OF THE INCIDENT(S) IN THE BOX BELOW. YOU MAY ADD AN ATTACHMENT

E. PREFERRED (IMMEDIATE) OPTIONS

Medical attention Police report

Legal action
Notify family member

Professional counseling
Other

F. ANY OTHER RELEVANT INFORMATION (such as details of any previous report(s) made):

.....
.....

G. CONFIRMATION

I confirm that the information provided on this form is a true reflection of what happened to me and I also subject myself to investigation by the Sexual Harassment Committee for the facts to be verified an appropriate action(s) taken.

SIGNATURE OF COMPLAINANT

Date:.....

SIGNATURE OF RECEIVING OFFICER

Date:.....

APPENDIX C

PLEASE BE AWARE!

**The University of Cape Coast is a
Non- Sexual Harassment Campus**

This means that individuals on this campus shall engage in their academic activities free from:

- Uncomfortable sexually charged language
- Pictures or phone messages or computer messages of a sexual nature which are inappropriate for a work place
- Jokes or other humiliating comments made even if they are said to be funny or fun
- Comments made about one's physical structure, which make you feel uncomfortable
- Uncomfortable and/or unwelcome touching
- Imposed sexual activity of any kind, even if the person suggests you like it
- Gestures which are unwelcome and can be considered sexual in nature
- Any actions that make you feel powerless, humiliated, uncomfortable or demeaned
- Activities by a superior suggestive of sexual activity which create discomfort
- The creation of a hostile, unfriendly, uncomfortable environment

Anyone engaging in such activities can be considered to have engaged in **Sexual Harassment**, which is NOT allowed at this University. If you, or anyone you know, experiences any of the above - OR ANYTHING SIMILAR - in the University of Cape Coast learning and working environment:

YOU MUST REPORT

You must confide in:

- Your Dean or HOD
- The Registrar of the University
- The Vice-Chancellor of the University
- Your immediate supervisor
- Your hall advisor
- The Counselling Centre
- CEGRAD
- Your union representative
- Any other trusted person.

You will not be held responsible.

You will not be blamed.

The person you report will not receive inappropriate punishment.

Your situation will be kept secret

The situation will be investigated and handled with care and delicacy

Please help keep this campus a safe and comfortable environment for us all!

For a more complete discussion of Sexual Harassment or sexual misconduct, please refer to the full Sexual Harassment policy found in the Student Handbook, the Employees handbook and the University Statutes, 2013

University of Cape Coast Ghana



AN ADDENDUM TO THE SEXUAL HARASSMENT POLICY OF THE UNIVERSITY OF CAPE COAST

**PROVIDED BY THE AFRICA CENTRE OF EXCELLENCE IN COASTAL RESILIENCE (ACECoR)
FOR THE IMPLEMENTATION OF THE WORLD BANK ACE IMPACT III PROJECT**

2019

INTRODUCTION

The Sexual Harassment Policy of the University of Cape Coast apply in its entirety to national and international staff, students and partners of the *Africa Centre of Excellence in Coastal Resilience (ACECoR)* project. This Addendum is developed to provide further insight into how the ACECoR project will handle and resolve cases of sexual harassment among staff, students and partners of the Centre. The Policy shall apply to incidents that occur both on and outside campus relating to activities of the Centre and the university.

CHAPTER ONE

DEFINITION

The definition of sexual harassment provided in the main policy hereby has been extended to include *sharing private sexual materials of another person without consent*. Private sexual material may include nude pictures, sex tapes and other pornographic materials of victims.

CHAPTER TWO

COUNSELLORS

In order to regularly and effectively train staff and students on sexual harassment issues, their effects on teaching, learning and research, as well as handle such cases swiftly, ACECoR shall be assigned a professional counselor from the Counseling Centre of the University. The Counselors shall have among others the following terms of reference.

TERMS OF REFERENCE OF COUNSELORS

- Receive complaints on sexual cases from staff and students of ACECoR
- Liaise with the sexual harassment committee to investigate the complaints
- Monitor resolution processes and evaluate the outcomes
- Document and report on sexual harassment complaints and findings to the Director of ACECoR and to the University's sexual harassment committees.

CHAPTER THREE

PROCEDURES FOR REPORTING

Reports may be made via online to the assigned counselors.

CONTACTS FOR REPORTING SEXUAL HARASSMENT CASES

All ACECoR staff and students who have been, or know others who have been, subjected to sexual misconduct in any form, should report to the following:

COUNSELORS:

Contact link (on ACECoR website)

Telephone:

ASSISTANT REGISTRAR ACECoR:

Name: Mr. Ekow Attom Prah

Telephone: +233242188655

Email: ekow.prah@ucc.edu.gh

DIRECTOR:

Name: Prof. Denis W. Aheto

Telephone: +233242910056

Email: daheto@ucc.edu.gh

COUNSELLING CENTRE

Telephone: +233332134614

Office Location: Educational Foundation Building, South Campus

NB: The counselor will as a first step try to resolve the issue but where he/she is unable to resolve the issue informally, he/she shall formally report the case to the sexual harassment committee of the University. He/she shall liaise with the committee in investigating the issue and coming up with recommendations.

FALSE COMPLAINTS

Persons whose complaints are later found to be false or made maliciously without regard for truth shall be subjected to disciplinary action

Appendix 2: Environmental Framework

The *Environmental and Social Management Plan (ESMP)* is as outlined below:

This ESMP is developed with an aim to outline actions necessary to prevent, mitigate and control possible negative impacts or disadvantages during the different phases of the project onto the environment and to analyse steps that could be taken in respect to this.

Environmental Policy

The implementation of the activities proposed ACECoR must be consistent with all applicable policies, laws, regulations, and notifications. It is the responsibility of the Vice Chancellor, Sectoral, ACE Centre Director, and the Environmental and Social Safeguard Officer (and the contracting entity) to ensure that project activities are consistent with the applicable regulatory and legal frameworks. Additionally, it is also to be ensured that activities are consistent with World Bank policies, Performance Standards and guidelines.

The management policy of the proposed development is ensuring a clean and safe environment within the site and support of environmental health and safety both within and outside the project through proactive and responsible activities. The measures that are to be enforced would be implemented under the following framework:

Land

- Ensuring the presence of floral cover on unpaved surfaces so as to maintain the soil's structure within the project area and where flora has been lost landscaping should be undertaken
- Ensuring proper waste management of both solid and liquid wastes is implemented to prevent soil contamination and creation of an unsightly environment

Biodiversity

- Maintain where possible trees and larger flora by planting more trees at or near the site during and after construction phase of the development
- Buffer creation and maintenance between the project and other land uses to mitigate micro climate changes

Air

- Maintenance of low levels of dust generation during construction through either surfacing the bare areas of any roads as well as by watering areas that are not paved.
- Installation of scrubbers on all the machinery used during construction that has a certain level of emission
- Setting up screens and buffer fences to reduce the amount of fugitive dust and noise generated during construction
- Use of noise absorbent padding in fixed installations
- Use of silencers in heavy earth moving machines and pumps

- Use of ear-muffs by staff to reduce any exposure to increased noise
- Retention and consistent planting of green-belts barriers between source and receiver,
- although a long-term strategy trees are effective noise barriers and flower bushes or shrubs can be grown around noise emitting utilities

Water

- Ensure conservation of water in the construction phase through wise and only necessary use and recycling where possible
- Maintenance of floral cover within the non-paved areas in order to reduce direct evaporation and maintain the micro-climate of the area
- Management of any liquid and solid wastes to ensure that they don't lead to pollution of surface and sub-surface waters
- Using water catchment techniques such as roof catchment where water harvested can be used for cleaning or lawn maintenance purposes
- Employing sustainable drainage measures that mimic the normal drainage of water to prevent increasing run-off to high levels as a result of the development. These methods include using materials that allow water percolation in making paved surfaces such as the parking lot; using green roofs where possible or water catchment.

Hazards

- Hazards especially from moving vehicles and trucks in and out of the site could be handled properly
- Erecting hazard warning signs
- Using smaller trucks that make narrow turnings
- Construct storm water drains to channel flood waters
- Keep the percentage of the area of impervious surface as low as possible to reduce runoff during storm periods and in respect to the slope of the project area.

Health, Safety and Environmental (HSE) Risk

Some of the HSE risks from the project will come from the following aspects:

Construction Phase HSE Aspects

- Air emissions
- Water emissions
- Moving parts
- Heavy equipment and trucks
- Inflammable materials
- Hazardous/Poisonous chemicals and substances
- Storage areas
- Ladders
- Working at heights
- Electricity
- Open pits

- Heated surfaces, solids and fluids
- Wastes
- Raised materials and equipment, etc.

Operational Phase HSE Aspects

Slippery floors

- Moving parts and barriers
- Storage areas
- Heated surfaces, solids and fluids
- Cold surfaces, solids and fluids
- Hazardous/Poisonous chemicals and substances
- Inflammable materials
- Electricity
- Wastes
- Air emissions
- Water emissions
- Vehicles and service trucks, etc.

Decommission Phase HSE Aspects

- Falling debris
- Air emissions
- Water emissions
- Heated surfaces, solids and fluids
- Hazardous/Poisonous chemicals and substances
- Moving vehicles and trucks
- Heavy equipment and materials, etc.

Environmental Policy Statement

ACECoR shall undertake the development and operation of the Project in an environmentally responsible way by complying with the national and World Bank environmental policies

As a means of achieving this, ACECoR will include this ESMP with project contract documents that it issues to any third party who carries out all or part of the Contracting Entity's obligations in terms of the contract. ACECoR should procure the construction in an environmentally responsible way by imposing adherence to the provisions of the ESMP as a contractual obligation in respect of every project contract document for the construction activities.

Objectives of the ESMP

The objectives of this ESMP are as follows:

- To state standards and guidelines for compliance to environmental/social management
- To communicate the aims and goals of the ESMP and incorporate environmental management into the project planning, construction and operational phases;

- To guide Contracting Entities, sub-contractors and the various other workers involved in the Project in meeting the legislative and best practice commitments set out in the ESIA;
- To set out cost effective mitigation measures in order to minimize the extent of negative environmental/social impacts, to enhance positive environmental impacts and
 - To provide guidance regarding method statements which are required to be implemented to achieve the environmental specifications; and
 - To define corrective actions to be taken in the event of non-compliance with the specifications of this ESMP in order to prevent long-term environmental degradation.

Applicability to Other Documentation

This ESMP applies to work to be undertaken with regards to the construction of the multi-purpose educational complex. The ESMP should be read in conjunction with all documents that comprise the suite of documents for this Contract. This may include various applicable standard specification and environmental legislation. Third parties appointed by the Contracting Entity in terms of the contract should validate compliance with the conditions of this ESMP.

The ESMP is a dynamic document subject to similar influences and changes as are wrought by variations to the provisions of the project specification. Information contained in this current version will be reviewed and updated annually. The findings and recommendations of periodic assessments (annually or more frequently) by internal/external auditors will be used to update the current version at that time, if required. Substantial changes to the ESMP should be submitted to the relevant state authorities, including the Environmental Protection Agency (EPA) for approval before construction continues.

Management Framework

ACECoR Responsibilities

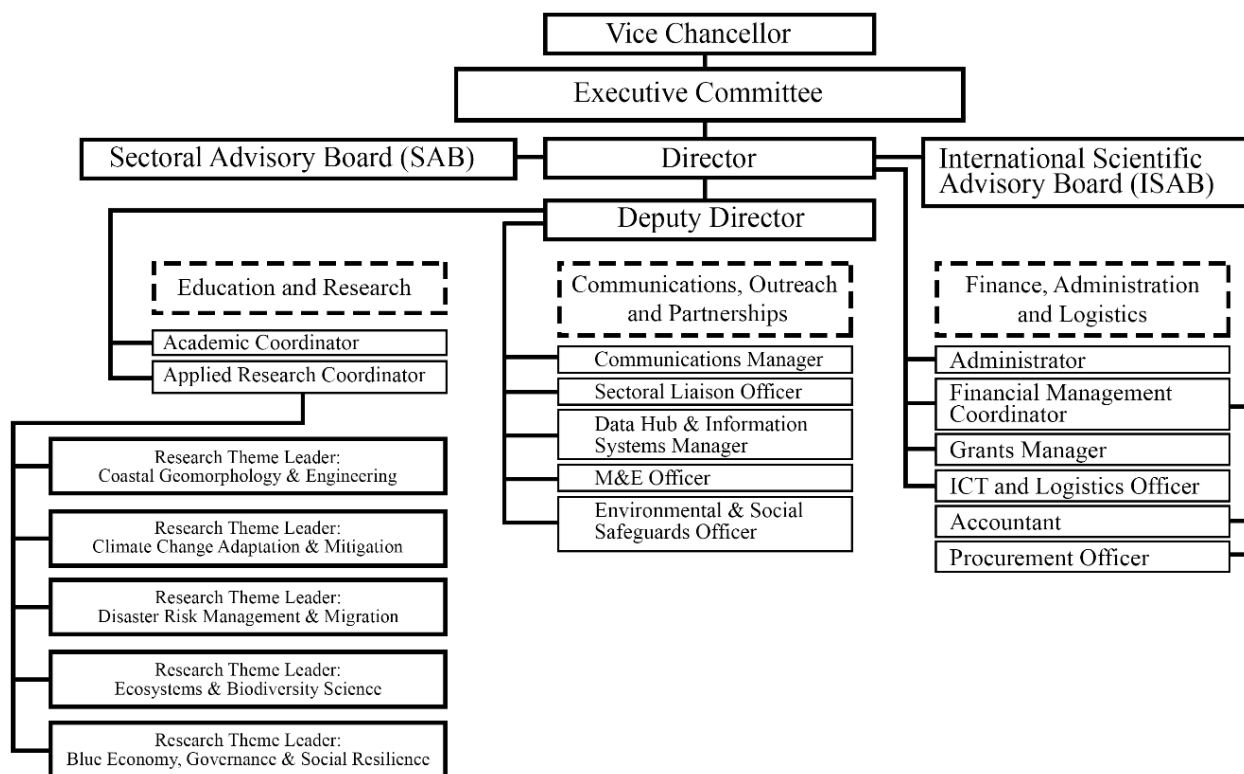
The ultimate responsibilities for the implementation of the above described safeguards instruments and processes are with the Vice Chancellor, Sectoral, ACE Centre Director, and the Environmental and Social Safeguard Officer. The Project Environmental and Social Safeguard Officers will work with the Centre Director and will be responsible for compliance with national environmental regulations, as well as the Banks E&S safeguards policies. The Vice Chancellor, Sectoral, ACE Centre Director, and the Environmental and Social Safeguard Officer will ensure that no contracts for works that have a physical impact are signed, or re-construction or rehabilitation of proposed activities initiated without the required safeguards instruments in place and approved by the World Bank. No activity with physical environmental and social impact should be implemented without the approved safeguards instruments.

ACECoR will perform the following roles:

- See that all contracting companies tendering for work in the project affected area receive a copy of the ESIA, ESMP and any other relevant project documents and

are assisted in understanding their responsibility to operate within the framework of the measures defined in the ESMP. When adjudicating tenders, GHA should confirm that Contracting Entities have made appropriate allowance for management of environmental and social matters and develop their own ESMPs (where necessary) which shall be approved;

- See that on appointment, contracting companies shall sign the ESMP component of this ESIA so the ESMP will then become part of the contract and be legally binding on the Contracting Entity. Contracting companies will also receive the required training or be guided to understand their responsibility to operate within the framework of the measures defined in the ESMP;
 - Enforce that the responsibility for implementing and complying with the conditions of the ESMP forms part of the conditions of appointment of all Contracting Entities throughout the life of the project;
 - See that independent environmental experts are appointed to audit the implementation of, and compliance with, the ESMP and monitoring plan on an annual basis; and the independent environmental audits, together with other relevant monitoring information, are made available to the public, throughout the life of the project.
 - See that a formal senior management review of environmental management performance is undertaken on a quarterly basis for the first one-year, then on monthly basis throughout lifespan of the project. Senior management responsibility will include the review and approval of any proposed measures to improve environmental performance.
 - See that training and awareness creation is provided to all Contracting Entities in environmental and social management and the mitigation of impacts, to ensure they are aware of their responsibilities and are competent to carry out their work in an environmentally and socially responsible manner. ACECoR should not tolerate transgressions of the provisions of the ESMP.
- Make sure there is availability of human and financial resources needed to conduct all environmental management, mitigation and monitoring activities throughout the project phases.



ORGANOGRAM OF THE AFRICA CENTRE OF EXCELLENCE IN COASTAL RESILIENCE (ACECOR)

World Bank Responsibilities

- The World Bank Task Team will be responsible for ensuring the timely commencement of the preparation of safeguard instruments as needed.
- The Task Team will review Terms of References for the preparation of safeguard instruments and contracts if needed, to ensure that their scope and quality are satisfactory to the Bank.
- The Task Team will review tender documents and construction contracts regarding due consideration of the safeguard instruments, and the inclusion of effective and enforceable contractual clauses.
- The task team will ensure that no contracts for works that have a physical impact are signed, or re-construction or rehabilitation of proposed activities initiated without the required safeguards instruments in place.
- The task team will also monitor the implementation of the different prepared instruments through regular supervision missions (which will include an environmental and/or social specialist) during which document reviews, site visits and spot-checks will be conducted. Depending on the circumstances, Third Party Monitoring may also be used for supervision and monitoring and would thus complement the efforts of the task team.

Responsibilities of the Consulting Engineer (Supervision Consultant)

The engineer or supervision consultant is responsible for:

- Enforcing the environmental specifications of the project.
- Monitoring compliance with the requirements of the specification.
- Documenting, in conjunction with the Contracting Entity, the state of the site prior to construction activities commencing. This documentation may be in the form of photographs, video recording or other appropriate formats.
- Maintaining high standard of site supervision and operation to reduce risk of damage to environmental components.

Responsibilities of the Contracting Entity

The Contracting Entity is required to:

- Be responsible for the overall implementation of the ESMP.
- Be conversant with the requirements of this ESMP and enforce sub-contractors or third parties who carry out all or part of the Contracting Entity's obligation under the Contract comply with the requirements of this ESMP.
- Be responsible for the procurement of relevant environmental permits that are required for the construction and operation of the Project.
- Supply method statements for activities requiring special attention as specified and/or requested by the Project Developer for the duration of the Contract.
- Bear the costs of damages/compensation resulting from non-compliance with the ESMP.
- Be responsible for informing the Project Developer or Supervision Consultant of foreseeable activities that will require their input in a timely manner.
 - Appoint a suitably experienced and qualified person to fulfil the role of the EM as detailed in this ESMP.
 - Conduct activities in a manner that minimizes/avoids impacts to the environment, affected residents and the public in general.

Responsibilities of the Environmental Manager (EM)

The Contracting Entity should procure the appointment of the EM, at their cost, for the duration of the Project, and the EM would be responsible for the overall implementation of the EMP in

accordance with the requirements of the Contract. There should be an approved EM on the site at all times, and it is proposed that the EM is made part of the construction project management team. The EM should make sure that outlined environmental issues are communicated to the Contracting Entity and personnel involved in the Project before construction commences. The ESMP should be kept on-site and made accessible to all personnel.

The EM is to understand the environmental responsibilities as stated in the ESMP and is to enforce that all members of the project operate on site in an environmentally considerate manner, as prescribed by the ESMP. The EM is to be fully versed in the contents of the ESMP and is to enforce that the activities of the contracting team remain in compliance with the code of conduct and site-specific protection measures identified by the ESMP. The EM will be responsible for all monitoring and reporting activities such as noise, water and dust/air quality monitoring. The EM is to enforce that all monitoring records are available for review by the competent authority when needed. The EM is to coordinate all specialists that are required on site, if and when required.

Specific roles/activities to be performed by the EM are outlined below:

- Enforce site protection measures on-site;
- Enforce that all the environmental authorizations and permits required in terms of the applicable legislation have been obtained;
- Monitor and verify compliance with the ESMP and contract and keep records of compliance/non-compliance, and make them available to the external auditor;
- Monitoring and verifying that environmental impacts are kept to a minimum;
- Reviewing and approving construction method statements with input from the Contracting Entity, where needed, in order that the environmental specifications contained within the ESMP are adhered to;
- Keeping accurate and detailed records of all activities on-site;
- Monitoring the undertaking by the Contracting Entity of environmental awareness training for all new personnel on-site;
- Assess the Contracting Entity's environmental performance from which a brief monthly statement of environmental performance is drawn up for record purposes;
- Enforce that third parties who carry out all or part of the Contracting Entity's obligations under the Contract are conversant with the requirements of the ESMP and the site protection measures;
- Enforce that the Contracting Entity complies with every applicable legislation;
- Maintain a register of complaints and queries by members of the public at the site office and the actions taken in response to these complaints;

- Recommend that the Contracting Entity suspend any or all works on-site if the third parties who carry out all or part of the Contracting Entity's obligations under the Contract fail to comply with the said specifications;
- Conduct environmental audits for compliance with the ESMP and Contract, and report on the findings to the Supervision Consultant; and
- Undertaking a continual internal review of the ESMP and submitting any changes to the Contracting Entity and Supervision Consultant, as well as the Client for review and approval.

The EM is expected to have the following qualifications, as a minimum:

- A good working knowledge of relevant environmental policies, legislation, guidelines and standards.
- The ability to conduct inspections and audits and to produce thorough, readable and informative reports.
- The ability to manage public communication and complaints.
- The ability to think holistically about the structure, functioning and performance of environmental systems.
- Proven competence in the application of the following integrated environmental management tools:
 - ✓ Environmental and Social Impact Assessment.
 - ✓ Environmental management plans/programs.
 - ✓ Environmental auditing.
 - ✓ Mitigation and optimisation of impacts.
 - ✓ Monitoring and evaluation of impacts.
 - ✓ Environmental Management Systems.

The UCC and/or Supervision Consultant will have the authority to instruct the Contracting Entity to replace the EM if, in their opinion, the appointed person is not fulfilling his/her duties in terms of the requirements of the ESMP. The decision to replace an EM will be made jointly by the UCC and/or Supervision Consultant and the Contracting Entity. Such instruction should be in writing and should clearly set out the reasons why a replacement is required and within what timeframe.

Record Keeping and Reporting

The Contracting Entity should enforce that a filing system identifying documentation related to the ESMP is established. A list of reports likely to be generated during the project is set out below:

- Environmental and Social Management Plan.
- Relevant communications detailing changes of design/scope that may have environmental implications.
- Daily, weekly and monthly site monitoring reports.
- Occupational Health and Safety reports.
- Complaints register.
- Training manual and attendance registers.
- Incident and accident reports.
- Emergency preparedness and response plans.
- Permits and legal documents, including letters authorising specific personnel of their duties as Occupational Health and Safety representatives, or as part of emergency preparedness teams, e.g. fire teams, etc
- Weekly report from EM (regardless of whether there has been an incident).
- Monthly site meetings
- Method statements from the Contracting Entity for various phases of the project.

Environmental Document Control

The Contracting Entity should be responsible for establishing a procedure for environmental document control. The environmental document control procedure should comply with the following requirements:

- Documents should be identifiable by organisation, division, function, activity and contact person.
- Documents should identify the personnel and their positions, who drafted and compiled the document, who reviewed and recommended approval, and who finally approved the document for distribution.
- Documents should be dated, provided with a revision number and reference number, filed systematically, and retained for a specified period.
- The Contracting Entity should see to it that documents are periodically reviewed and revised, where necessary, and that current versions are available at all locations where

operations essential to the functioning of the ESMP are performed. Documents should be made available to the external auditor, UCC and/or Supervision Consultant.

Environment, Health and Safety Training and Awareness

The Contracting Entity is expected to enforce that its employees and any third party who carries out all or part of the Contracting Entity's obligations under the Contract are adequately trained with regard to the implementation of the ESMP, as well as regarding environmental, social and legal requirements and obligations. Every employee should have an induction presentation on environmental awareness as part of the recruitment process. Where possible, the presentation needs to be conducted in the language of the employees.

- The training by the Contracting Entity should, as a minimum, include the following:
- General environmental, health and safety awareness training describing the importance of policies, standards, key environmental and social sensitivities or requirements of the Project;
- Conformance to Standard Operating Procedures (SOP) as means to avoid or reduce environmental and social impacts;
- Requirements of the ESMP and how it will be implemented and monitored on site;
- Prevention and handling of fire and other incidences, including procedures to be followed in the event of non-compliance with the environmental, social and health requirements;
- The significant environmental and social impacts, actual or potential, as a result of their work activities;
- The environmental and social benefits of improved personal performance;
- Their roles and responsibilities in achieving conformance with the environmental policy and procedures, including emergency preparedness and response requirements;
- The potential consequences of departure from specified operating procedures;
- Provide appropriate PPEs and orientation and support on the use of PPEs to all employees and visitors so that they can act in an appropriate and safe manner;
- The mitigation measures that need to be implemented when carrying out their work activities;
- General water management;
- Details of and encouragement to minimise the production of waste and re-use, recover and recycle waste where possible;

- Details regarding archaeological and/or historical sites that may be unearthed during construction, and the procedures to be followed should these be encountered; and
- The procedures which should be followed should a graveyard/cemetery be encountered or unearthed during the construction phase.

Training should be provided at pre-construction phase as well as construction and possibly operation phases, as needed. The training can be in different forms, namely:

- Induction training for staff, including modules on: health and safety, environmental and social awareness, accommodation rules, worker code of conduct, stakeholder engagement, grievance mechanisms and cultural heritage awareness;
- Toolbox training for specific tasks;
- Training for individuals involved in tasks with specific responsibilities; and
- Refresher training programs to facilitate continual improvement in environmental and social awareness for Project personnel.

Works which may pose a hazard to humans and animals are to be adequately protected and appropriate warning signs erected. The Contracting Entity should also provide adequate and operational fire safety equipment at all times, and personnel on-site should be trained on how to operate fire extinguishers, etc.

The Contracting Entity should also implement an HIV/AIDS awareness program at the site camp. Weekly or monthly HIV/AIDS awareness topics should be identified which should be broadcast to employees. A training needs analysis should also be conducted by the EM to identify the appropriate environmental, health and safety training programs, and the appropriate target groups amongst the employees of the Contracting Entity. Environment, health and safety awareness training programs should be targeted at three distinct levels of employment, i.e. the executive, middle management and labour. The training programs should contain the following information:

- The names, positions and responsibilities of personnel to be trained.
- The framework for appropriate training plans.
- The summarized content of each training course.
- A schedule for the presentation of the training courses.

The Contracting Entity should enforce that records of training interventions are kept in accordance with the record keeping and documentation control requirements as set out in the

ESMP. The training records should verify each of the targeted personnel's training experience. Assessment of the effectiveness of the training programs should be included as part of the internal audit procedures.

Emergency Preparedness and Response

The Contracting Entity should compile and maintain his own environmental and social emergency procedures approved by the Client so that there will be an appropriate response to unexpected or accidental actions or incidents that will cause environmental impacts, throughout the construction and maintenance stages of the project. Such activities may include:

- Accidental discharges to water and land.
- Accidental spillages and exposure of employees to hazardous substances.
- Accidental fires.
- Traffic accidents.

These plans should include:

- Emergency organisation (manpower) and responsibilities, accountability and liability.
- A list of key personnel.
- Details of emergency services applicable to the various areas along the route (e.g. the fire department, spill clean-up services, etc.).
- Internal and external communication plans, including prescribed reporting procedures where required by legislation.
- Actions to be taken in the event of different types of emergencies.
- Incident recording, progress reporting and remediation measures required to be implemented.
- Information on hazardous materials, including the potential impact associated with each, and measures to be taken in the event of accidental release.
- Training plans, testing exercises and schedules for effectiveness.
- Contracting Entities performing work for UCC should be appropriately trained and have ready access to equipment and supplies that would allow them to contain and control some emergencies to an extent until the arrival of an Emergency Response Team.

Incident Reporting and Remedy

If a leakage or spillage of hazardous substances occurs on-site, the local emergency services should be immediately notified of the incident. The following information should be provided:

- The location.
- The nature of the load.
- The status at the site of the accident itself (i.e. whether further leakage is still taking place, whether the vehicle or the load is on fire).

Written records should be kept on the corrective and remedial measures decided upon and the progress achieved therewith over time. Such progress reporting is important for monitoring and auditing purposes. The written reports may be used for training purposes in an effort to prevent similar future occurrences.

Checking and Corrective Action

The EM and Supervisory Consulting firm should monitor the ongoing conformance or lack thereof by the Contracting Entity and sub-contractors. The Supervisory Consulting firm should consult with and report non-conformances with the ESMP to the EM, with a copy of such report being given to the Contracting Entity, UCC. In any non-conformance report (“NCR”), the Supervisory Consulting firm should also stipulate the recommended corrective action that needs to be taken to remedy such non-conformance. The Contracting Entity is deemed not to have complied with the ESMP if, inter alia:

- There is evidence of contravention of the ESMP specifications within the boundaries of the construction site, site extensions and haul/access roads.
- There is contravention of the ESMP specifications that relate to activities outside the boundaries of the construction site.
- Environmental damage ensues due to negligence.
- Construction activities take place outside the defined boundaries of the site without the approval of the Supervision Consultant or EM.
- The Contracting Entity fails to comply with corrective or other instructions issued by the Supervision Consultant within a specific time period.
- The EM has failed to recognize, act on or bring the non-compliance issue to the attention of the Supervision Consultant.

- Littering by the Contracting Entity on site.
- Lighting of illegal fires by the Contracting Entity on site. Persistent or unrepaired oil leaks from the Contracting Entity's vehicles.
- Excess dust or excess noise emanating from site.
- Possession or use of intoxicating substances by the Contracting Entity on site.
- Any Contracting Entity vehicles being driven in excess of designated speed limits.
- Removal and/or damage by the Contracting Entity to fauna, flora or cultural or heritage objects on site.
- Urination and defecation by Contracting Entity staff anywhere except in designated areas.

Remedial Action

Remedial action would be managed by the EM in two categories as described below.

Specified Corrective Action: This constitutes remedial or mitigatory measures specified by the Supervisory Consulting firm in any NCR, coupled with a specified time limit within which the specified corrective action needs to be completed, at the expense of the party identified in the NCR as being responsible for carrying out the said work. The Supervisory Consulting firm may on requests grant an extension of time for the implementation of such corrective action. If the said corrective action has not been carried out within the period stipulated by the Supervisory Consulting firm in the NCR or agreed on between the Supervisory Consulting firm and the Contracting Entity, the non-conformance in question would be dealt as Formal Remedial Work.

Formal Remedial Work: Where a non-conformance has resulted in environmental damage to the site which cannot be rectified as per the Supervisory Consulting firm's specified corrective action or where the Contracting Entity has failed to carry out any of the Supervisory Consulting firm's specified corrective actions within the prescribed time limit (or permitted extension thereof), the Supervisory Consulting firm should convene a meeting between representatives of the Contracting Entity and UCC. At this meeting, appropriate remedial work/mitigatory measures should be discussed and agreed, and failing agreement within 10 days, such dispute should be resolved in accordance with the dispute resolution provisions contained in the Contract. The Supervision Consultant should issue an instruction to the Contracting Entity to procure execution of the remedial work as agreed between the parties, and the Contracting Entity should be obliged to procure such remedial work within the prescribed period to the satisfaction of the Supervision Consultant. Failure by the Contracting Entity to comply with an instruction from the Supervision Consultant to procure the carrying out of the required remedial work would constitute a material breach of Contract, entitling the Client to the applicable remedy provided for in the Contract.

Grievance Redress

When grievances are reported they need to be addressed in a consistent and verifiable manner. This will be done through the implementation of a grievance procedure or a Grievance Redress Mechanism (GRM) that will be operated by the ACECoR and will allow project beneficiaries to submit questions, complaints or suggestions via email, phone, text message, or regular mail.

The Environmental and Social Safeguard Office will be the first point of contact and for resolution of grievances. The GRM (grievance procedure) should be followed for all grievances relating to the Project, and is divided into the following six (6) steps:

- Step 1: Receive and log grievance - a grievance form will be filled for all complaints received and added to the on-site grievance system for tracking.
- Step 2: Acknowledge grievance.
- Step 3: Assess and prioritise grievance and forward to relevant function.
- Step 4: Investigate and resolve grievance.
- Step 5: Sign off on grievance - The resolution will be documented on the relevant consent (grievance) forms and verified.
- Step 6: Monitor.

PROJECT ENVIRONMENTAL AND SOCIAL MANAGEMENT PLAN (ESMP)

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
CONSTRUCTION PHASE					
Loss of Flora and Faunal Habitats	<p>Landscaping with indigenous species on completion of construction.</p> <p>Maintaining of landscaped gardens, terraces, conservation and management of the vegetation and gardens.</p> <p>Clearing vegetation only in construction areas and demarcating areas where no clearing will happen</p>	Contractor Entity Environmental Manager, ACECoR Safeguards Officer	Within project costs	<p>% of paved vegetated area</p> <p>area to</p>	Once
Changes in surface and sub- surface hydrology	During construction, the design (of the drainage system) should ensure that surface flow is drained suitably into the public drains provided to control flooding	Contractor Entity Environmental Manager, ACECoR Safeguards Officer	Within project costs	<p>Presence of channels</p> <p>% of paved area</p>	

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>within the site.</p> <p>Drainage channels should be installed in all areas that generate or receive surface water such as car parking, driveways and along the building block-edges of the roofs. The channels should be covered with gratings or other suitable and approved materials to prevent occurrence of accidents and entry dirt that would compromise flow of run-off.</p> <p>The channels should be designed with regards to the peak volumes such as periods or seasons when there is high intensity of rainfall which is also not common in the project area but just in case such an event occurs. They should never at any time be full due to the resulting heavy downpours. The drainage channels should ensure the</p>			drainage	

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>safe final disposal of run-off /surface water and should be self-cleaning which means it should have a suitable gradient.</p> <p>Storm water generated from roof catchments should be harvested, stored and made use in various household activities such as general cleaning. This will reduce run-off reaching the drainage channels.</p> <p>Paving of the side walkways, driveways and other open areas should be done to encourage water recharge and reduce run- off volume. Ensuring there is enough space for normal percolation of water. Proper installation and configuration of drainage structures to ensure</p>				

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>their efficiency.</p> <p>Installing cascades to break the impact of water flowing into the drains.</p>				
<p>Changes in soil characteristics</p>	<p>Sprinkling water on the soil to prevent dust from rising.</p> <p>Creating specific paths for the trucks.</p> <p>Preventing pollution from construction wastes by having specific sites for collection, sorting and transport of wastes.</p> <p>Controlling the earthworks and ensuring the management of excavation activities.</p> <p>Compacting areas with loose soil.</p> <p>Landscaping.</p> <p>Providing soil erosion control</p>	<p>Contractor – Site Foreman, Contractor Entity Environmental Manager, ACECoR Safeguards Officer, EPA</p>	<p>Within project costs</p>	<p>Amount of dust per volume of air.</p> <p>% of paved area to vegetated area.</p> <p>Amount of run-off i.e. flow rate of run-off in m³/s</p> <p>Amount of soil in run-off or drained water – kg/m³</p>	<p>Weekly</p> <p>Once</p> <p>Daily</p>

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>structures on the steeper areas of the site & controlling activities during the rainy season.</p>				Daily
Air pollutants	<p>Sprinkling water on soil before excavation and periodically when operations are under way to prevent raising of dusts.</p> <p>Enclosing the structures under construction with dust proof nets.</p> <p>Using efficient machines with low emission technologies for the ones that burn fossil fuels.</p> <p>Controlling the speed and operation of construction vehicles. Regular maintenance and services of machines and engines.</p> <p>Use of clean fuels e.g. unleaded and de- sulphurized fuels.</p>	<p>Contractor – Site Foreman, Contractor Entity Environmental Manager, ACECoR Safeguards Officer, EPA</p>	TBD	<p>Amount of gaseous emissions per day: ppm in air per day</p> <p>Amount of particulate emission per day: ppm in air per day</p>	Monthly

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	Educate and raise awareness of construction workers on emission reduction techniques.				

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
<p>Generation of Noise</p>	<p>Using equipment with noise suppressing technologies.</p> <p>Providing workers with PPEs against noise</p> <p>e.g. ear plugs.</p> <p>Placing signs around the site to notify people about the noisy conditions.</p> <p>Regular maintenance of equipment to ensure they remain efficient and effective.</p> <p>Complying with the EPA noise regulation. Construction works should be carried out only during the specified time which is usually as from 0800 hrs to 1700 hrs.</p> <p>There should not be unnecessary honking of the involved machinery.</p> <p>Provision of bill boards at the</p>	<p>Contractor – Site Foreman, Contractor Entity</p> <p>Environmental Manager, ACECoR</p> <p>Safeguards Officer, EPA</p> <p>Member of the public</p>	<p>TBD</p>	<p>Quality of PPEs (ear muffs, ear plugs)</p> <p>Amount of noise generated: dB</p>	<p>Daily</p>

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>construction site gates notifying of the construction activity and timings</p>				
Generation of Noise	<p>Using equipment with noise suppressing technologies. Providing workers with PPEs</p>	<p>Contractor – Site Foreman, Contractor Entity Environmental</p>	TBD	<p>Quality of PPEs (ear muffs, ear plugs)</p>	Daily

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>against noise</p> <p>e.g. ear plugs.</p> <p>Placing signs around the site to notify people about the noisy conditions.</p> <p>Regular maintenance of equipment to ensure they remain efficient and effective.</p> <p>Complying with the EPA noise regulation. Construction works should be carried out only during the specified time which is usually as from 0800 hrs to 1700 hrs.</p> <p>There should not be unnecessary honking of the involved machinery.</p> <p>Provision of bill boards at the construction site gates notifying of the construction activity and timings</p>	<p>Manager, ACECoR Safeguards Officer, EPA</p> <p>Member of the public</p>		<p>Amount of noise generated: dB</p>	

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
<p>Increased Pressure on Utilities</p>	<p>Employing water conservation techniques and only using the required amounts of water to prevent wastage.</p> <p>Employing power saving techniques such as switching off equipment when not in use, using natural light whenever possible. Using machines with power saving technologies i.e. high efficiency equipment. Providing proper sanitary facilities for construction workers.</p> <p>Inspecting the drainage facilities regularly to ensure they are free of debris that may reduce their efficiency.</p> <p>Employing water conservation techniques and only using the required amounts of water to prevent wastage.</p>	<p>Contractor – Site Foreman, Contractor Entity Environmental Manager, ACECoR Safeguards Officer, EPA, GWCL, PDS</p>	<p>Within project costs</p>	<p>Amount of water consumed per day: m³/day</p> <p>Amount of electricity consumed per day: Kwh</p> <p>Number of machines and equipment serviced per month</p> <p>Amount of fuel consumed per day: m³/day</p> <p>Number of drainage blockages per</p>	<p>Daily</p>

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>Employing power saving techniques such as switching off equipment when not in use, using natural light whenever possible. Using machines with power saving technologies i.e. high efficiency equipment. Providing proper sanitary facilities for construction workers.</p> <p>Inspecting the drainage facilities regularly to ensure they are free of debris that may reduce their efficiency.</p>			<p>month</p> <p>Amount of water consumed per day: m³/day</p> <p>Amount of electricity consumed per day: Kwh</p> <p>Number of machines and equipment serviced per month</p> <p>Amount of fuel consumed per day: m³/day</p> <p>Number of</p>	

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
				drainage blockages per month	
Increased Heavy Traffic	<p>Placing signs around the site notifying other vehicles about the heavy traffic and to set the speed limit around the site. Ensuring all drivers for the project comply to speed regulations.</p> <p>Making sure the construction doesn't occupy the road reserves and complying to traffic and land demarcation obligations.</p> <p>Ensuring all vehicles used for the project are in good working condition both legally and commensurate to their intended use.</p>	Contractor – Site Foreman, Contractor Entity Environmental Manager, ACECoR Safeguards Officer, EPA, CCMA	TBD	<p>Quality of the signs</p> <p>Number of incidents/complaints per month</p>	Daily Monthly
Population Influx	Workers to be issued with jobs cards to monitor their movements in the site area. Only authorised personnel should be allowed entrance to the site	Contractor – Site Foreman, Contractor Entity Environmental Manager, ACECoR Safeguards Officer,	Within project cost	<p>Presence of a work registry book</p> <p>Issuing of job</p>	

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>Presence of a work registry book where workers sign in and out</p> <p>Educating the workers on proper sanitation methods</p> <p>Sensitizing the worker on HIV/AIDS</p>			cards Presence of sanitary services	
<p>Generation of Construction waste</p>	<p>Making available suitable facilities for the collection, segregation and safe disposal of the wastes.</p> <p>Ensuring all waste is dumped in their designated areas and legally acceptable methods.</p> <p>Following Cape Coast Metropolitan Assembly regulations on Waste Management</p> <p>Employing a waste management plan. Using waste minimization techniques such as buying in bulk.</p> <p>Allocating responsibilities for</p>	<p>Contractor – Site Foreman, Contractor Entity Environmental Manager, ACECoR Safeguards Officer, EPA, CCMA</p>	TBD	<p>Amount of waste generated per day i.e. Kg/day per specific waste type</p> <p>Amount of wastes Generated per day i.e. kg/day per specific waste type.</p> <p>Quality of PPEs</p> <p>Quality and</p>	Daily

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>waste management and identifying all sources of wastes, and ensuring wastes are handled by personnel licensed to do so.</p> <p>Making available suitable facilities for the collection, segregation and safe disposal of the wastes.</p> <p>Creating waste collection areas with clearly marked facilities such as colour coded bins and providing equipment for handling the wastes. The bins should be coded for plastics, rubber, organics, glass, timber,</p>			<p>capacity of waste management equipment (bins, signs, PPEs etc.)</p>	

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>metals etc.</p> <p>Ensuring all wastes are dumped in their designated areas and through legally acceptable methods and that the bins are regularly cleaned and disinfected.</p> <p>Assessing and creating opportunities for Regulation, Reducing, Reusing, Recycling, Recovering, Rethinking and Renovation.</p> <p>Creating adequate facilities for the storage of building materials and chemicals and controlling access to these facilities.</p>				

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COSTS (GHC)	INDICATOR	FREQUENCY
	Ensuring bins are protected from rain and animals.				
OHS Risks	<p>Employing an OHS plan that will outline all OHS risks and provide a strategy for their management. (See Appendices 7 & 8) Ensuring all potential hazards such as movable machine parts are labelled. Raising awareness and educating workers on risks from equipment and ensuring they receive adequate training on the use of the equipment.</p> <p>Providing the workers with adequate PPEs and monitoring regularly to ensure they are replaced on time when they wear out. Placing visible and readable signs around where there are risks.</p> <p>Ensuring there is security in and around the site to control the movement of people.</p>	<p>UCC Site personnel Contractor EPA</p> <p>Area OHS Officer City Council</p> <p>District Public Health Officer</p>	TBD	<p>Number of incidents/accidents per month</p> <p>Quality of all PPEs</p> <p>Number of drills per quarter Effectiveness of drills</p> <p>Visibility and clarity of signs and alerts</p> <p>Efficiency of equipment such as fire fighting</p>	<p>Weekly</p> <p>Daily and as often as possible</p> <p>Quarterly</p> <p>After every drill</p> <p>Daily and spot checks Weekly and spot checks</p>

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>Providing safe and secure storage for equipment and materials in the site and maintaining MSDSs.</p> <p>Placing visible and readable signs to control the movement of vehicles and notify motorists and pedestrians around the, and workers in the site.</p> <p>Providing fire fighting equipment and in easily accessible areas as well as ensuring</p> <p>site personnel are well trained to use them</p> <p>as well as maintaining them regularly. Labelling chemicals and material according to the risks they possess.</p> <p>Creating safe and adequate fire and emergency assembly points and making sure they are well labelled.</p> <p>Establishing emergency</p>			<p>equipment</p> <p>Quality and efficacy of storage</p> <p>Level of awareness of workers</p> <p>Number of assembly points</p>	<p>Daily and spot checks</p> <p>Quarterly and spot checks</p> <p>Once</p>

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>procedures against hazards and ensuring the workers stay aware/educated on following them and commensurate to the magnitude and type of emergency, by conducting regular drills and involving the neighbours.</p>				
OPERATIONAL PHASE					
<p>Increased Pressure on available utilities</p>	<p>Implementing water conservation techniques such as having faucets with dead man tap openers.</p> <p>Using only the required amounts of water during normal operations.</p> <p>Creating awareness through signs of conservation of water and electricity.</p> <p>Using natural light during the day for</p>	<p>Contractor – Site Foreman, Contractor Entity Environmental Manager, ACECoR Safeguards Officer, EPA, GWCL, PDS</p>	<p>TBD</p>	<p>Amount of water consumed per day: m³/day</p> <p>Amount of electricity consumed per day: Kwh</p> <p>Number of machines and equipment serviced per</p>	<p>Daily</p> <p>Daily</p> <p>Monthly</p> <p>Daily</p>

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>lighting purposes. Using machines and equipment with a high level of power efficiency in the offices and residential houses and servicing them as often as required to maintain their efficiency. Using gas in the kitchens/restaurants for cooking purposes.</p>			<p>month</p> <p>Amount of fuel consumed per day: m³/day</p> <p>Number of drainage blockages per month</p>	<p>Monthly</p>
<p>Micro-climate modification</p>	<p>Advocating for the use of other renewable sources of energy such as wind and solar energy</p> <p>Use of clean fuels e.g. unleaded and de- sulphurized fuels in vehicles</p> <p>Paving should only be carried out where necessary to reduce the reflection of the solar radiation</p>	<p>ACECoR Safeguards Officer, EPA</p>	<p>TBD</p>	<p>Numbers of trees planted</p> <p>Ratio of paved surface to unpaved surfaces</p>	<p>TBD</p>

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>s.</p> <p>Landscaping the site with indigenous species of plants</p> <p>Using sustainable drainage systems that mimic the natural percolation of water into the soil, and green roofs where possible Using efficient equipment that emit little or no waste heat</p>				
Security Threats	<p>Employing of security guards/competent security firm at the site and searching all vehicles and people entering the project. If possible the use of CCTV cameras to monitor security within the site</p> <p>Collaborating with the national police on security matters</p> <p>Placing alarms around the project and establishing emergency preparedness and</p>	Contractor – Site Foreman, Contractor Entity Environmental Manager	TBD	<p>Presence of a security personnel</p> <p>Number of security incidences</p> <p>Number of security drills and emergency response drills</p>	

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	response procedures.				
Sociocultural Impacts	<p>Integrating Equal Opportunity Principles in Procurement and human resource policies. Promoting social cohesion and integration among people in the area.</p> <p>Creating awareness towards the diversity of cultures and different economic background of the people in the project</p> <p>staff and residents through sensitization.</p> <p>Allowing the residents and businesses to form social groups and networks that build social capital.</p> <p>Targeting social investment programs towards the local communities and region.</p>	Contractor – Site Foreman, Contractor Entity Environmental Manager, ACECoR Safeguards Officer	TBD	<p>Staff Diversity ratios</p> <p>Number of discrimination incidences and reports</p> <p>Number of social groups Number of social investment strategies targeted at the local community</p> <p>Level of integration of cultural appreciation into staff training</p>	<p>Quarterly Quarterly</p> <p>Yearly Yearly</p> <p>Every time training is held and reviewed.</p>

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
				programs	
Increased Air pollution	<p>Install scrubbers in the exhausts of motor vehicles to filter the toxic fumes</p> <p>Use of clean fuels such as solar and wind energy sources</p> <p>Use of de -sulphurized and unleaded fuels in vehicles</p> <p>Banning the burning of wastes and other materials at the site.</p> <p>Using efficient equipment, machines and engines that emit less pollutants</p>	Contractor – Site Foreman, Contractor Entity Environmental Manager, ACECoR Safeguards Officer		<p>Efficacy of equipment and machinery</p> <p>Amount of gaseous emissions per day: ppm in air per day</p> <p>Amount of particulate emission per day: ppm in air per day</p>	<p>Weekly and on procurement</p> <p>Bi-weekly</p> <p>Bi-weekly</p>
Increased surface runoff	<p>Using materials that mimic natural percolation of water.</p> <p>Landscaping to ensure there are areas where water will percolate underground.</p> <p>Constructing proper drains and monitoring them to ensure there are no</p>	Contractor – Site Foreman, Contractor Entity Environmental Manager, ACECoR Safeguards Officer	Within project costs	<p>Drainage flow rate: m³/day</p> <p>Ratio of paved areas to vegetated areas</p>	Daily Quarterly Quarterly

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	blockages. This also includes ensuring the size of the drains can accommodate storm flows during the rainy season.			Number of drainage blockages	
Increased traffic	<p>Erecting visible and clear signs to control the movement of vehicles in and out of the site.</p> <p>Having alternative entrances and exits for emergency operations.</p> <p>Placing signs around the site notifying other vehicles about the heavy traffic and to set the speed limit around the site. Ensuring all drivers for the project comply to traffic regulations</p> <p>Making sure the construction doesn't occupy the road reserves and complying to traffic and land demarcation obligations.</p> <p>Ensuring all vehicles used for the project are in good</p>		Within project costs	<p>Number of traffic jams per day</p> <p>Duration of traffic jams: hours</p> <p>Number of traffic incidents and accidents per month</p>	Daily Monthly

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	working condition both legally and commensurate to their intended use.				
Generation of waste	<p>Developing and implementing a waste management plan. (See Appendix 6)</p> <p>Following Cape Coast Metropolitan Assembly regulations on Waste Management</p> <p>Using waste minimization techniques such as buying in bulk, buying pre-processed foods in the restaurants etc.</p> <p>Allocating responsibilities for waste management and identifying all sources of wastes, and ensuring wastes are handled by personnel licensed to do so.</p> <p>Making available suitable</p>	Contractor – Site Foreman, Contractor Entity Environmental Manager, ACECoR Safeguards Officer	TBD	<p>Amount of waste generated per day per waste type:</p> <p>Kg/day</p> <p>Adequacy/quality of waste management equipment (bins, PPEs such as gloves, boots etc.)</p> <p>Visibility and clarity of notices and signs</p>	<p>Daily</p> <p>Weekly</p> <p>Daily</p>

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>facilities for the collection, segregation and safe disposal of the wastes.</p> <p>Creating waste collection areas with clearly marked facilities such as colour coded bins and providing equipment for handling the wastes. The bins should be coded for</p> <p>plastics, rubber, organics, glass, paper, electrical equipment etc.</p> <p>Ensuring all wastes are dumped in their designated areas and through legally acceptable methods and that the bins are regularly cleaned and disinfected. Assessing and creating opportunities for Regulation, Reducing, Reusing, Recycling, Recovering, Rethinking and Renovation. Creating adequate facilities for the storage of materials and</p>				

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>chemicals and controlling access to these facilities.</p> <p>Ensuring bins are protected from rain and animals.</p>				
OHS Risks	<p>Employing and EHS/OHS plan. (See Appendices 7 & 8)</p> <p>Provision of PPEs to all personnel working in potentially hazardous areas or with potentially hazardous equipment, and replacing the PPEs on wear and tear. Placing readable signs alerting people of hazardous such as for slippery floors. Servicing equipment and machine to ensure efficiency.</p> <p>Providing firefighting equipment and maintaining</p>	<p>Contractor – Site Foreman, Contractor Entity Environmental Manager, ACECoR Safeguards Officer</p>	<p>Within project costs</p>	<p>Number of incidents/accidents per monthly</p> <p>Quality of all PPEs</p> <p>Number of drills per quarter Effectiveness of drills</p> <p>Visibility and clarity of signs and alerts</p> <p>Efficiency of</p>	<p>Weekly</p> <p>Daily and as often as possible</p> <p>Quarterly</p> <p>After every drill</p> <p>Daily and spot checks Weekly</p> <p>Daily and spot check</p>

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>them to ensure they are fully functional.</p> <p>Delineating fire and emergency assembly points and creating awareness to ensure all people at site are aware of them, e.g. through the use maps on elevators, staircases etc.</p> <p>Putting in place and ERP and ensuring all people in the project are aware of it and the procedures to follow commensurate to the level of emergency.</p> <p>Providing adequate storage for hazardous and flammable substances and controlling access to them.</p> <p>Monitoring the movement, handling and</p> <p>management of wastes to ensure they safely managed and don't present any EHS risks.</p>			<p>equipment such as fire fighting equipment</p> <p>Quality and efficiency of storage</p> <p>Level of awareness of workers</p> <p>Number of assembly points</p>	<p>Quarterly</p> <p>Once</p>

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>Working state agencies in the management of emergencies and disasters to ensure multilateral and inter-sectoral approaches to this management. Performing emergency drills on a frequent basis, setting benchmarks for response and evaluating performance to ensure continuous improvement of response and preparedness.</p>				
<p>Generation of Noise</p>	<p>Erecting signs and notifying other users of noisy activities.</p> <p>Conducting all noisy activities during the day when permissible levels are higher. Provision of PPEs such as ear plugs for employees working in noisy conditions or with noisy equipment.</p> <p>Using equipment with low noise ratings or noise reduction technologies such as for the generators</p>	<p>Contractor – Site Foreman, Contractor Entity Environmental Manager, ACECoR Safeguards Officer</p>	<p>TBD</p>	<p>Visibility and Clarity of Signs</p> <p>Amount of noise generated per day: dB</p> <p>Adequacy and quality of noise PPEs (ear muff, ear plugs)</p>	<p>Daily</p>

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
DECOMMISSIONING PHASE					
Generation of Noise	<p>Carrying out the decommissioning works only during the specified time from 0800hrs to 1700hrs where permissible levels of noise are high and acceptable. Machineries should be maintained regularly to reduce noise resulting from friction.</p> <p>Providing workers with Personal Protective Equipment such as earmuffs when operating noisy machinery and when in a noisy environment.</p> <p>Provision of bill boards at the construction site gates notifying people of the activities and timings.</p> <p>Shielding the area to reduce noise propagation</p>	Contractor – Site Foreman, Contractor Entity Environmental Manager, ACECoR Safeguards Officer	TBD	<p>Quality of PPEs (ear muffs, ear plugs)</p> <p>Amount of noise generated: dB</p>	<p>Daily and as often as possible</p> <p>Daily</p>

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
<p>Generation of demolition waste</p>	<p>Following Cape Coast Metropolitan Assembly regulations on Waste Management.</p> <p>Employing a waste management plan, which will involve assessing and creating opportunities for Regulation, Reducing, Reusing, Recycling, Recovering,</p> <p>Rethinking and Renovation. (See Appendix 6)</p> <p>Removing reusable and recyclable material from the building before demolition to minimize the amount of waste.</p> <p>Allocating responsibilities for waste management and identifying all sources of wastes, and ensuring wastes are handled</p>	<p>Contractor – Site Foreman, Contractor Entity Environmental Manager, ACECoR Safeguards Officer</p>	<p>TBD</p>	<p>Amount of wastes generated per day i.e. kg/day per specific waste type.</p> <p>Quality of PPEs</p> <p>Quality and capacity of waste management equipment (bins, signs, PPEs etc.)</p>	<p>Daily</p> <p>Daily and as often as possible</p> <p>Daily</p>

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>by personnel licensed to do so.</p> <p>Making available suitable facilities for the collection, segregation and safe disposal of the wastes.</p> <p>Ensuring all wastes are dumped in their designated areas and through legally acceptable methods.</p>				
Increased Heavy Traffic	<p>Placing signs around the site notifying other vehicles about the heavy traffic and to set the speed limit around the site. Ensuring all drivers for the project comply to speed regulations.</p> <p>Making sure the construction doesn't occupy the road reserves and complying to traffic and land demarcation obligations. Ensuring all vehicles used for the project are in good working condition both legally and commensurate to</p>	<p>Contractor – Site Foreman, Contractor Entity Environmental Manager, ACECoR Safeguards Officer</p>	TBD	<p>Quality of the signs</p> <p>Number of incidents per month</p> <p>Complaints per month</p>	<p>Daily and as often as possible.</p> <p>Monthly Monthly</p>

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COSTS (GHC)	INDICATOR	FREQUENCY
	their intended use.				
OHS Risks	<p>Employing an OHS plan that will outline all OHS risks and provide a strategy for their management. Ensuring all hazards such as movable parts are labelled.</p> <p>Raising awareness and educating workers on risks from equipment and ensuring they receive adequate training on the use of the equipment.</p> <p>Providing the workers with adequate PPEs and monitoring regularly to ensure they are replaced on time when they</p>	Contractor – Site Foreman, Contractor Entity Environmental Manager, ACECoR Safeguards Officer	TBD	<p>Number of incidents/accidents per monthly</p> <p>Quality of all PPEs</p> <p>Visibility and clarity of signs</p>	<p>Monthly</p> <p>Daily and as often as possible</p> <p>Daily and as often as possible</p>

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>wear out. Placing visible and readable signs around where there are risks and undertaking the riskier demolition activities first and in isolation.</p> <p>Emergency assembly points and making sure they are well labelled.</p> <p>Ensuring there is security in and around the site to control the movement of people.</p> <p>Providing safe and secure storage for the waste and materials in the site.</p> <p>Placing visible and readable signs to control the movement of vehicles and</p> <p>notify motorists and pedestrians around the, and workers in the site.</p>			<p>and alerts</p> <p>Efficiency of equipment such as fire fighting equipment</p> <p>Quality and efficiency of storage</p> <p>Level of awareness of workers</p> <p>Number of assembly points</p>	<p>Weekly and as often as possible</p> <p>Weekly and spot checks</p> <p>Bi-weekly and spot checks Once</p>

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COST S (GHC)	INDICATOR	FREQUENCY
	<p>Providing fire fighting equipment and in easily accessible areas as well as ensuring site personnel are well trained to use them as well as maintaining them regularly. Labelling chemicals and materials according to the risks they possess.</p> <p>Creating safe and adequate fire and</p> <p>Establishing emergency procedures against hazards and ensuring the workers stay aware/educated on following them</p> <p>and commensurate to the magnitude and</p> <p>type of emergency, by conducting regular drills and involving the neighbours.</p>				
Emission of Air Pollutants	Using efficient equipment and machines with efficient engines meaning low	Demolition Contractor Contractor –	TBD	Amount of gaseous emissions per day: ppm in	Daily

LIKELY IMPACT	MITIGATION MEASURES	RESPONSIBILITY	COSTS (GHC)	INDICATOR	FREQUENCY
	<p>emission.</p> <p>Using clean fuels such de-sulphurized diesel and unleaded fuels.</p> <p>Using Dust screens.</p> <p>Removing components with potential of emitting hazardous gases or particulates separately and under caution to prevent emissions.</p>	<p>Site Foreman, Contractor Entity Environmental Manager, ACECoR Safeguards Officer, EPA</p>		<p>air per day</p> <p>Amount of particulate emission per day: ppm in air per day</p>	<p>Daily</p>

APPENDIX 3

PROCUREMENT PLAN FOR ACE PROJECT

Institution Name: **University of Cape Coast**

Country: **Ghana**

Prepared:

Project: **Africa Centre of Excellence in Coastal Resilience**

(ACECoR)

Updated:

Approved by the Bank:

Approved by:

Update approved:

1	2	3	4	5	6	7	8	9	10	11
Package/ Contract Ref. No.	Activity Description	Estimated Cost (US\$) [Tax Inclu] US\$	Type of Proc urem ent	Proc urement Method s	Revie w by Bank (Prior/ Post)	Contract Signing Date (Planned)	Contract Completi on Date (Planned)	Contr act Amou nt (US\$)	Contract Signing Date (Actual)	Contract Execution Informati on
	Institutional Readiness for Project implementation									
UCC/ACE/ 01/2019	Development and Maintenance of a Functional Website	8,000	C	IC	Post	28/06/19	30/06/23			
UCC/ACE/ 02/2019	Engagement of consultant for environmental and social impact assessment(ESMP) and EPA Permit	25,000	C	IC	Post	30/06/19	30/07/19			
UCC/ACE/ 03/2019	Engagement of consultant to facilitate Curriculum development	49,500	C	QCBS	Post	31/07/19	30/08/19			

	Teaching and Research Infrastructure									
UCC/ACE/04/2019	Procurement of 5 Laptop Computers, 3 Projectors and 1 Photocopier	15,000	G	Shopping	Post	30/08/19	30/09/19			
UCC/ACE/05/2019	Research Laboratory Consumables	5,000	G	Shopping	Post	30/09/19	31/10/19			
UCC/ACE/06/2019	Procurement of ICT Equipment for Teaching (Smart classroom equipment for SWLT)	69,500	G	NCT	Post	30/08/19	30/10/19			
UCC/ACE/07/2019	Recruitment of a consultant for architectural drawings and supervision of construction of ACE Building	70,000	C	QCBS	Post	30/08/19	30/08/20			
UCC/ACE/08/2019	Construction of ACE Building to accommodate offices, Laboratories, Lecture halls etc	1,625,000	W	NCT	Post	30/10/19	30/09/20			
UCC/ACE/09/2019	Procurement of 90 Tables and chairs for use at SWLT	20,000	G	Shopping	Post	31/07/19	30/08/19			
UCC/ACE/10/2019	Partitioning of Classrooms at SWLT	15,000	W	Shopping	Post	31/07/19	30/08/19			
UCC/ACE/11/2019	Procurement of one server and other data management equipment	20,000	G	Shopping	Post	30/08/19	30/10/19			
UCC/ACE/12/2019	Procurement of Stationery	3,000	G	Shopping	Post	30/08/19	30/09/19			

High Quality Training and Research										
UCC/ACE/13/2019	Engagement of consultant to facilitate short courses	7,000	C	IC	Post	31/10/19	20/12/19			
UCC/ACE/14/2019	Recruitment of International Accreditation specialist	30,000	C	IC	Post	20/12/19	20/06/20			
Teaching and Research Infrastructure										
UCC/ACE/01/2020	Procurement of one 30 seater Bus and one 4 x 4 Cross country Vehicle	200,000	G	NCT	Post	16/03/20	15/06/20			
UCC/ACE/02/2020	Procurement of Office Furniture	50,000	G	PQ	Post	30/06/20	31/08/20			
UCC/ACE/03/2020	Procurement of Office Equipment	33,500	G	NCT	Post	30/06/20	31/08/20			
UCC/ACE/04/2020	Procurement of ICT Equipment for ACE Building ICT Lab	33,000	G	NCT	Post	30/06/20	30/08/20			
UCC/ACE/05/2020	Setting up of smart classrooms for ACE building	100,000	G	NCT	Post	30/08/20	30/11/20			
UCC/ACE/06/2020	Procurement of 20 Laptops and 5 Desktops	33,500	G	NCT	Post	30/04/20	01/06/20			
UCC/ACE/07/2020	Procurement of Laboratory Consumables	10,000	G	Shopping	Post	01/06/20	31/07/20			
UCC/ACE/08/2020	Engagement of consultant to facilitate short courses	28,000	C	IC	Post	30/06/20	31/08/20			

	Administrative, Human Resource And other cost									
UCC/ACE/ 09/2020	Recruitment of Auditing Firm for Auditing	34,000	C	QCBS	Post	31/01/20	30/06/21			
UCC/ACE/10 /2020	Procurement of Stationery	4,000	G	Shoppi ng	Post	30/08/20	30/09/20			
UCC/ACE/ 11/2020	Engagement of consultant to facilitate training on Project Management	8,000	C	IC	Post	30/03/20	30/04/20			
UCC/ACE/01 /2021	Procurement of Laboratory Consumables	10,000	G	Shoppi ng	Post	01/06/21	31/07/21			
UCC/ACE/02 /2021	Procurement of Stationery	4,000	G	Shoppi ng	Post	30/08/21	30/09/21			
UCC/ACE/03 /2021	Engagement of consultant to facilitate short courses	28,000	C	IC	Post	01/03/21	30/04/21			
UCC/ACE/01 /2022	Procurement of Laboratory Consumables	10,000	G	Shoppi ng	Post	01/06/22	31/07/22			
UCC/ACE/02 /2022	Procurement of Stationery	4,000	G	Shoppi ng	Post	30/08/22	30/09/22			
UCC/ACE/03 /2022	Engagement of consultant to facilitate short courses	28,000	C	IC	Post	29/04/22	30/06/22			

UCC/ACE/01/2023	Procurement of Laboratory Consumables		10,000	G	Shopping	Post	01/06/23	31/07/23			
UCC/ACE/02/2023	Engagement of consultant to facilitate short courses		28,000	C	IC	Post	28/02/23	03/04/23			
UCC/ACE/03/2023	Procurement of Stationery		4,000	G	Shopping	Post	30/08/23	30/09/23			

G = Goods

W= Works

C= Consultancy

IC= Individual Consultant

NCT= National Competitive Tender

SWLT = Sandwich Lecture Theatre

QCBS =Quality and Cost Based Selection

