

**UNIVERSITY OF CAPE COAST**  
**DIRECTORATE OF INTERNAL AUDIT**



**DIRECTORATE OF INTERNAL AUDIT REPORT**  
**ON**  
**AFRICA CENTRE OF EXCELLENCE IN**  
**COASTAL RESILIENCE (ACECoR)**  
**FOR THE PERIOD**  
**1<sup>ST</sup> JANUARY, 2022 TO 31<sup>ST</sup> DECEMBER, 2022**  
**Report No.: 2023/017**

# UNIVERSITY OF CAPE COAST

## DIRECTORATE OF INTERNAL AUDIT

Telephone: 03321-32440/4 & 32480/3 Direct: 03321-32448  
Ext. 213/208/280  
Sub Office (Tel.) 0289102687  
Fax: 233-3321-36230  
Telex: 2552, UCC, GH  
Telegrams & Cables: University, Cape Coast



UNIVERSITY POST OFFICE  
CAPE COAST, GHANA

31<sup>st</sup> July, 2023.

In case of reply please quote:

Our Ref: IA/AR-ACECOR/v.1/5

Your Ref:

Vice-Chancellor  
UCC

### DIRECTORATE OF INTERNAL AUDIT REPORT ON AFRICA CENTRE OF EXCELLENCE IN COASTAL RESILIENCE (ACECoR) FOR THE PERIOD 1<sup>ST</sup> JANUARY, 2022 TO 31<sup>ST</sup> DECEMBER, 2022

#### 1.0 INTRODUCTION

We have audited the financial, operational and environmental controls of the Africa Centre of Excellence in Coastal Resilience (ACECoR) for the period stated above and hereby submit to you our findings and recommendations for your necessary action.

#### 2.0 BACKGROUND

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)" which seeks to promote coastal resilience within the West and Central African Sub-regions.

The objective of ACECoR is to support the development of the 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. The focus will be on regional participation and the inclusion of females, 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 total grant offered by the World Bank to support the project is US\$ 6.4 million.

### **3.0 OBJECTIVES**

The overall objective of the audit was to assess the adequacy and effectiveness of the Centre's governance, risk management and control processes and to determine whether the University and Donor Agency can have reasonable assurance that the Centre complies with rules and regulations regarding its operation.

Specific objectives are stated below:

- a. To review strategy implementation and risk management controls
- b. To review the Centre's internal policies and the extent of compliance
- c. To ascertain the extent of compliance with the following:
  - i. Public Financial Management Act, 2016 (Act 921);
  - ii. Public Procurement Act, 2003 (Act 663);
  - iii. Public Procurement (Amendment) Act, 2016 (Act 914);
  - iv. Internal Audit Agency Act, 2003 (Act 658);
  - v. UCC Financial Regulations, Policies and Procedures (2020); and
  - vi. Income Tax Act, 2015 (Act 896).
- d. To assess the oversight responsibility of the governing body.
- e. To assess the environmental health and safety controls as well as security controls at the Centre.
- f. To evaluate the reliability and integrity of the Centre's financial reporting.

### **4.0 SCOPE OF AUDIT**

The scope of the audit covered the operational controls and financial accounts of the Africa Centre of Excellence in Coastal Resilience (ACECoR) for the period 1<sup>st</sup> January, 2022 to 31<sup>st</sup> December, 2022. Particular attention was paid to general issues, procurement, governance and risk management.

### **5.0 METHODOLOGY**

The audit was conducted in conformance with the International Standards for the Professional Practice of Internal Auditing and encompassed planning the audit to cover significant risk areas and performing relevant tests considered appropriate in ascertaining that controls exist and are operative. The audit included a review of compliance with rules and regulations, University/Project directives, and best practices.

Audit evidence was obtained through the conduct of interviews with personnel concerned, analytical review and test of controls.

## 6.0 **OPINION AND CONCLUSION**

The operations of ACECoR **need some improvement** (*see key attached as Appendix A*) following the observations made during the audit exercise. The observations include DLI'S earnings, enrolment for PhD, Masters and other short courses, research article publication, status of the office complex and externally generated revenue.

Management should take the necessary steps in ensuring that the recommendations are implemented. We commend Management for achievements made over the period.

## 7.0 SUMMARY OF FINDINGS AND RECOMMENDATIONS

#	Findings	Recommendations	Risk Rating	Action Plan	
				Responsible Officer	Time Line
1	<p><b>DLI's Earnings</b></p> <p>The project has accrued on average 61% of the revenue that was available to be earned up to the fourth year of the project life. DLI 1 and DLI 6 recorded the highest and lowest performance of 100% and 29%, respectively. DLI 2, 4, 6, and 7 were below average.</p>	<p>The Management of the Centre should intensify their efforts to achieve more in DLI 2, 4, 6, and 7 in the last phase or year of the project to enable the Centre to generate more revenue.</p>	Medium	ACECoR Director	On-going
2	<p><b>Enrolment for PhD, Masters and Other Short Courses</b></p> <p>The PhD, Masters, and Short courses targeted for the project were 30, 90, and 260 respectively. However, the Centre was able to enrol 41, 77, and 225 with PhD, Masters and short courses respectively. This is below the enrolment target.</p>	<p>We commend the Management for meeting the PhD target. We, however, recommend that Management should intensify efforts to ensure that targets for Masters and short courses are also met in future.</p>	Medium	ACECoR Director	On-going
3	<p><b>Programme Accreditation Issues</b></p> <p>a. Four programmes received both national and International accreditation from the Agency for Quality Assurance (AQAS). These are: Integrated Coastal Zone Management (MPhil), Integrated Coastal Zone Management (PhD), Fisheries Science (MPhil), and Fisheries Science (PhD)</p> <p>b. Oceanography and Limnology (MPhil) and Oceanography and Limnology (PhD) were nationally accredited.</p>	<p>We commend that Director, the Management of the project, and the University Management for their roles in the achievement of the DLI.</p>	Low	ACECoR Director	On-going

4	<p><b>Research Article Publication</b></p> <p>The Centre targeted 100 research publications, with 35 and 65 coming from regional and national collaboration respectively. At the end of the fourth year of the project, the Centre had completed 41 and 44 of the regional and national collaborations respectively, representing 85% of the total publications. 35 out of the 85 publications are yet to be verified by AAU and the World Bank.</p>	<p>The Director should channel his effort into national collaboration so that the remaining 21 articles will be published in the last year of the project. The Project Director should follow up on the articles yet to be verified.</p>	Low	ACECoR Director	On-going
5	<p><b>Status of the Office Complex</b></p> <p>The ACECoR office complex started on May 20, 2022, and was to be completed on May 18, 2023, as per the contract documents, at a contract sum of GHS 12,067,864.24 by Antarctic Limited. About 70% of the work had been completed as of 31<sup>st</sup> July, 2023.</p>	<p>The Director of the Centre should liaise with the consultant (Directorate of Physical Development Estate Management) to ensure that they strictly enforce the terms of the contract, especially the deadline.</p>	Medium	ACECoR Director/ DPDEM Director	On-going
6	<p><b>Externally Generated Revenue</b></p> <p>The Centre has generated US\$1,095,792.80, representing 73% of the targeted revenue of US\$1.5 million.</p>	<p>We commend Management for the achievements in external revenue generation and recommend that measures should be put in place to close in on or fully achieve the target.</p>		ACECoR Director	On-going
7	<p><b>Low Funds Utilisation rate</b></p> <p>ACECoR's funds utilisation rate is 56% between 2019 and 2022, which implies that about 50% of the funds allocated to the Centre had been spent.</p>	<p>The Director of the project should put measures in place to increase the fund utilisation rate.</p>	High	ACECoR Director	On-going

## 8.0 DETAILED FINDINGS AND RECOMMENDATIONS

### 8.1 DLI's Earnings

Revenue that accrues to ACECoR is based on the achievement of the Disbursement-Linked Indicator (DLI). Since the start of the project in 2019, the Centre has been earning income based on the performance of its activities. The Project in its fourth year is expected to earn significant revenue that accrues in the fourth year of the project's life.

We observed that the project has accrued on average 61% of the revenue that was available to be earned up to the fourth year of the project life. DLI 1 and DLI 6 recorded the highest and lowest performance of 100% and 29%, respectively. DLI 2, 4, 6, and 7 were below average. A summary is shown below, with the details attached as Appendix B.

Disbursement Link Indicator	% of Achievement
DLI 1: Institutional Readiness	100%
DLI 2: Development Impact of ACE	38%
DLI 3: Quantity of students with focus on gender and regionalization	71%
DLI 4: Quality of Education & research through international accreditation, research publications and improved teaching and research infrastructure	59%
DLI 5: Relevance of Education and Research through externally generated revenue, internships, and entrepreneurship	84%
DLI 6: Timeliness and quality of fiduciary management	29%
DLI 7: Institutional Impact	45%
Average	61%

The Monitoring and Evaluation Officer explained that results are submitted in one year, verified, and funds disbursed for them in the following year. When the World Bank or Association of African Universities (AAU) releases results actually achieved in 2022, the above figures will be higher. Nonetheless, the Centre is working with relevant stakeholders to improve results in the final year of the project. For instance, a lot of activities had been outlined to address gaps in DLI 4, 6, and 7. In the case of DLI 2, the Centre will be assessed in the final year for which funds will be disbursed.

The average performance of the Centre will affect future World Bank projects. The World Bank project is awarded to highly performing universities that achieve most of the DLIs.

We recommend that the Management of the Centre should intensify their efforts to achieve more in DLI 2, 4, 6, and 7 in the last phase or year of the project to enable the Centre to generate more revenue.

## 8.2 Enrolment for PhD, Masters and Other Short Courses

Disbursement link Indicator 3 outlines the number of students (national and regional) enrolled in specialised Master's, PhD, and short-term professional courses and programmes in the ACE. It is expected that the targeted number of students with gender and regional focus is achieved to enable ACECoR to rank in the need for revenue.

We observed that the PhD, Masters, and Short courses targeted for the project were 30, 90, and 260 respectively. However, the Centre was able to enrol 41, 77, and 225 with PhD Masters and short courses respectively. Although the Centre exceeded its target for PhD students, it fell short of the target for Masters and Short courses. Details of the national and regional breakdowns are shown below.

Year	2022							
	Target				Actuals			
	National		Regional		National		Regional	
	Male	Female	Male	Female	Male	Female	Male	Female
PhD	10	10	4	6	11	13	8	9
Masters	30	33	14	13	28	28	13	8
Short Course	112	70	39	39	40	37	76	72

The Monitoring and Evaluation Officer explained that these findings are in order given that the project has an extra year to address the gaps. As observed, the Centre had achieved much in the enrolment of the PhD students. For short courses, a number of training programmes were planned for 2023 to meet the gap. Limited enrolment into the master's programmes is also planned for specific programmes such as Coastal engineering, the blue economy, governance, and social resilience.

With each target achieved, revenue accrues to the Centre; however, with the shortfall in students for Masters and short courses, the Centre could not realise US\$ 65,490. Details are attached as Appendix C.

We commend the Management for meeting the PhD target. We, however, recommend that Management should intensify efforts to ensure that targets for Masters and short courses are also met in future.

## 8.3 Programme Accreditation

Disbursement link Indicator 4 outlines the number of ACE programmes and ACE-hosting institutions that obtain international accreditation. During the period under review, ACECoR is expected to achieve the targets it has set for itself.

We observed the following:

- a. Four programmes received both national and international accreditation from the Agency for Quality Assurance (AQAS). These are:

- Integrated Coastal Zone Management (MPhil), Integrated Coastal Zone Management (PhD), Fisheries Science (MPhil), and Fisheries Science (PhD).
- b. Also, two programmes were nationally accredited, namely, Oceanography and Limnology (MPhil) and Oceanography and Limnology (PhD).

According to the Monitoring and Evaluation Officer, self-assessment reports were achieved and the accrediting agent approved them as of 31<sup>st</sup> December, 2022, after a site visit was done by the accrediting agency earlier in November 2022.

The introduction and accreditation of the new and competitive programmes earn the Centre revenue and also add to the University's competitiveness in terms of running relevant programmes.

We commend the Director, the Management of the project, and the University Management for their roles in the achievement of the DLI.

#### 8.4 Research Article Publication

DLI 4 requires that the Centre publish research with national and regional collaborations.

We observed that the Centre targeted 100 research publications, with 35 and 65 coming from regional and national collaborations. At the end of the fourth year of the project, the Centre had completed 41 and 44 of the regional and national collaborations respectively, representing 85% of the total publications. 35 out of the 85 publications are yet to be verified by AAU and the World Bank. Details are attached as Appendix C.

	<b>Regional Collaboration</b>	<b>National Collaboration</b>	<b>Total</b>	<b>Article yet to be verified</b>
Target	35	65	100	-
Actual	41	44	85	35
Difference	9	(21)		

The Monitoring and Evaluation Officer explained that publishing with regional collaborators has to be an intentional effort. Also, given the ethical considerations in article publication, regional collaborators can only be brought on board based on their contribution to any article. However, as highlighted in earlier submissions, the gaps identified would have been addressed when the World Bank or AAU verifies articles submitted for 2022. This is because a number of articles yet to be verified were published with regional collaborators.

The Centre's research article publication meant that for each regional and national collaborative research publication, it earned US\$ 15,000 and US\$ 10,000 respectively.

We recommend that the Director should channel his effort into national collaboration so that the remaining 21 articles will be published in the last year of the project. We also recommend that the Project Director should follow up on the articles yet to be verified.

#### **8.5 Status of the Office Complex**

The ACECoR project is meant to impact the host institution in various ways, such as infrastructure, improving governance, increasing and introducing accredited programmes, and delivering many more benefits to UCC as an institution of higher learning (Institutional Impact (DLI 7)). The ACECoR project requires the construction of an office complex.

The ACECoR office complex started on 20<sup>th</sup> May, 2022, and was to be completed on 18<sup>th</sup> May, 2023, as per the contract document at a contract sum of GHS 12,067,864.24 by Antarctic Limited. We observed that about 70% of the work had been completed as of 31<sup>st</sup> July, 2023. Pictures of the status of the office complex are attached as Appendix D.

According to the Monitoring and Evaluation Officer, there have been a number of stakeholder consultative meetings throughout the project phase to get the building completed. While he acknowledged that there were some initial delays at the beginning of the project due to ecological problems with the site, the contractor had the responsibility of expediting action on the building, which was not exactly forthcoming. The Project Manager hardly attends the monthly site meetings, and therefore there are often delays in implementing recommended actions.

The Office complex will help bring the faculty and the supporting staff under one roof. This will help promote effective coordination in their activities.

We recommend that the Director of the Centre should liaise with the consultant (Directorate of Physical Development Estate Management) to ensure that they strictly enforce the terms of the contract, especially the deadline.

#### **8.6 Externally Generated Revenue**

In line with DLI 5, the ACECoR project demands that the host generate external revenue to augment its revenue from the donor.

We observed that the Centre has generated US\$1,095,792.80, representing 73% of the targeted revenue of US\$1.5 million. Details are attached as an Appendix E.

The Monitoring and Evaluation Officer highlighted that grant writing and bidding for consultancies are ongoing processes. The Monitoring and Evaluation Officer noted that ACECoR has achieved the target earning stipulated by AAU/WB as shown in the disbursement framework. This is because ACECoR set a target higher than that of AAU/WB. Also, given that there is one year before the project ends, ongoing proposals and awards will have been confirmed to realise the remaining funds.

The revenue earned has increased the income of the Centre, and it goes a long way in helping achieve the overall achievements of the DLIs.

We commend Management for its 73% achievement in external revenue generation and recommend that measures be put in place to close in on or fully achieve the target.

## **8.7 Achievements**

### **Memorandum of Agreements (MOA) for Internationalization- Education/ Capacity Building**

#### **1. Partnered Organisations**

- a. University of Rhode Island (URI)/ Coastal Resources Centre (CRC)
- b. Centre for Tropical Marine Research (ZMT), Bremen, Germany
- c. US State Department/ US Embassy
- d. USAID
- e. DANIDA/ Danish Technical University (DTU), Denmark

#### **Purpose**

- Building the capacity of partner institutions through students/staff exchanges and guest lecturers

#### **2. Partnered Organisations**

- a. Institute de Recherche pour le Developement (IRD), France
- b. University of Liverpool, UK
- c. DELTARES, Netherland
- d. EGIS, France
- e. West Africa Coastal Area (WACA) Programme
- f. Calgary Zoo/Wilder Institute, Canada

#### **Purpose**

To develop joint research and outreach programmes in CCM priority and intervention areas

#### **3. Signed MoAs with the following organisations:**

- a. Envaserv Research Consult
- b. Coliba Waste Management Services Ltd
- c. Flosell Farms Ltd
- d. Maleka Farms Ltd
- e. Hen Mpoano
- f. Friends of the Nation
- g. Environmental Protection Agency
- h. Environmental Justice Foundation
- i. Plastic Punch
- j. Dredge Masters Limited

k. Emperiks Research

4. Proposal for the institutionalization of ACECoR as an ocean institute passed the first stage of University approval.

#### 9.0 PERFORMANCE MANAGEMENT

A summary of the Statement of Financial Performance for the years ending 31<sup>st</sup> December, 2022 and 2021 is shown below:

	2022	2021
	US\$	US\$
Total Income	1,925,924.31	1,488,572.32
Total Expenditure	2,095,370.28	1,486,308.95
<b>Surplus/(Deficit)</b>	<b>(169,445.97)</b>	<b>2,263.37</b>

Details of the Income Statement are attached as Appendix B.

#### 10.0 APPRECIATION

We express our sincere gratitude to the Management and staff of the Africa Centre of Excellence in Coastal Resilience (ACECoR) for their support during the audit exercise.



**Emmanuel P. Owusu**  
**Director of Internal Audit**

cc: Pro-Vice-Chancellor  
Registrar  
Director of Finance  
Director, Africa Centre of Excellence in Coastal Resilience (ACECoR)  
Secretary, Audit Committee

## Key to the Audit Opinion

<b>Effective</b>	Controls evaluated are adequate, appropriate, and effective to provide reasonable assurance that risks are being managed and objectives should be met.
<b>Need Some Improvement</b>	A few specific control weaknesses were noted; generally, however, controls evaluated are adequate, appropriate, and effective to provide reasonable assurance that risks are being managed and objectives should be met.
<b>Need Major Improvement</b>	Numerous specific control weaknesses were noted. Controls evaluated are unlikely to provide reasonable assurance that risks are being managed and objectives should be met.
<b>Unsatisfactory</b>	Controls evaluated are not adequate, appropriate, or effective to provide reasonable assurance that risks are being managed and objectives should be met.

AFRICA CENTRE OF EXCELLENCE IN COASTAL RESILIENCE (ACECoR)						
STATEMENT OF PERFORMANCE FOR THE YEAR ENDED 31 <sup>ST</sup> DECEMBER, 2022						
Project	2022			2021		
	Income	Expenditure	Surplus/Deficit	Income	Expenditure	Surplus/Deficit
	US\$	US\$	US\$	US\$	US\$	US\$
ACE IMPACT Project	1,387,687.77	1,685,911.59	(298,223.82)	1,084,925.81	1,186,646.78	(101,720.97)
Women Shell Fishers and Food Security Project	251,563.00	86,903.27	164,659.73	129,731.00	171,772.01	(42,041.01)
AU-IBAR Project	72,950.00	81,757.58	(8,807.58)	-	-	-
Malnet Project	-	33,451.91	(33,451.91)	99,462.00	-	99,462.00
Danida HOTSPOT 2 Project	83,524.08	65,245.07	18,279.01	31,667.99	18,888.80	12,779.19
Other Project	130,199.46	142,100.85	(11,901.39)	142,785.52	109,001.36	33,784.16
<b>Total</b>	<b>1,925,924.31</b>	<b>2,095,370.28</b>	<b>(169,445.97)</b>	<b>1,488,572.32</b>	<b>1,486,308.95</b>	<b>2,263.37</b>

<b>AFRICA CENTRE OF EXCELLENCE IN COASTAL RESILIENCE (ACECoR)</b>			
<b>STATEMENT OF FINANCIAL POSITION AS AT 31<sup>ST</sup> DECEMBER, 2022</b>			
		<b>2022</b>	<b>2021</b>
	<b>Notes</b>	<b>US\$</b>	<b>US\$</b>
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	3	322,396.37	601,045.33
Trade and Other Receivables	4	169,048.70	
<b>Total Current Assets</b>		<b>491,445.07</b>	<b>601,045.33</b>
<b>Total Assets</b>		<b>491,445.07</b>	<b>601,045.33</b>
<b>LIABILITIES AND RESERVES</b>			
<b>Current Liabilities</b>			
Trade and Other Payables	5	71,493.67	11,647.96
<b>Total Current Liabilities</b>		<b>71,493.67</b>	<b>11,647.96</b>
<b>Reserves</b>			
Accumulated Fund	6	419,951.40	589,397.37
<b>Reserves</b>		<b>419,951.40</b>	<b>589,397.37</b>
<b>Total Liabilities and Reserves</b>		<b>491,445.07</b>	<b>601,045.33</b>

<b>AFRICA CENTRE OF EXCELLENCE IN COASTAL RESILIENCE (ACECoR)</b>		
<b>STATEMENT OF CASHFLOWS AS AT 31ST DECEMBER, 2022</b>		
	<b>2022</b>	<b>2021</b>
	<b>US\$</b>	<b>US\$</b>
<b>Cash Flows from Operating Activities</b>		
Surplus/Deficit	(169,445.97)	2,263.37
	(169,445.97)	2,263.37
<b>Changes in Operating Activities</b>		
Change in Trade & Other Receivables	(169,048.70)	867.00
Change in Trade & Other Payables	59,845.71	8,204.96
<b>Net Cash Flows from Operating Activities</b>	<b>(278,648.96)</b>	<b>11,335.33</b>
Change in Cash & Cash Equivalents	(278,648.96)	11,335.33
Cash & Cash Equivalent at Beginning of Year	601,045.33	589,710.00
<b>Cash &amp; Cash Equivalent at Close of Year</b>	<b>322,396.37</b>	<b>601,045.33</b>

AFRICA CENTRE OF EXCELLENCE IN COASTAL RESILIENCE (ACECoR)						
STATEMENT OF PERFORMANCE AND CHANGES IN EQUITY FOR THE YEAR ENDED DECEMBER 31, 2022						
Project	2022			2021		
	Surplus/Deficit	Bal as at 1st January, 2022	Bal as at 31st December, 2022	Surplus/Deficit	Bal as at 1st January, 2021	Bal as at 31st December, 2021
	US\$	US\$	US\$	US\$	US\$	US\$
ACE IMPACT Project	(298,223.82)	408,255.03	110,031.21	(101,720.97)	509,976.00	408,255.03
Women Shell Fishers and Food Security Project	164,659.73	15,767.99	180,427.72	(42,041.01)	57,809.00	15,767.99
AU-IBAR Project	(8,807.58)	-	(8,807.58)	-	-	-
Malnet Project	(33,451.91)	99,462.00	66,010.09	99,462.00	-	99,462.00
Danida HOTSPOT 2 Project	18,279.01	12,779.19	31,058.20	12,779.19	-	12,779.19
Other Projects	(11,901.39)	53,133.16	41,231.77	33,784.16	19,349.00	53,133.16
<b>Sub Total</b>	<b>(169,445.97)</b>	<b>589,397.37</b>	<b>419,951.40</b>	<b>2,263.37</b>	<b>587,134.00</b>	<b>589,397.37</b>

## **SUMMARY OF STATEMENT OF ACCOUNTING POLICIES**

### **1. BASIS OF ACCOUNTING**

The Financial Statements have been prepared under the historical cost convention, modified to include items at fair values in accordance with the applicable Accounting Standards in International Public Sector Accounting Standards (IPSASs).

The Centre also took into consideration in preparing the Financial Statement, ACECoR Financial Management Manual, 2020, the University of Cape Coast Statute, 2016, the Public Financial Management Act, 2016 (Act 921), the Public Financial Management Regulation, 2019, L.I 2378 and other financial regulations regulating the use of public funds.

The functional currency of the Centre is the Ghana Cedi, the currency of Ghana, the primary economic environment the Centre operates in. The Financial Statements are prepared in United States Dollars (US\$). Currency translations are done in accordance with the policies set out in policy 3.

### **2. GOING CONCERN**

The Centre assesses annually whether the project is a going concern and if it would continue in operation for the next project period. Having conducted the assessment, Management of the Centre have a reasonable expectation that the Centre has adequate resources to continue in operational existence for the foreseeable future. The Centre prepares budgets and forecasts on an annual basis and operates an ongoing five-year strategic implementation plan. Management is not aware of any material uncertainties which would prevent the Centre from continuing as a going concern.

For these reasons, the Centre will continue to adopt the going concern basis in preparing the Financial Statements.

### **3. FOREIGN CURRENCIES**

Transactions are translated into the reporting currency using the Bank of Ghana exchange rates prevailing at the date of the transactions. Foreign exchange differences arising in transactions are recognized in the Statement of Financial Performance.

Non-monetary assets and liabilities are translated at historical cost or exchange at the date that fair value was determined, if held at fair value and the resulting foreign exchange gains and losses are recognized in the statement of income. The closing rate was US\$ 1.00 to GHS 8.5717

### **4. INCOME**

The Centre's income falls into four (5) main materials categories:

- i. Project Grants from the World Bank
- ii. Fees & Charges for Professional Short Courses
- iii. Externally Generated Revenue from other Research & Consultancy Projects
- iv. Provision for Other Goods & Services (IGF)
- v. Other Miscellaneous Income

Income recognition is determined by the nature of the transaction, income source, and whether or not the transaction has commercial substance:

**a. Transactional Income with Commercial Substance:**

Where a transaction has commercial substance, it is accounted for as a revenue transaction. Income is recognized in line with the provision of the associated goods and services.

**i. Provision for Other Goods & Services (IGF)**

Income from sale of goods or services is credited to the Statement of Financial Performance when the goods or services are supplied to the external customer.

**ii. Other Miscellaneous Income**

Other miscellaneous income include gain on foreign exchange transactions, interest on bank deposit, etc. The income is credited to the Statement of Financial Performance when earned.

**b. Transactions without Commercial Substance:** Where the Centre receives income on a basis that is without commercial substance, it accounts for this on a Non-Exchange Transaction basis. A non-exchange transaction is defined as when: "An Entity receives value from another Entity without directly giving approximately equal value in exchange".

**i. Project Grant**

Project grants are in the form of recurrent and development. The recurrent grants are recognized within the Statement of Financial Performance in full at the time it is received. Project development grants are also recognized as income on cash basis in the Statement of Financial Performance.

**ii. Donation**

Income from donations are recognized in the Statement of Financial Performance on cash basis.

**5. RECEIVABLES**

Receivables are shown in the financial statements at their book values. No provisions for bad and doubtful debts are made.

**6. CASH AND CASH EQUIVALENT**

Cash includes cash in hand, cash at bank, deposits repayable and on demand, and overdrafts. Cash equivalent are short term, highly liquid investments that are readily convertible to known amount of cash with insignificant risk in change in value. These include term deposits and other instruments held as part of the Centre's treasury management activities.

**7. TRADE & OTHER PAYABLES**

These are the Financial Liabilities that are measured at fair value.

## 8. EVENTS AFTER THE YEAR END

Events subsequent to the financial position are reflected only to the extent that they relate directly to the financial statements and the effect is material.

### NOTES FORMING PARTS OF THE ACCOUNTS

	2022	2021
<b>1. Funding and Other Income</b>	<b>US\$</b>	<b>US\$</b>
<b>a. ACE IMPACT Project</b>		
National Accreditation of Programs	-	206,821.79
External Generated Revenue	864,645.42	419,656.94
Student enrolment	11,678.36	318,620.20
Research Publication	214,053.98	122,923.07
Timeliness of fiduciary	44,016.63	16,903.81
Professional Short Courses	41,286.08	-
Institutional Impact	199,341.18	-
Internships	12,666.13	-
	<b>1,387,687.77</b>	<b>1,084,925.81</b>
	<b>2022</b>	<b>2021</b>
<b>b. Externally generated Funds</b>	<b>US\$</b>	<b>US\$</b>
Women Shell Fishers and Food Security Project	251,563.00	129,731.00
AU-IBAR Project	72,950.00	-
Malnet Project	-	99,462.00
Danida HOTSPOT 2 Project	83,524.08	31,667.99
Other Income	130,199.46	<b>142,785.52</b>
	<b>538,236.54</b>	<b>403,646.51</b>
	<b>2022</b>	<b>2021</b>
<b>C. Other Income</b>	<b>US\$</b>	<b>US\$</b>
CoVID 19 Intervention Project	-	6,085.00
Power to the Fishers Project	-	32,749.22
Marine Spatial Planning	-	9,202.53
Marine Plastic Pollution in Liberia Project	-	9,755.00
Student Grant	380.00	1,570.00
Short Courses	2,000.00	296.80
WACA VAR Project	8,440.00	-
Drone Service	281.35	-
Liquidated Damage	2,191.23	-
UNESCO	9,800.01	5,065.00
Coast Under Control Project	21,652.00	23,244.00

WACA Mangrove Project	12,944.00	19,421.00
COMADRIP	8,751.20	12,104.00
AU-IBAR FISHGOV2 Database Development Project	22,268.13	-
AVU Lagoon project	8,499.10	-
Marine Litter Pollution Project	10,012.44	8,302.97
Biodiversity and Livelihood Project	22,980.00	14,990.00
<b>Total</b>	<b>130,199.46</b>	<b>142,785.52</b>
<b>2. EXPENDITURE</b>		
<b>a. Regional Capacity Training</b>	<b>2022</b>	<b>2021</b>
	<b>US\$</b>	<b>US\$</b>
Admission Expenses	249.97	1,826.23
Postgraduate Students' Fees	209,549.74	310,376.91
Curriculum Development	14,246.63	459.24
Research & Teaching Expenses	18,460.90	59,909.61
Professional Short Courses	72,097.59	30,889.00
Research Grant	209,859.23	102,470.62
Residence Permit	2,447.58	4,062.81
Stipends	116,167.48	98,827.29
Internship and Capacity Building Expenses	22,071.16	4,614.10
Accreditation Expenses	32,902.66	5,898.11
Accommodation	15,118.64	-
	<b>713,171.59</b>	<b>619,333.92</b>
<b>b. Learning &amp; Teaching Environment</b>	<b>2022</b>	<b>2021</b>
	<b>US\$</b>	<b>US\$</b>
Electrical Repairs & Installation	-	1,804.73
Computer Hardware, Software & Accessories	2,634.17	466.43
Furniture & Fittings	-	4,090.08
IT Equipment	-	31,632.43
ACECoR Building	410,947.74	23,914.04
Laboratory Chemicals	1,193.31	8,577.13
Motor vehicle	-	124,082.52
Maintenance of Buildings	51.22	1,705.43
Maintenance of Equipment	700.86	893.47
	<b>415,527.30</b>	<b>197,166.26</b>
<b>c. Academic &amp; Industrial Partnerships</b>	<b>2022</b>	<b>2021</b>
	<b>US\$</b>	<b>US\$</b>
Meeting with Partners	1,113.52	-
	<b>1,113.52</b>	<b>-</b>

<b>d. Governance &amp; Administration</b>	<b>2022</b>	<b>2021</b>
	<b>US\$</b>	<b>US\$</b>
Advertisement & Publicity	161.09	476.84
Bank Charges	8,173.99	3,611.05
Contract Staff Salaries	104,053.77	74,366.21
Materials & Consumables	85.89	4,834.48
Printing & Stationery	5,815.58	1,921.93
Postages & Telephones Charges	-	439.49
Fuel & Lubricants	16,246.54	12,844.50
Maintenance of Vehicles	15,062.31	5,547.49
Administrative & Professional Subscription	225.08	113.51
Subsistence & Hospitality	23,194.81	18,835.45
Administrative & Professional Development	143,075.15	6,038.77
Recruitment, Appointment & Promotion Expenses	-	-
Telephone Installation & Communication	-	-
Freight & Handling Charges	979.90	-
Vehicle Insurance	18,705.96	5,235.33
Licensing/Registration & Roadworthy	179.93	-
Travelling & Transport Expenses	4,713.08	3,859.25
Participation in ACE Impact Workshops	57,401.63	9,044.09
DLI 7 Expenses	50,062.21	146,582.69
Office Equipment	31,278.07	464.98
Workshop and Seminars	144,348.04	32,938.77
Covid 19 Expenses	-	2,808.96
ISAB & Sectoral Board Meeting Expenses	9,079.18	17,484.88
Monitoring and Evaluation Expenses	1,809.25	10,408.82
Other Equipment	-	1,005.16
Drugs & Medicals	34.73	726.45
Audit Incidentals	-	3,331.61
Exchange Difference	(78,587.00)	480.73
	<b>556,099.18</b>	<b>363,401.44</b>
<b>e. Centre Visibility</b>	<b>2022</b>	<b>2021</b>
	<b>US\$</b>	<b>US\$</b>
Official Publication	-	6,745.16
	-	<b>6,745.16</b>
<b>Total Expenditure for ACE IMPACT Project</b>	<b>1,685,911.59</b>	<b>1,186,646.78</b>

<b>f. Other Project Expenses</b>	<b>2022</b>	<b>2021</b>
	<b>US\$</b>	<b>US\$</b>
Women Shell Fishers Project Expenses Phase	86,903.27	171,772.01
MALNET	33,451.91	-
Danida HOTSPOT 2 Project	65,245.07	18,888.80
AU-IBAR Project	81,757.58	-
Other Expenses	142,100.85	109,001.36
	<b>409,458.69</b>	<b>299,662.17</b>
<b>Other Expenses</b>		
CoVID 19 Intervention Project	-	13,803.97
Power to the Fishers Project	-	32,211.56
Marine Spatial Planning	-	6,024.49
Marine Plastic Pollution in Liberia Project	-	9,758.37
Student Grant	380.00	1,565.37
WACA VAR	4,080.67	-
Marine Litter Pollution Project	14,183.43	2,340.14
V2V Project	5,084.14	4,604.94
Biodiversity and Livelihood Project	28,774.73	3,006.63
AU-IBAR FISHGOV2 Database development Project	28,315.09	-
AVU Lagoon project	8,144.63	-
UNESCO	9,767.60	5,097.40
Coast Under Control Project	27,041.68	7,317.95
WACA Mangrove Project	-	16,769.79
COMADRIP	16,328.88	6,500.75
<b>Total</b>	<b>142,100.85</b>	<b>109,001.36</b>
<b>3. Bank Balances</b>	<b>2022</b>	<b>2021</b>
	<b>US\$</b>	<b>US\$</b>
Zenith Bank Cedi A/c	581.40	1,989.28
Zenith Foreign Dollar A/c	268,223.47	190,666.58
Zenith Bank Forex Dollar A/c	53,591.50	408,389.47
	<b>322,396.37</b>	<b>601,045.33</b>
<b>4. Trade &amp; Other Receivables</b>		
	<b>2022</b>	<b>2021</b>
	<b>US\$</b>	<b>US\$</b>
Fuel Coupon Stock	1,563.28	-
Sundry Debtors	167,485.41	-
	<b>169,048.70</b>	-

<b>5. Trade and Other Payables</b>	<b>2022</b>	<b>2021</b>
	<b>US\$</b>	<b>US\$</b>
Contract Retention - Partitioning of SWLT	-	-
Accrued Expenses	34,618.59	34,618.59
U.C.C Current A/C - ACECOR	312.48	312.48
Ghana Revenue Authority	24.50	-
IGF Contractors Retention Control	36,538.10	-
	<b>71,493.67</b>	<b>34,931.07</b>

**Accumulated Funds**

<b>AFRICA CENTRE OF EXCELLENCE IN COASTAL RESILIENCE (ACECoR)</b>						
<b>STATEMENT OF PERFORMANCE AND CHANGES IN EQUITY FOR THE YEAR ENDED DECEMBER 31, 2022</b>						
<b>Project</b>	<b>Surplus/Deficit</b>	<b>2022</b>		<b>2021</b>		
		<b>Bal as at 1st Jan, 2022</b>	<b>Bal as at 31st Dec, 2022</b>	<b>Surplus/Deficit</b>	<b>Bal as at 1st Jan, 2021</b>	<b>Bal as at 31st Dec, 2021</b>
	<b>US\$</b>	<b>US\$</b>	<b>US\$</b>	<b>US\$</b>	<b>US\$</b>	<b>US\$</b>
ACE IMPACT Project	(298,223.82)	408,255.03	110,031.21	(101,720.97)	509,976.00	408,255.03
Women Shell Fishers and Food Security Project	164,659.73	15,767.99	180,427.72	(42,041.01)	57,809.00	15,767.99
AU-IBAR Project	(8,807.58)	-	(8,807.58)	-	-	-
Malnet Project	(33,451.91)	99,462.00	66,010.09	99,462.00	-	99,462.00
Danida HOTSPOT 2 Project	18,279.01	12,779.19	31,058.20	12,779.19	-	12,779.19
Other Projects	(11,901.39)	53,133.16	41,231.77	33,784.16	19,349.00	53,133.16
<b>Sub Total</b>	<b>(169,445.97)</b>	<b>589,397.37</b>	<b>419,951.40</b>	<b>2,263.37</b>	<b>587,134.00</b>	<b>589,397.37</b>

## 7. Cash and Cash Equivalent

AFRICA CENTRE OF EXCELLENCE IN COASTAL RESILIENCE (ACECoR)							
STATEMENT OF CASHFLOWS AS AT 31ST DECEMBER, 2022							
	ACE IMPACT Project	Women Shell Fishers and Food Security Project	AU-IBAR Project	Malnet Project	Danida HOTSPOT 2 Project	Other Projects	Total
	US\$	US\$	US\$	US\$	US\$	US\$	US\$
<b>Cash Flows from Operating Activities</b>							
Surplus/Deficit	(298,223.82)	164,659.73	(8,807.58)	(33,451.91)	18,279.01	(11,901.39)	(169,445.97)
	(298,223.82)	164,659.73	(8,807.58)	(33,451.91)	18,279.01	(11,901.39)	(169,445.97)
<b>Changes in Operating Activities</b>							
Change in Trade & Other Receivables	(169,048.70)	-	-	-	-	-	(169,048.70)
Change in Trade & Other Payables	49,261.73	(1,965.70)	6,981.75	666.50	341.04	4,560.40	59,845.71
Net Cash Flows from Operating Activities	(418,010.79)	162,694.03	(1,825.84)	(32,785.41)	18,620.04	(7,340.99)	(278,648.96)
Change in Cash & Cash Equivalents	(418,010.79)	162,694.03	(1,825.84)	(32,785.41)	18,620.04	(7,340.99)	(278,648.96)
Cash & Cash Equivalent at Beginning of Year	417,725.73	17,733.69	-	99,462.00	12,779.19	53,344.72	601,045.33
Cash & Cash Equivalent at Close of Year	<b>(285.06)</b>	<b>180,427.72</b>	<b>(1,825.84)</b>	<b>66,676.59</b>	<b>31,399.23</b>	<b>46,003.73</b>	<b>322,396.37</b>

## DLI's Earnings

ACE in Coastal Resilience (ACECoR)	SUMMARY OF EARNINGS & BALANCE			TOTAL EARNINGS IN %
DLR Indicators	Maximum SDR	Total SDR Earnings to date (2022)	Balance of SDR	
<b>DLI 1: Institutional Readiness</b>	<b>611,160.00</b>	<b>611,160.00</b>	<b>-</b>	<b>100%</b>
1.1: Basic Readiness (IP; Procurement/Financial Manuals; & Team Designation)				
1.2: Full Readiness (PM Certificate; Website; Student Handbook with SHP; SAB)				
<b>DLI 2: Development Impact of ACE</b>	<b>172,560.00</b>	<b>64,710.00</b>	<b>107,850.00</b>	<b>38%</b>
2.1 Progress to impact				
2.2 Development impact				
<b>DLI 3: Quantity of students with focus on gender and regionalization</b>	<b>701,165.00</b>	<b>498,150.00</b>	<b>203,015.00</b>	<b>71%</b>
<b>3.1: New PhD students</b>	<b>386,899.25</b>	<b>266,940.00</b>	<b>119,959.25</b>	<b>69%</b>
National and men				
National and women				
Regional and men				
Regional and women				
<b>3.2: New Masters Students</b>	<b>192,730.48</b>	<b>116,205.00</b>	<b>76,525.48</b>	<b>60%</b>
National and men				
National and women				

Regional and men				
Regional and women				
3.3: New Prof. Short Course Students	121,535.27	115,005.00	6,530.27	95%
National and men				
National and women				
Regional and men				
Regional and women				
3.4: New First-Degree Students				
National and men				
National and women				
Regional and men				
Regional and women				
DLI 4: Quality of Education & research through international accreditation, research publications and improved teaching and research infrastructure	1,294,314.99	769,335.00	524,979.99	59%
4.1: Program Accreditation	431,438.33	287,600.00	143,838.33	67%
International accreditation				
National accreditation				
Gap assessment verified				
Regional Accreditation (CAMES, Bologna, etc.)				
Self-Evaluation				
New/ revamped courses per int'l standards				
4.2: Research Publications	431,438.33	266,030.00	165,408.33	62%
Regional Co-authored				
National/Student/Faculty Co-authored				
4.3: Teaching & Research Infrastructure	431,438.33	215,705.00	215,733.33	50%
M1:				

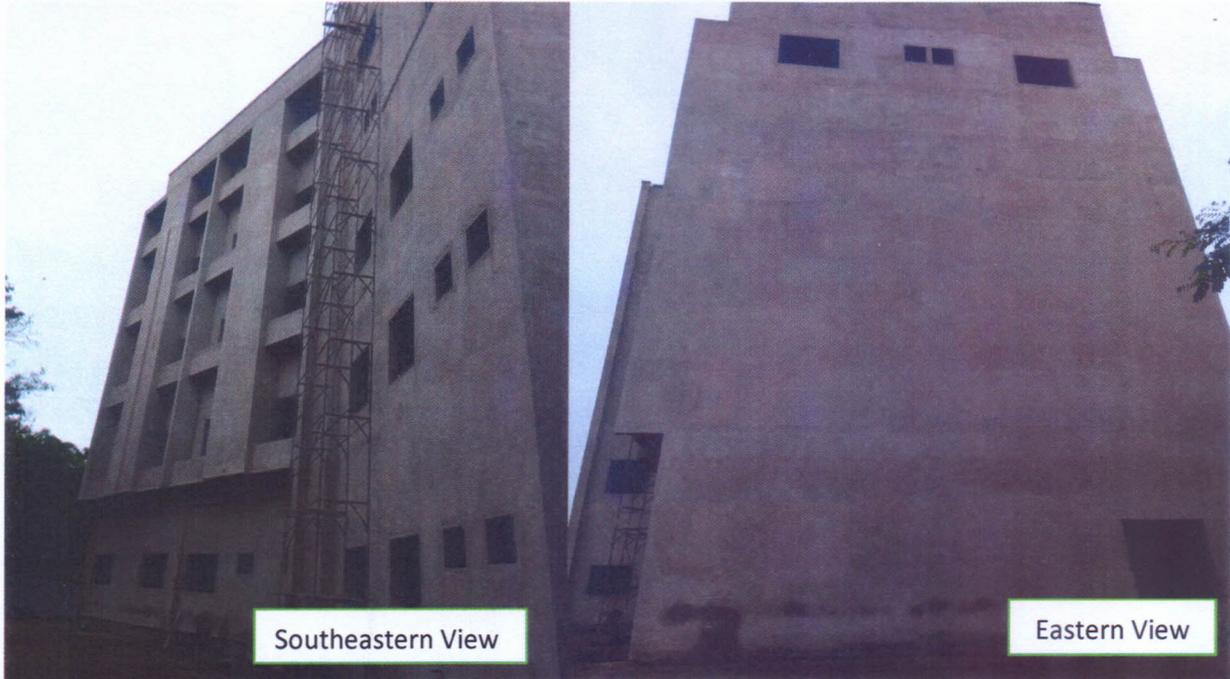
M2:				
M3:				
M4:				
<b>DLI 5: Relevance of Education and Research through externally generated revenue, internships, and entrepreneurship</b>	<b>1,144,100.00</b>	<b>963,991.14</b>	<b>180,108.86</b>	<b>84%</b>
5.1: External Revenue	954,631.21	954,631.14	0.07	100%
External Revenue - National				
External Revenue - Regional/ Private				
5.2: Internships	116,596.18	9,360.00	107,236.18	8%
National				
Regional				
5.3: Entrepreneurship	72,872.61	-	72,872.61	0%
Activity 1:				
Activity 2:				
<b>DLI 6: Timeliness and quality of fiduciary management</b>	<b>316,400.00</b>	<b>90,965.00</b>	<b>225,435.00</b>	<b>29%</b>
6.1: Timely Fiduciary Reporting	79,100.00	31,640.00	47,460.00	40%
6.2: Functioning Internal Audit Unit & Committee	79,100.00	23,730.00	55,370.00	30%
6.3 Financial Online Transparency	79,100.00	35,595.00	43,505.00	45%
6.4: Procurement Quality	79,100.00	-	79,100.00	0%
<b>DLI 7: Institutional Impact</b>	<b>557,225.00</b>	<b>251,650.00</b>	<b>305,575.00</b>	<b>45%</b>
7.1: University-wide Regional Strategy	71,900.00	71,900.00	-	100%
a	143,800.00	143,800.00	-	100%
Institutional Head				
Dean				

7.3 Institutional Accreditation	197,725.00	-	197,725.00	0%
International accreditation				
Gap Assessment				
Self-evaluation				
7.4: PASET Regional Benchmarking Participation	71,900.00	35,950.00	35,950.00	50%
Participation (Year 1)				
Participation (Year 2)				
7.5 Institutional Impact	71,900.00	-	71,900.00	0%
Milestone 1				
TOTALS	4,796,924.99	3,249,961.14	1,546,963.85	68%
PAYMENT DUE FOR DLRs 3.3, 4.1, 4.3, 5.1, 6.1, 7.1	446,015.00			

## Quantity of Students with Focus on Gender and Regionalisation

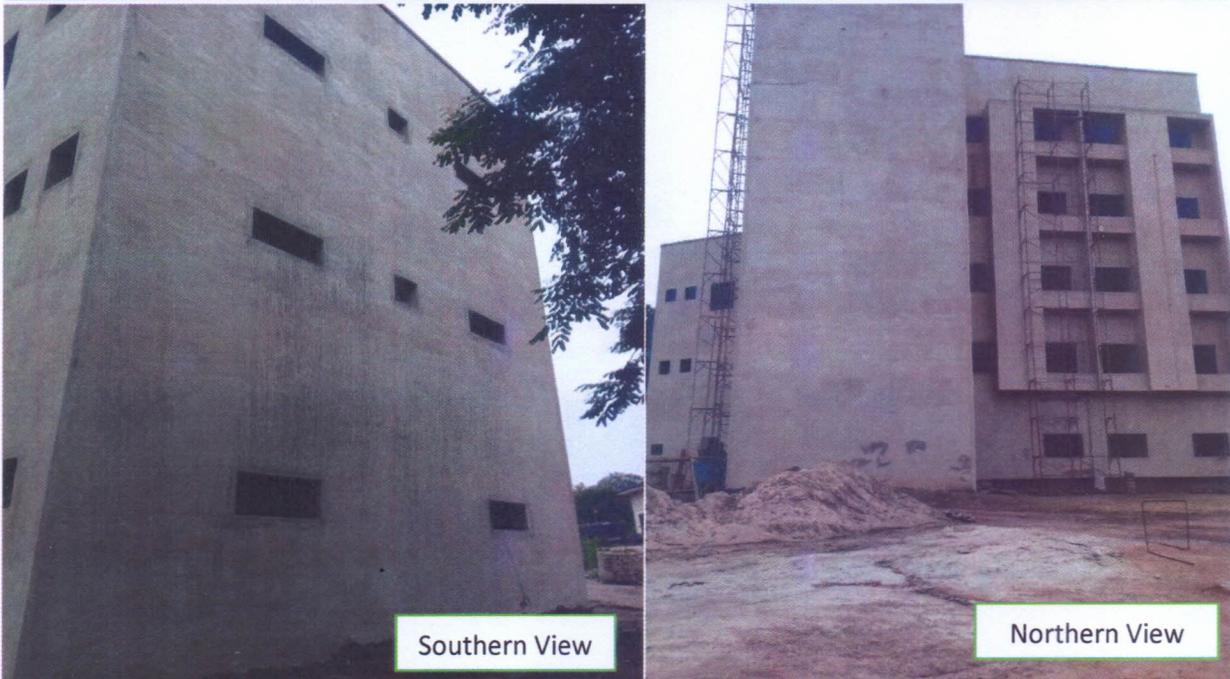
	Unit Cost (US\$)	Short-fall	Amount (US\$)
<b>3.2: New Masters Students</b>			
National and men	1,440.00	2	2,880.00
National and women	1,800.00	5	9,000.00
Regional and men	2,875.00	1	2,875.00
Regional and women	3,595.00	5	17,975.00
<b>3.3: New Professional. Short Course Students</b>			-
National and men	290.00	72	20,880.00
National and women	360.00	33	11,880.00
Regional and men	575.00	-	-
Regional and women	720.00	-	-
<b>Total</b>			<b>65,490.00</b>

Office Complex



Southeastern View

Eastern View



Southern View

Northern View

## Externally Generated Revenue

PROJECT	PURPOSE	AMOUNT (US\$)
CoVID 19 Intervention Project	CoVID 19 Intervention in fishing Communities	55,969.00
Power to the Fishers Project	To support research grants for students	32,749.22
Marine Plastic Pollution in Liberia Project	Marine Plastic Pollution in Liberia Project	9,755.00
Danida HOTSPOT 2 Project	It targets the degradation of the coastal environment in Ghana, its causes and socio-economic consequences	115,192.07
Coast Under Control Project		56,145.33
Self-funded participants of short courses	Organisation of Short Training in GIS and Fisheries management	2296.8
Sustainable Ocean Alliance Inc	To support research grants for student	1,950.00
UNESCO	To Support an exchange Student at ACECoR	14,865.01
Marine Spatial Planning	To implement the organisation of online workshop	9,202.53
Women Shell Fishers Project Phase I	To implement research activity on Women Shellfishes and food security in Ghana and ten other West African countries	313,530.00
Women Shell Fishers Project Phase II	To implement research activity on Women Shellfishes and food security in Ghana and ten other West African countries	228,789.00
Marine Litter Pollution Project		18,315.41
West Africa Coastal Area Program		39,980.00
WACA Mangrove Project		32,365.00
COMADRIP	To Support an exchange Student at ACECoR	23,001.20
Biodiversity and Livelihood Project	To implement research activity on Women Shellfishes and food security in Ghana and ten other West African countries	37,970.00
AVU Lagoon project		8,499.10
AU-IBAR Project	To identify specific issues relevant to Small Island developing States and develop draft strategic positions and make specific recommendations for establishment	72,950.00
AU-IBAR FISHGOV2 Project-Database Development	To implement development of Fishery Database	22,268.13
<b>Grand Total</b>		<b>1,095,792.80</b>