

AfricaCentersofExcellenceforDevelopmentImpact(ACEImpact)

**African Center of Excellence for Drug
Research, Herbal Medicine Development and
Regulatory Science (ACE-DHARS)**

UNIVERSITY OF LAGOS, NIGERIA

Implementation Plan

2019 – 2024

[List of abbreviations and acronyms]

ACEDHARS	African Center of Excellence for Drug Research, Herbal Medicine Development and Regulatory Science
PDs	Prevalent diseases
WHO	World Health Organization
ACE	Africa Centers of Excellence
DLI	Disbursement Linked Indicator
LUTH	Lagos University Teaching Hospital, Nigeria.
UNILAG	University of Lagos
CMUL	College of Medicine University of Lagos
HRDC	Human Resources Development Council
SPGS	School of Postgraduate Studies, University of Lagos
CITS	Centre for Information and Technology System, University of Lagos
KNUST	Kwame Nkrumah University of Science and Technology, Ghana
LMHRA	Liberia Medicines and Health Products Regulatory Authorities, Liberia
PBSL	Pharmacy Board of Sierra-Leone, Sierra-Leone
NAFDAC	National Agency for Food and Drug Administration and Control, Nigeria
Drugfield	Drugfield Pharmaceuticals Ltd, Nigeria
NCDs	Non-communicable diseases
ISI	International Scientific Index database
Uni.	University of
SMEs	Small and Medium Entrepreneurs
SPESSE	Sustainable Procurement, Environmental and Social Standards Enhancement

1. NARRATIVE SUMMARY (max 2 pages)

According to World Health Organization (WHO), 80 % of the developing world's population depends on traditional medicine for primary healthcare. Regulatory agencies and consumer groups are therefore increasingly demanding for stringent quality control measures for global positioning of herbal products. Some of the identified challenges regarding herbal medicine are centered around standardization, safety, adulteration and irrational use. This is largely due to a dearth of skilled manpower in their production and regulation. The African Center of Excellence for Drug Research, Herbal Medicines Development and Regulatory Science (ACEDHARS) was established to build up manpower on quality assurance, standardization of dosages, reproducibility of herbal preparations, drug development, drug repurposing and safety monitoring of drugs in West and Central African region. The researches in the Center are focused on the development and evaluation of herbal formulations into standard products for management of non-communicable diseases (NCDs). The Center is poised to produce a compendium of herbal formulations for the treatment of NCDs in sub-Saharan Africa.

The Center programs are focused not only on herbal medicines but also on drug research, assessments and regulations based on expertise of members drawn from the Departments of Biochemistry, Botany, Chemistry, Pharmaceutical Chemistry, Pharmacognosy and Pharmacology. The Center will run M.Sc. programs in Chemistry, Pharmaceutical Chemistry, Pharmacognosy and Pharmacology as well as Ph.D. Pharmacology in 2019/2020 session and thereafter commence its interdisciplinary M.Sc. and Ph.D. programs in Herbal Medicine, Drug Development, Biomedical Toxicology, Regulatory Science and Pharmacovigilance from 2020/2021 session. The ACEDHARS curricula are developed to produce skilled manpower in the utilization of spectroscopic and chromatographic techniques for drug development, pharmacokinetics and drug quality assurance systems. Furthermore, capacity will be developed in toxicity testing and safety monitoring of medicines and herbal products. Graduates of the Center will fill the existing skill gaps in toxicology, quality control and pharmacovigilance units of regulatory agencies, drug research institutes, pharmaceutical industries, herbal product industries, healthcare facilities and traditional medicine centers in the region.

Short courses in Formulation and Standardization of Herbal Medicine, Impurity Profiling, Quality Control and Regulation of Herbal Products, Toxicological Evaluation, and Regulatory Sciences will run concurrently for both low- and high-skilled personnel in the region. The target of ACEDHARS is to produce 180 Masters and 20 Ph.D. students within the five-year span of the ACE Impact project as well as 600 mid-career professionals for short courses.

Coursework studies will be presented through a problem-based modular delivery to ensure the development of transferable and employable skills that will improve communication, team spirit, processing of information and analytical expertise. Work based learning will be integrated into the curricula to allow students the opportunity of industrial field trips or internships for real-life work experiences to aid learning and improve employability. The education package will also include workshops and symposia for stakeholders as a platform for forging regional and international collaboration and harmonization of issues concerning medicines, herbal products and their regulations.

The research objective of ACEDHARS is to provide intervention in the production of standard herbal products for the treatment of some prevalent NCDs in the region as well as enhancing information database for quality control and post-marketing surveillance. There are three research groups in the Center namely: Herbal Medicine Exploration, Quality Control and Pharmacovigilance. Due to the high prevalence of diabetes and hypertension as well as the recent COVID-19 pandemic, the Center in the next five years, through collaborative research between these groups, has targeted to (1) develop standardized herbal formulation(s) for the treatment of diabetes hypertension (plus their comorbidity) and COVID-19 (2) re-purpose drug(s) for the treatment of the aforementioned diseases and (3) develop analytical methods for quality control of herbal medicines. The outputs of the Center research studies will be documented in journals listed in Scopus database. The Center will also develop a Digital Herbal Medicine Library (DHML) and a Pharmacovigilance database for African herbal products. Each group is working with institutional and sectoral partners. A Center Complex will be built and equipped to support education, faculties' research works, all partners and stakeholders.

The Sectoral partners of the Center include regulatory bodies: National Agency for Food and Drug Administration and Control (NAFDAC), Nigeria; Lagos University Teaching Hospital Pharmacovigilance

Center (LUTHPC); Lagos State Traditional Medicine Board (LSTMB); Liberia Medicines and Health Products Regulatory Authorities (LMHRA) and Pharmacy Board of Sierra-Leone (PBSL). It also includes indigenous pharmaceutical industries: Neimeth International Pharmaceuticals Plc, Drugfield Pharmaceuticals Ltd and Mopson Pharmaceuticals Ltd, all in Nigeria. Indigenous pharmaceutical industries will provide bench spaces for research and internships for the development of standardized drugs and herbal medicines while the regulatory bodies will provide same support for the development of analytical protocols and quality control of herbal medicines. The ACEDHARS will provide fully funded scholarship to regional students (except Nigerians) and staff of sectoral partners recommended for programs at the Center while qualified persons in the organizations will be invited to join in the facilitation of short courses, workshops and symposia.

The ACEDHARS will be partnering with University of Ghana and Kwame Nkrumah University of Science and Technology, Ghana, in teaching and research through joint facilitation of short courses, co-supervision of students' research projects and faculty exchange. University of Liberia and University of Sierra Leone are also academic partners of the Center who in exchange for free training of their staff members, have offered their laboratory facilities for use by students of the Center carrying out preliminary studies in the countries. The Center will continue to increase its partnership drive to further ensure a spread of its impact across the region. The International Academic partners of the Center would assist in the area of training, mentorship and also to provide laboratory bench spaces to staff and students of the Center.

The University of Lagos as host of the Center, has decided to use the support offered to it through the ACE Impact project, to upgrade the University Information and Communication Technology facilities especially towards increasing online teaching mode by migration of the University teaching services to the cloud. The ACEDHARS will also provide support towards the actualization of the University's regional strategic plan of developing the human capacities in the Research Management units of Universities across the region. The University of Lagos will be using the opportunity provided by the ACE Impact project to join the league of Nigerian Universities on the NgRen Network system, which is a channel for enhancing the internet bandwidth and increase access to e-resources relevant to teaching and research in the University.

The key focus of ACEDHARS will be to attain a sustainable and self-financing status before the expiration of the ACE impact sponsorship. There will be income generation from postgraduate programs, short courses, workshops and consultancy services in the area of product development and drug analysis in the region. There will be concerted efforts by members of the Center and partners to attract both training and research grants from funding agencies such as National Research Fund (Tertiary Education Trust Fund), The World Academy of Science (TWAS), African Union, Wellcome Trust, PEER, UKRI and National Institute of Health. The Center will build and equip a standard research laboratory and all the equipment shall reside in this building for analytical studies and also for consulting external use at a fee. Given the entrepreneurial potential of the Center's multidisciplinary research, a start-up enterprise: ACE Consult UNILAG, will be established to promote products from the Herbal medicine exploration research group. In addition, a Digital Herbal Medicine Library, established as a product of the robust African pharmacopeia will be accessible to the public for a fee.

As a result of ACEDHARS activities, there will be significant increase in the critical mass of skilled personnel in herbal products standardization, toxicology, pharmacovigilance and regulatory science in the region. It is believed that through these interventions, there will be reduction in adulteration, counterfeiting, contaminants, adverse reactions and toxic effects of drug and herbal products. Safety profiling of herbal remedies through the formation of an herbal pharmacovigilance database and production of a robust Africa pharmacopeia will provide the necessary reference information for the region. Another impact will be the establishment of more regulatory agencies and strengthening of existing regulatory bodies with harmonized policies across the region. This will lead to a reformed herbal medicine industry in the region with standardized products of consistent therapeutic effects. Furthermore, with the development of its own standardized herbal products, the Center will provide remedies for the management of diabetes, hypertension and neurodegenerative diseases.

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

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	(0 or 100)	300,000	300,000
<i>DLI 1.2 Full Readiness</i>	1	(0 or 100)	300000	300,000
DLI 2 Development Impact				
<i>DLI 2.1 Progress to Impact</i>	0		25,000	0
<i>DLI 2.2 Development Impact</i>	0		25,000	0
DLI 3 Quantity of students				
<i>DLI 3.1a New eligible PhD student's male</i>	1		10,000	10,000
<i>DLI 3.1b New eligible PhD student's female</i>	1		12,500	12,500
<i>DLI 3.1c New eligible PhD student's regional male</i>	0		12,500	0
<i>DLI 3.1d New eligible PhD student's regional female</i>	0		15,600	0
<i>DLI 3.2a New eligible Master student's male</i>	3		2,000	6,000
<i>DLI 3.2b New eligible Master student's female</i>	10		2,500	25,000
<i>DLI 3.2c New eligible Master student's regional male</i>	0		4,000	0
<i>DLI 3.2d New eligible Master student's regional female</i>	0		5,000	0
<i>DLI 3.3a New eligible short course student's male</i>	50		400	20,000
<i>DLI 3.3b New eligible short course student's female</i>	70		500	35,000
<i>DLI 3.3c New eligible short course student's regional male</i>	40		800	32,000
<i>DLI 3.3d New eligible short course student's regional female</i>	20		1,000	20,000
DLI 4 Quality of Education				
<i>DLI 4.1a National accreditation</i>	1	(0 or 100)	100,000	100,000
<i>DLI 4.1b GAP assessment following</i>	0	(0 or 100)	100,000	0

<i>International standards</i>				
<i>DLI 4.1c Self-assessment following International standards</i>	0	(0 or 100)	100,000	0
<i>DLI 4.1d International accreditation</i>	0	(0 or 100)	300,000	0
<i>DLI 4.1e New courses meeting international standards</i>	0	(0 or 100)	50,000	0
<i>DLI 4.2 ACE International research publications with national partners</i>	12	(0 or 100)	10,000	120,000
<i>DLI 4.2 ACE International research publications with regional partners</i>	0	(0 or 100)	15,000	0
<i>DLI 4.3a Infrastructure improvement for research and learning (procurement and civil works) Step 1: Approved plan</i>	1	(0 or 100)	300,000	300,000
<i>DLI 4.3b Infrastructure improvement for research and learning (procurement and civil works) Step 2: Procured or Foundation Constructed</i>	0	(0 or 100)	300,000	0
<i>DLI 4.3c Infrastructure improvement for research and learning (procurement and civil works) Step 3: Operational or Construction Completed</i>	0	(0 or 100)	300,000	0
<i>DLI 4.3d Infrastructure improvement for research and learning (procurement and civil works) Step 2: NA or Building Operational</i>	N/A	(0 or 100)	300,000	N/A
DLI 5 Relevance of Education & Research				
<i>DLI 5.1a External generated revenue from private sector</i>	2,000		X 2	4,000
<i>DLI 5.1b External generated revenue from other sectors</i>	10,000		X 1	10,000
<i>DLI 5.2a Number of students with at least 1-month internship or staff with placement nationally</i>	0		1,000	0
<i>DLI 5.2b Number of students with at least 1-month internship or staff with placement regionally</i>	0		1,500	0
<i>DLI 5.3 Number on new entrepreneurship, innovation, start-up companies, and commercialization support programs</i>	0		100,000	0
DLI 6 Fiduciary Enhancement				
<i>DLI 6.1 Timely fiduciary reporting</i>	1	(0 or 100)	15,000/year	15,000
<i>DLI 6.2 Functioning internal audit unit</i>	1	(0 or 100)	15,000/year	15,000

<i>DLI 6.3 Web Transparency on Fiduciary reports</i>	1	(0 or 100)	15,000/year	15,000
<i>DLI 6.4 Quality of Procurement planning</i>	1	(0 or 100)	15,000/year	15,000
DLI 7 Institutional Impact				
<i>DLI 7.1 University-wide regional strategy</i>	0	(0 or 100)	100,000	0
<i>7.2 Competitive Selection</i>	N/A	(0 or 100)	75,000	N/A
<i>7.3 Institutional accreditation</i>	0	(0 or 100)	200,000	0
<i>7.4 PASET Benchmarking</i>	0	(0, 50 or 100)	50,000/year	0
<i>7.5 Milestones for Institutional Impact</i>	N/A	(0 or 100)	100,000	N/A
<i>7.6 ICT services for innovation in teaching and research</i>	1	(0 or 100)	100,000	100,000
Total revenue expected triggered from ACE program				3,300
Additional government funding support				
University of Lagos Financial Intervention				153,164.38
Total Income				1,610,964.38

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

Code	Priority Rank	Result/Activity/Task	Budget Estimate (US\$)		
			ACE institution	Partners	Total
Action Plan 1	(1 highest 5 lowest)	Achieving quality education and training	(Component total for ACE leader)	(Component total for partners)	(Total of component)
1.1	1	Develop curricula for new Master and PhD programs	1581.66	-	1581.66
1.2	1	Develop curricula for short courses	277.77	-	277.77
1.3	1	Sensitize and Recruit regional student	326.80	-	326.80
1.4	2	Conduct admission exercise (Written/Oral) for Masters and Ph.D. programs	819.45	555.56	1375.01
1.5	1	Run Masters courses	138.89	-	138.89
1.6	1	Run Ph.D. courses	41.67	-	41.67
1.7	1	Upgrade the resources of the University Learning Management System (LMS) for short courses	9,599.96	-	9,599.96
1.8	1	Run short courses	12,200.00	1,250.00	13,450.00
1.9	1	Implement Scholarship(s) for regional students	90,994.73	54,828.93	145,823.66
1.10	1	Implement Research grant award to students	36,031.93	15,000.00	51,031.93
1.11	3	Organize short English Language courses for students from regional- francophone countries	-	-	-
1.12	4	Organize Annual Student Orientation Event	165	-	165.00
1.13	4	Organize Bimonthly Faculty-Student Monitoring Interactions	430.00	-	430.00
1.14	4	Engage sectoral facilitators in industrial student seminar	-	-	-
1.15	1	Procure Teaching consumables for new Masters and Ph.D. programs	50,022.10	-	50,022.10
Action Plan 2	(1 highest 5 lowest)	Expanding the quality and reach of education	(Component total for ACE leader)	(Component total for partners)	(Total of component)
2.1	2	Get National Accreditation	30,613.11	-	30,613.11
2.2	4	Initiate Process of International Accreditation	15,000.00	-	15,000.00
2.3	1	Migration of University website and allied services to the Cloud	21,944.44	-	21,944.44
2.4	1	Expand the University Internet Bandwidth and access to e-resources	43,835.62	-	43,835.62

Code	Priority Rank	Result/Activity/Task	Budget Estimate (US\$)		
			ACE institution	Partners	Total
2.5	2	Improve IT systems in existing classrooms	16,794.00	-	16,794.00
2.6	4	Renovate and Upgrade Laboratory facilities in partner institutions	-	10,997.00	10,997.00
2.7	3	Construction of Center Complex I. Plan Approvals and Foundation	345,891.13	-	345,891.13
2.8	1	Run student internship	69.44	-	69.44
2.9	3	Support faculty Exchange (Internship)	-	-	-
2.10	2	Organize Entrepreneurship Workshop for PG students	-	-	-
2.11	2	Organize field and industry trips	-	-	-
Action Plan 3	(1 highest 5 lowest)	Achieving Quality in applied Research	(Component total for ACE leader)	(Component total for partners)	(Total of component)
3.1	1	Purchase New Laboratory equipment	267,057.02	-	267,057.02
3.2	2	Maintain laboratory equipment (Validation and qualification of analytical equipment, servicing, repairs)	-	-	-
3.3	1	Renovate and upgrade postgraduate research laboratories in participatory departments	3,426.68	-	3,426.68
3.4	1	Maintain the animal house facility	7,874.00	-	7,874.00
3.5	3	Support workshop training for Laboratory Technologists in charge of Centre Equipment	-	-	-
3.6	3	Organize Pharmacovigilance training /workshops for stakeholders.	-	-	-
3.7	2	Operate the ACEDHARS Pharmacovigilance database room	2,483.56	-	2,483.56
3.8	2	Run the Grant Proposal and Manuscript Writing Clinic	215.00	-	215.00
3.9	1	Run bimonthly Inter-Research Group Proposal Presentation	500.00	-	500.00
3.10	2	Support dissemination of research output through Publication in scientific journals	4,000.00	-	4,000.00
Action Plan 4	(1 highest 5 lowest)	Engaging in the sector	(Component total for ACE leader)	(Component total for partners)	(Total of component)
4.1	2	Recruit Sectoral partners	20,228.34	-	20,228.34
4.2	1	Run the sectoral advisory board	91.66	320.00	411.66
4.3	2	Hold Annual Town and Gown Symposia to strengthen sectoral engagement	-	-	-
4.4	3	Annual University-Industry hack-a-thon	-	-	-
Action	(1 highest 5 lowest)	Attaining Excellence in Center	(Component total for ACE leader)	(Component total for partners)	(Total of component)

Code	Priority Rank	Result/Activity/Task	Budget Estimate (US\$)		
			ACE institution leader)	Partners partners)	Total
Plan 5	5 lowest)	management			
5.1	1	Operate the center	4617.31	-	4617.31
5.2	1	Maintain Communication linkages through phones and internet	349.93	-	349.93
5.3	2	Improve management skills through certifications and workshops	21,720.12	-	21,720.12
5.4	1	Evaluate the Center progress	285.00	720.00	1,005.00
5.5	4	Ensure regular Centre meetings	2,165.00	-	2,165.00
5.6	1	Participate in ACE IMPACT National and Regional workshops	68,734.27	-	68,734.27
5.7	3	Enhance Center visibility, accessibility and transparency	694.44	-	694.44
5.8	3	Ensure smooth running of the Center financial affairs	4,756.94	-	4,756.94
5.9	3	Develop and produce student handbook	277.77	-	277.77
5.10	4	Secure an operational vehicle for Center activities	75,559.19	-	75,559.19
5.11	5	Create Centre branding and awareness	125.00	-	125.00
Action Plan 6	(1 highest 5 lowest)	Achieving Center Sustainability	(Component total for ACE leader)	(Component total for partners)	(Total of component)
6.1	4	Expand the reach of the Center through workshop training for Herbal Practitioners	-	-	-
6.2	1	Run the Center Start-up Company	424.99	-	424.99
6.3	1	Develop Center Herbal Products	2241.65	-	2241.65
6.4	2	Provide Consultancy services to drug and herbal medicine producers for Product Development and Relevant Regulatory Bodies Certifications	-	-	-
6.5	3	Develop the Herbal Medicine Digital Library (HMDL)	-	-	-
6.6	1	Develop the Analytical laboratory to ISO standard	-	-	-
6.7	1	Protect intellectual properties of the Center	836.10		836.10
6.8	2	Run online self-paced certificate courses	-	-	-
6.9	1	Purchase equipment for the herbal processing facility	6,782.28		6,782.28
		Sub-total	1,172,223.95	83,671.49	1,255,895.44
		Contingency	58,611.20	4,183.57	62,794.77
		TOTAL BUDGET	1,230,835.15	87,855.06	1,318,690.21

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

Code	Result/Activity/Task	Budget Estimate (US\$)												
		Neimeth	Drugfield	Mopson	NAFDAC, Nigeria	LUTHPC, Nigeria	LSTM, Nigeria	LMHRA, Liberia	PBSL, Sierra Leone	Uni. Ghana	KNUST, Ghana	Uni. Liberia	Uni. Sierra Leone	Total Partner Budget
Actio n Plan 1	<i>Achieving quality education and training</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Partners total of component)</i>
	<i>(Insert activity number)</i>	<i>(list amount)</i>	<i>(list amount)</i>	<i>(list amount)</i>	<i>(list amount)</i>	<i>(list amount)</i>	<i>(list amount)</i>	<i>(list amount)</i>	<i>(list amount)</i>	<i>(list amount)</i>	<i>(list amount)</i>	<i>(list amount)</i>	<i>(list amount)</i>	<i>(list total partner amount for activity)</i>
1.1	Develop curricula for new Master and PhD programs	0	0	0	0	0	0	0	0	0	0	0	0	0
1.2	Develop curricula for short courses	0	0	0	0	0	0	0	0	0	0	0	0	0
1.3	Sensitize and Recruit regional student	0	0	0	0	0	0	0	0	0	0	0	0	0
1.4	Conduct admission exercise (Written/Oral) for Masters and Ph.D. programs	0	0	0	0	0	0	138.89	138.89	0	0	138.89	138.89	555.56
1.5	Run Masters courses	0	0	0	0	0	0	0	0	0	0	0	0	0
1.6	Run Ph.D. courses	0	0	0	0	0	0	0	0	0	0	0	0	0
1.7	Upgrade the resources of the University Learning Management System (LMS) for	0	0	0	0	0	0	0	0	0	0	0	0	0

	short courses													
1.8	Run short courses (online)	0	0	0	250.00	0	0	500.00	500.00	0	0	0	0	1,250.00
1.9	Implement Scholarship(s) for regional students	0	0	0	0	0	0	18,276.31	0	0	0	18,276.31	18,276.31	54,828.93
1.10	Implement Research grant award to students	0	0	0	0	0	0	5000	0	0	0	5000	5000	150000
1.11	Organize short English Language courses for students from regional-francophone countries	0	0	0	0	0	0	0	0	0	0	0	0	0
1.12	Organize Annual Student Orientation Event	0	0	0	0	0	0	0	0	0	0	0	0	0
1.13	Organize Bimonthly Faculty-Student Monitoring Interactions	0	0	0	0	0	0	0	0	0	0	0	0	0
1.14	Engage sectoral facilitators in industrial student seminar	0	0	0	0	0	0	0	0	0	0	0	0	0
1.15	Procure Teaching consumables for new Masters and Ph.D. programs	0	0	0	0	0	0	0	0	0	0	0	0	0
Action Plan	Expanding the quality and reach of education	(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)	(Partners total of component)
2.1	Get National Accreditation	0	0	0	0	0	0	0	0	0	0	0	0	0
2.2	Initiate Process of International Accreditation	0	0	0	0	0	0	0	0	0	0	0	0	0
2.3	Migration of University	0	0	0	0	0	0	0	0	0	0	0	0	0

	website and allied services to the Cloud													
2.4	Expand the University Internet Bandwidth and access to e-resources	0	0	0	0	0	0	0	0	0	0	0	0	0
2.5	Improve IT systems in existing classrooms	0	0	0	0	0	0	0	0	0	0	0	0	0
2.6	Renovate and Upgrade laboratory facilities in partner institutions	0	0	0	0	10,997.00	0	0	0	0	0	0	0	10,997.00
2.7	Construction of Center Complex I. Plan Approvals and Foundation	0	0	0	0	0	0	0	0	0	0	0	0	0
2.8	Run student internship	0	0	0	0	0	0	0	0	0	0	0	0	0
2.9	Support faculty Exchange (Internship)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.10	Organize Entrepreneurship Workshop for PG students	0	0	0	0	0	0	0	0	0	0	0	0	0
2.11	Organize field and industry trips	0	0	0	0	0	0	0	0	0	0	0	0	0
Action Plan 3	Achieving Quality in applied Research	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Partners total of component)</i>	<i>(Partners total of component)</i>
3.1	Purchase New Laboratory equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
3.2	Maintain	0	0	0	0	0	0	0	0	0	0	0	0	0

	laboratory equipment (Validation and qualification of analytical equipment, servicing, repairs)													
3.3	Renovate and upgrade postgraduate research laboratories in participatory departments	0	0	0	0	0	0	0	0	0	0	0	0	0
3.4	Maintain the animal house facility	0	0	0	0	0	0	0	0	0	0	0	0	0
3.5	Support workshop training for Laboratory Technologists in charge of Centre Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
3.6	Organize Pharmacovigilance training /workshops for stakeholders.	0	0	0	0	0	0	0	0	0	0	0	0	0
3.7	Operate the ACEDHARS Pharmacovigilance database room	0	0	0	0	0	0	0	0	0	0	0	0	0
3.8	Run the Grant Proposal and Manuscript Writing Clinic	0	0	0	0	0	0	0	0	0	0	0	0	0
3.9	Run bimonthly Inter-Research Group Proposal Presentation	0	0	0	0	0	0	0	0	0	0	0	0	0
3.10	Support dissemination of research output through	0	0	0	0	0	0	0	0	0	0	0	0	0

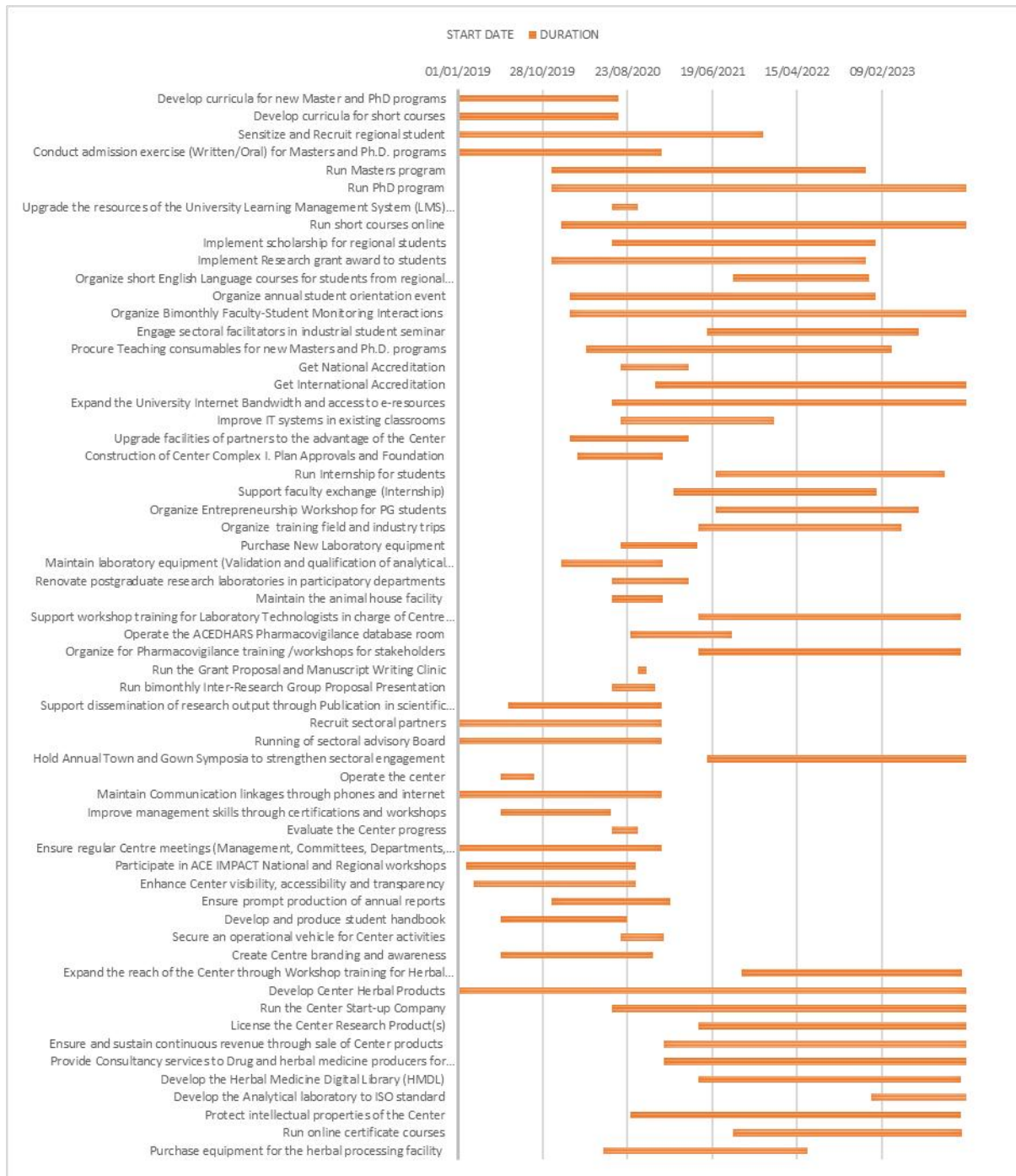
	Publication in scientific journals													
Action Plan 4	Engaging in the sector	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Component total for partner)	(Partners total of component)	(Partners total of component)
4.1	Recruit Sectoral partners	0	0	0	0	0	0	0	0	0	0	0	0	0
4.2	Run the sectoral advisory board	20.00	20.00	20.00	20.00	20.00	20.00	100.00	100.00	0	0	0	0	320.00
4.3	Hold Annual Town and Gown Symposia to strengthen sectoral engagement	0	0	0	0	0	0	0	0	0	0	0	0	0
4.4	Annual University-Industry hack-a-thon	0	0	0	0	0	0	0	0	0	0	0	0	0
Action Plan 5	Attaining Excellence in Center management	(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)	(Partners total of component)
5.1	Operate the center	0	0	0	0	0	0	0	0	0	0	0	0	0
5.2	Maintain Communication linkages through phones and internet	0	0	0	0	0	0	0	0	0	0	0	0	0
5.3	Improve management skills through certifications and workshops	0	0	0	0	0	0	0	0	0	0	0	0	0
5.4	Evaluate the Center progress	20.00	20.00	20.00	20.00	20.00	20.00	100.00	100.00	100.00	100.00	100.00	100.00	720.00
5.5	Ensure regular Centre meetings	0	0	0	0	0	0	0	0	0	0	0	0	0
5.6	Participate in ACE IMPACT National and	0	0	0	0	0	0	0	0	0	0	0	0	0

	Regional workshops													
5.7	Enhance Center visibility, accessibility and transparency	0	0	0	0	0	0	0	0	0	0	0	0	0
5.8	Ensure prompt production of annual reports	0	0	0	0	0	0	0	0	0	0	0	0	0
5.9	Develop and produce student handbook	0	0	0	0	0	0	0	0	0	0	0	0	0
5.10	Secure an operational vehicle for Center activities	0	0	0	0	0	0	0	0	0	0	0	0	0
5.11	Create Centre branding and awareness	0	0	0	0	0	0	0	0	0	0	0	0	0
Action Plan 6	Achieving Center Sustainability	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Component total for partner)</i>	<i>(Partners total of component)</i>	<i>(Partners total of component)</i>
6.1	Expand the reach of the Center through workshop training for Herbal Practitioners	0	0	0	0	0	0	0	0	0	0	0	0	0
6.2	Run the Center Start-up Company	0	0	0	0	0	0	0	0	0	0	0	0	0
6.3	License the Center Research Product(s)	0	0	0	0	0	0	0	0	0	0	0	0	0
6.4	Ensure and sustain continuous revenue through sale of Center products	0	0	0	0	0	0	0	0	0	0	0	0	0
6.5	Provide Consultancy services to drug	0	0	0	0	0	0	0	0	0	0	0	0	0

	and herbal medicine producers for Product Development and Relevant Regulatory Bodies Certifications													
6.6	Develop the Herbal Medicine Digital Library (HMDL)	0	0	0	0	0	0	0	0	0	0	0	0	0
6.7	Develop the Analytical laboratory to ISO standard	0	0	0	0	0	0	0	0	0	0	0	0	0
6.8	Protect intellectual properties of the Center	0	0	0	0	0	0	0	0	0	0	0	0	0
6.9	Run online certificate courses	0	0	0	0	0	0	0	0	0	0	0	0	0
6.10	Purchase equipment for the herbal processing facility	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub-total		40.00	40.00	40.00	290.00	11,037.00	40.00	24,115.20	838.89	100.00	100.00	23,515.20	23,515.20	83,671.49
Contingency		2.00	2.00	2.00	14.50	551.85	2.00	1,205.76	41.94	5.00	5.00	1,175.76	1,175.76	4,183.58
Total		42.00	42.00	42.00	304.50	11,588.85	42.00	25,320.96	880.83	105.00	105.00	24,690.96	24,690.96	87,855.07

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

Table 4: Work plan for the ACE Impact project period



4. IMPLEMENTATION ARRANGEMENTS

4.1 Guiding Policies, Rules and Regulations

ACEDHARS is an interdisciplinary postgraduate education center offering M.Sc. and Ph.D. programs in Herbal Drug Standardization, Drug Development, Toxicology, Regulatory Science and Pharmacovigilance. The ACEDHARS aims at developing skilled manpower in the utilization of spectroscopic and chromatographic techniques for drug development, Herbal Medicine, pharmacokinetics and drug quality assurance systems to close the skill gaps in toxicology, quality control and pharmacovigilance units of regulatory agencies, drug research institutes, pharmaceutical industries, herbal product industries, healthcare facilities and traditional medicine centers in the region. The center is poised to harness the abundant natural plant resources in the region into herbal products for sustainable utilization.

All postgraduate teachers in the University of Lagos who are teaching and conducting research in areas relevant to the theme of the Center have the privilege to choose to be seconded as academic members (faculty) of the Center. All technologists in participating departments who are currently in charge of the use and maintenance of existing equipment are seconded as members of the Center, All administrative officers (Core team) of the Center are seconded to the Center by the Vice Chancellor based on the expertise required at the Center except the Project Manager who is deputed fully to serve in the Center. An administrative staff can be an academic staff of the University with a required administrative expertise and may not perform academic role in the Center. Each member of the Center reports all activities performed in the Center through the Annual Performance and Evaluation Report Form processed through their primary assigned unit in the University. The University duly rewards these activities as part of service to the University following University regulation.

At the ACEDHARS, the primary departments of academic members, in this case - Departments of Biochemistry, Botany, Chemistry, Pharmaceutical Chemistry, Pharmacognosy and Pharmacology are regarded as participating departments in the Center. The departments established at the Center based on interdisciplinary curricula, in this case – Departments of Herbal Drug Standardization, Drug Development, Toxicology, Regulatory Science and Pharmacovigilance, are secondary departments of academic members and are regarded as Center departments. This is following the regulation of the University that every Center must run its own programs through its own departments. Each academic member is assigned to a department and a research group where the member would be most active based on area of specialization. However, a member can participate in more than one department based on relevance of specialization to the program of the department. A member of the Center loses the right to be a member when such person ceases to conduct research within the theme of the Center or ceases to be a staff of the University of Lagos. Any academic member

who has been found culpable in the delay of the graduation of a student by the Education Committee of the Center, ceases to be an academic member of the Center. On its own part, the Center reward the efforts and dedication of its members by improving the work environment, providing tools for better delivery of tasks and honing their skills.

Each academic member is assigned to a department and a research group where the member would be most active based on area of specialization. However, a member can participate in more than one department based on relevance of specialization to the program of the department. A member of the Center loses the right to be a member when such person ceases to conduct research within the theme of the Center or ceases to be a staff of the University of Lagos. Any academic member who has been found culpable in the delay of the graduation of a student, by the Education Committee of the Center, ceases to be an academic member of the Center. All administrative officers of the Center are seconded to the Center by the Vice Chancellor based on the expertise required at the Center except the Project Manager who is deplored fully to serve in the Center. An administrative staff can be an academic staff of the University with a required administrative expertise and may not perform academic role in the Center. Each member of the Center reports all activities performed in the Center through the Annual Performance and Evaluation Report Form processed through their primary assigned unit in the University. The University duly rewards these activities as part of service to the University following University regulations. On its own part, the Center rewards the efforts and dedication of its members by improving the work environment, providing tools for better delivery of tasks and honing the skills of both academic and administrative members.

The Centre Leader is appointed by and reports directly to the Vice Chancellor. The Centre Leader is assisted by the Deputy Center Leader who is also appointed by the Vice Chancellor. The Centre Leader is the Chairman of the Center Management Board (CMB) which gives the policy direction to the Center and manages the day to day activities of the Center. The decision-making process of Center is by the operations of committee system, so as to ensure corporate governance. All academic programs are moderated by the Center Education Committee while all research activities are moderated by the Center Research Committee. The teaching of courses in the various Departments in the Center is by team teaching of the field expert in the subject area and Ph.D. student supervision is also by a team of minimum of two field experts of not less than the rank of a Senior Lecturer. All students' results are processed by the departments, approved by the education committee and forwarded to the CMD for ratification and to the SPGS for approval by the University Senate. The Center maintain zero tolerance against unethical academic practice like plagiarism, academic theft and manipulation of results among others.

The Center is currently using facilities available in the participating departments for teaching and research. These include those in Pharmaceutical Chemistry PG Lab., Pharmaceutical

Chemistry Instrument Room, Organic Chemistry Lab., Chemistry Dept. Instrument Room, Pharmacognosy Research Lab., Pharmacognosy Instrument Room, Pharmacology PG Lab., Toxicology Lab. and Therapeutics Lab as well as the general Animal House at the Idi-Araba campus of the University. The Center will improve these teaching and research facilities for quality training of students based on best practice for educational training. A Center building is to be built and furnished for teaching and research. However, the Center will begin the purchase of equipment for quality delivery of the Center programs from the onset of the ACE Impact project. These equipment will be situated temporarily in existing postgraduate laboratories of participating departments depending on where it will be most accessible to the desired users. The ACEDHARS inventory serial number and name will be inscribed on all equipment purchased with Center fund. All academic members and students of the Center have free access to the use of all items purchased by the Center for Center-related teaching and research, irrespective of where they are located. All equipment purchased by the Center will eventually be moved and installed permanently in the Center building upon its completion. The target is to make laboratories in the Center building to attain ISO certification.

The Center ensures regular interaction with industry/sectoral and institutional partners to maintain relevance of the programs in the Center to the National Developmental Challenges. The partnership will also be used to strengthen staff knowledge in bridging the gap between theory and practice through participating in internship, short courses, serving as resource persons in non-degree programs among others. The teaching programs will be strengthened with staff exchange with regional partners. Arrangements for faculty exchange and short- and long-term training for staff and students will be based on justification of relevance to the progress of a major research study.

The financial management of ACEDHARS is handled by the Center Finance Officer who has the requisite working experience in financial management in an academic system and regularly submits the book of account of the Center to the Internal Auditor of the Center. The internal auditor will ensure effective internal control mechanism for the day-to-day running of the Centre. Generally, financial requisitions raised by any department Heads or research team coordinators in the Center is channeled through the Center Finance Officer to the Center Leader for approval to the limit of his/her approval limit or to the Vice Chancellor for approval provided the amount requested is not beyond the normal approval limit of the Vice Chancellor. The Center ensures compliance with the Procurement policy under the guidance of the University Procurement Unit and all procurements are handled by the Procurement Officer. The Monitoring and Evaluation Officer (M & E) is appointed by the Vice Chancellor and ensure that the projects of the Center are going on as contained in the implementation plan and the Center observes the principles of Total Quality Management (TQM) in all its activities. The M&E recommends necessary amendments to better achieve the Centers Key Performance Indicators (KPIs).

All research outputs of studies conducted through funding of research proposal by the Center or by a student admitted through the Center are the property of the Center. The Publications from such studies must bear both address of the Center and that of the Department of the authors as being the addresses of all authors with affiliation to the University of Lagos. Manuscripts of research outputs must be submitted to the Research Committee for approval of submission to Journal body. The Research Committee ensures that manuscript to be approved for publication does not jeopardize any Intellectual Property protection of related research output. The Center will be responsible only for open access publication fees of manuscripts published in journals in ISI database. All students and Faculties must indicate the address of the Centre as their corresponding address in all publications showcasing outputs of research sponsored by the Centre. Sponsorship of presentations of research outputs at conferences is at the discretion of the Center. The Center is responsible for processing all commercially viable research products and researchers shall be remunerated from proceeds of the commercialization based on the University regulation for such.

The Center adopt government financial reforms at all times as handed down from time to time. More importantly, the Center maintains efficient operating procedures, international best practice, effective corporate governance, excellent management system, accountability and transparency for general and academic administrations, purchases and contract execution.

4.2 Governance Structures

The Center is a semi- autonomous Education and Research Center in the University of Lagos, however, under the Office of the Vice Chancellor. The **Vice Chancellor** shall be charged with the general control and superintendence of policies, finances and property of the University. The Vice Chancellor shall ensure that proper accounts of the Center are audited annually by an independent firm of Auditors.

The **Core Staff** comprises of all staff seconded to the Center by the Vice Chancellor to perform administrative roles as required by the World Bank:

- i) The Center is headed by two **Co-Center Leaders** with equal rights and working as one entity. The Co-Center Leaders are responsible for the overall management of the affairs of the Center
- ii) **Deputy Center Leader** is responsible for the disbursement of impress in the administrative unit. The deputy Center Leader coordinates all matters relating to research in the Center as the Head of the Research Committee. The Deputy Center Leader except otherwise directed by the Vice Chancellor, acts in the absence of the **Co-Center Leaders**.

- iii) The **Procurement Officer** with the Vice Chancellor and Center leaders form the Procurement Unit of the Center. The officer processes only procurement request approved by the CMB and ensures compliance with the Procurement policy under the guidance of the University Procurement Unit.
- iv) The **Monitoring and Evaluation Officer** (M & E) is appointed by the Vice Chancellor and ensure that the projects of the Center are going on as contained in the implementation plan and the Center observes the principles of Total Quality Management (TQM) in all its activities
- v) The **Finance Officer** processes all disbursements approved by the Center leader as at when due and maintains proper accounting records of income and expenditure, assets and liabilities. The officer ensures compliance with financial regulations and the accounting code by all staff and students in the Center. The officer maintains proper accounting records such as books of accounts, main and subsidiary ledger accounts.
- vi) The **Accountant** of the Center is responsible for the day-to-day administration and control of financial affairs of the Center in accordance with the Regulations laid down by the Center Management Committee as contained in this document and that no monies of the Center are spent without appropriate authority. The Accountant receives all fees, assets and revenue payable to the Center and issues official receipts for the same.
- vii) The **Auditor** is responsible to the Vice Chancellor and shall have responsibility for auditing all purchases. The auditor is responsible for general prepayment audit of vouchers, assets verification and price monitoring, Systems auditing and investigation and monitoring and reviewing of controls.
- viii) The **Environmental and Safeguard Officer** is responsible to the Vice-Chancellor for the safety of lives and properties linked to the Center. The officer ensures safety of students and staff as well as both new and old facilities especially new constructions with a sense of conservation of culture and biodiversity.

The **Center Management Board** is the governing Board of the Center. The board ensures adherence to the policy and regulations of the Center, the University of Lagos and the ACE IMPACT project. It is responsible for the annual development and processing of the implementation plan and audited financial reports according to World Bank ACE Impact requirements. The Board evaluates all activities in the Center and take action against all breeching of rules and consequently caution, penalize or sanction offending staff and students. The Board evaluates and approves requests for supports and grants based on the Center's rules on incentives to staff and students. The Board evaluates and approves submissions from the Education and Research committees as well as other committees set up by the Board based on Center regulation, the annual expenditure budget and fund availability. The Center Leader take decisions in consultation with the Vice Chancellor in emergency cases, in between statutory Management board meetings.

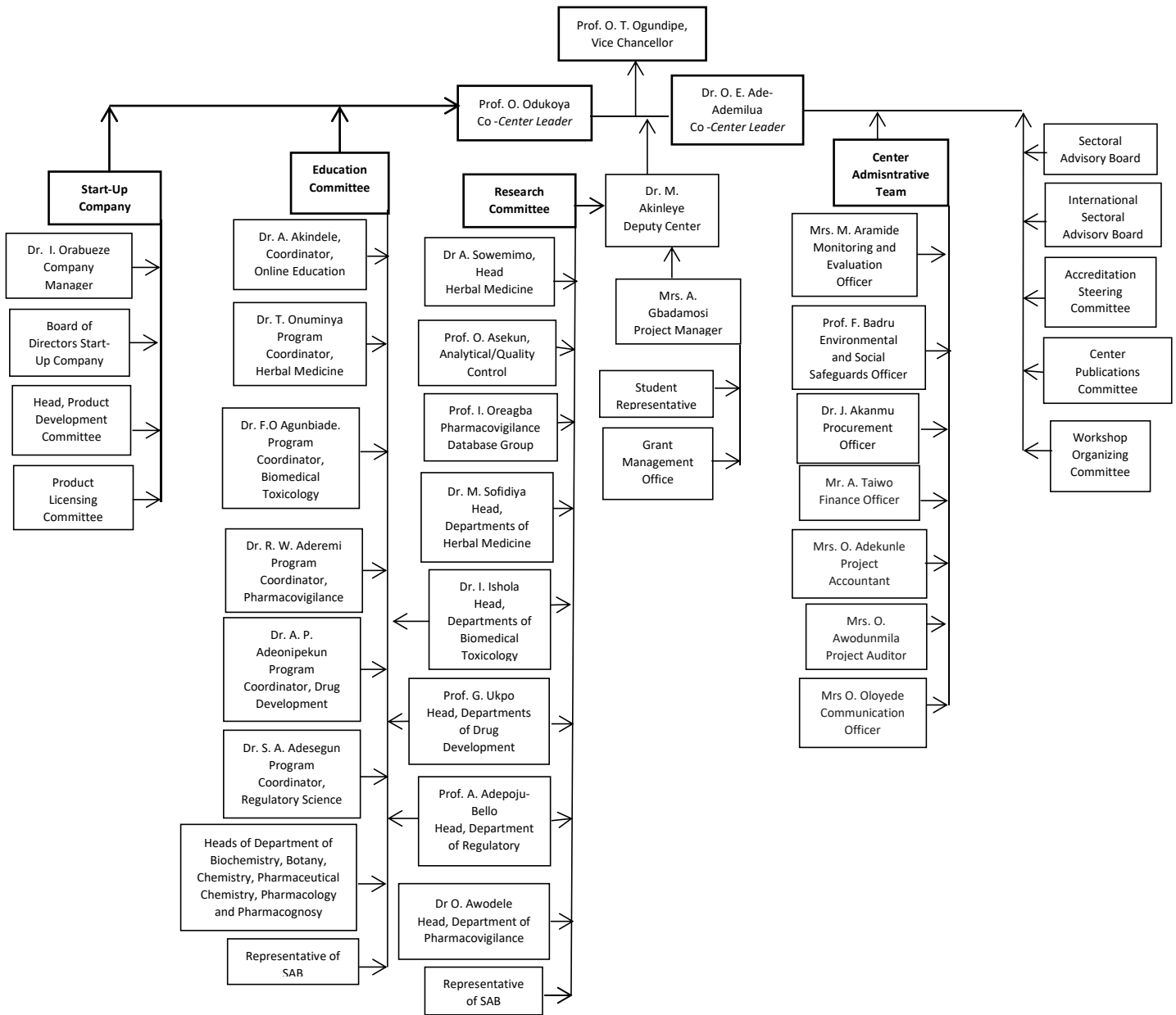
The Center Management Board has two sub-committees that assist with the evaluation of submissions regarding delivery of courses and research in the Center. The sub-committees make recommendations to the Center:

- i) The **Education Committee** is responsible to the Center management Board on all matters relating to the running of taught courses in the Center. The committee is also in charge of curricula development and review. The Departments either participating or in the Center are responsible to the Center through the Education committee for the coordination of admission, enrolment, examination and graduation of students in the programs that are offered by the respective departments. The department also coordinates field trips and student internship based on approval of the Center Management Board through the Education committee. The program Coordinator of the department assists the students in ensuring smooth run of their programs and collates student registration, class attendance and examination results for forward same to the Center Management Board for further required processes.

- ii) The **Research Committee** assess and evaluates all research topics submitted by Research Groups in the Center and recommends those that suit the research objectives of the Center. Research topics are publicized on Center website and in fliers for prospective students. The research committee also evaluates student research proposals against budget to ensure the research grant available to students will be spent judiciously and students will complete their projects within available time. The research Committee also coordinates the event the bimonthly Inter-Research Group Proposal Presentation and assist in the development of robust interdisciplinary research proposals that add to the resource pool for response to grant call applications.

The **Student Representative** is elected by the students to help to further strengthen the communication channel between students and the Center. The representative is to listen, collate and communicate the views of all the students they represent, taking these views to the center management Board and to staff to bring about positive changes for the student.

CURRENT FACULTY MEMBERS OF THE CENTER IN UNIVERSITY OF LAGOS



ORGANOGRAM OF ACEDHARS

CURRENT FACULTY MEMBERS OF THE CENTER IN UNIVERSITY OF LAGOS

S/N	Name (Surname First)	Highest Qualificatio n	Status	Primary Department	Department in ACEDHARS
1.	Odukoya O. A.	Ph.D.	Professor	Pharmacognosy	Herbal Medicine
2.	Ogundipe O. T.	Ph.D.	Professor	Botany	Herbal Medicine
3.	Adepoju-Bello A. A.	Ph.D.	Professor	Pharmaceutical Chemistry	Regulatory Science
4.	Adeyemi O. O.	Ph.D.	Professor	Pharmacology, Therapeutics and Toxicology	Toxicology
5.	Agbaje E. O.	Ph.D.	Professor	Pharmacology, Therapeutics and Toxicology	Toxicology
6.	Aina B. A.	Ph.D.	Professor	Clinical Pharmacy & Biopharmacy	Regulatory Science
7.	Ajayi G. O.	Ph.D.	Professor	Pharmacognosy	Herbal Medicine
8.	Asekun T. O.	Ph.D. Chemistry	Professor	Chemistry	Herbal Medicine Exploration
9.	Ayoola G. A.	Ph.D.	Professor	Pharmaceutical Chemistry	Drug Development
10.	Ebuehi O. A. T.	Ph.D.	Professor	Biochemistry	Drug Development
11.	Magbagbeola O. A.	Ph.D.	Professor	Biochemistry	Drug Development
12.	Olayemi S. O.	PWACP	Professor	Pharmacology, Therapeutics and Toxicology	Pharmacovigilance
13.	Oreagba I. A.	Ph.D.	Professor	Pharmacology, Therapeutics and Toxicology	Pharmacovigilance
14.	Osuntoki A. A.	Ph.D.	Professor	Biochemistry	Toxicology
15.	Ukpo G. E.	Ph.D.	Professor	Pharmaceutical Chemistry	Drug Development
16.	Aderemi R. W.	Ph.D.	Senior Lecturer	Clinical Pharmacy & Biopharmacy	Pharmacovigilance
17.	Akande I. S.	Ph.D.	Assoc. Professor	Biochemistry	Drug Development
18.	Iqwo-Ezikpe M. N.	Ph.D.	Assoc. Professor	Biochemistry	Drug Development
19.	Isanbor C.	M	Assoc. Professor	Chemistry	Drug Development
20.	Okunowo W. O.	Ph.D.	Assoc. Professor	Biochemistry	Toxicology and Drug Development
21.	Samuel T. A.	Ph.D.	Assoc. Professor	Biochemistry	Drug Development
22.	Ade-Ademilua, O. E.	Ph.D.	Associate Professor	Botany	Herbal Medicine
23.	Adekanmbi O.H	Ph.D.	Associate Professor	Botany	Herbal Medicine
24.	Adeonipekun A. P.	Ph.D.	Associate Professor	Botany	Herbal Medicine
25.	Adesalu T. A.	Ph.D.	Associate Professor	Botany	Herbal Medicine
26.	Adesegun S. A.	Ph.D.	Associate	Pharmacognosy	Herbal Medicine

			Professor		
27.	Akindele A. J.	Ph.D.	Associate Professor	Pharmacology, Therapeutics and Toxicology	Toxicology
28.	Anyika D. E. N.	Ph.D.	Associate Professor	Clinical Pharmacy & Biopharmacy	Pharmacovigilance
29.	Awodele, O.	Ph.D.	Associate Professor	Pharmacology, Therapeutics and Toxicology	Pharmacovigilance
30.	Joda A. E.	Ph.D.	Associate Professor	Clinical Pharmacy & Biopharmacy	Pharmacovigilance
31.	Kadiri A. B.	Ph.D.	Associate Professor	Botany	Herbal Medicine
32.	Oyetunde O. O.	Ph.D.	Associate Professor	Clinical Pharmacy & Biopharmacy	Pharmacovigilance
33.	Sofidiya M. O.	Ph.D.	Associate Professor	Pharmacognosy	Herbal Medicine
34.	Soremekun R. O.	Ph.D.	Associate Professor	Clinical Pharmacy & Biopharmacy	Pharmacovigilance
35.	Sowemimo A. A.	Ph.D.	Associate Professor	Pharmacognosy	Herbal Medicine
36.	Adeyemi, D. K.	Ph.D.	Senior Lecturer	Pharmaceutical Chemistry	Regulatory Science
37.	Adisa R. A.	Ph.D.	Senior Lecturer	Biochemistry	Toxicology
38.	Agunbiade F. O.	Ph.D.	Senior Lecturer	Chemistry	Toxicology
39.	Aigbe F. R.	Ph.D.	Senior Lecturer	Pharmacology, Therapeutics and Toxicology	Toxicology
40.	Ajala O. S.	Ph.D.	Senior Lecturer	Pharmaceutical Chemistry	Drug Development
41.	Akinleye M. O.	Ph.D.	Senior Lecturer	Pharmaceutical Chemistry	Regulatory Science
42.	Akinyede A. A.	Ph.D.	Senior Lecturer	Pharmacology, Therapeutics and Toxicology	Toxicology
43.	Alaribe C. S.	Ph.D.	Senior Lecturer	Pharmaceutical Chemistry	Regulatory Science
44.	Imaga N. O.	Ph.D.	Senior Lecturer	Biochemistry	Drug Development
45.	Ilomuanya M. O.	Ph.D.	Senior Lecturer	Pharmaceutics and Pharmaceutical Technology	Drug development
46.	Ishola I. O.	Ph.D.	Senior Lecturer	Pharmacology, Therapeutics and Toxicology	Toxicology
47.	Nwaiwu O.	FWACP	Senior Lecturer	Pharmacology, Therapeutics and Toxicology	Pharmacovigilance
48.	Ogah C. O.	Ph.D.	Senior Lecturer	Pharmaceutical Chemistry	Regulatory Science
49.	Onuminya T. O.	Ph.D.	Senior Lecturer	Botany	Herbal Medicine

50.	Orabueze I. C.	Ph.D.	Senior Lecturer	Pharmacognosy	Drug development
51.	Owolabi M. A.	Ph.D.	Senior Lecturer	Pharmaceutical Chemistry	Drug development

4.3 Sectoral Advisory Board

The ACEDHARS is in partnerships with indigenous pharmaceutical industries and drug and herbal medicines regulatory bodies, to increase the relevance of the Center's education and research in the development of the health sector in the region. The Center has constituted its Sectoral Advisory Board comprising of the Directors or the representatives of these companies or organizations. The sectoral advisory Board (SAB) are to come together quarterly to evaluate activities in the Center especially those that border on quality training and research. To better assist the Center, the SAB has representation in the Center management Board, Education committee and Research Committee. The ACEDHARS will also be having an Annual symposium where officers among Sectoral partners will deliberate with the wider audience of stakeholders in the industry to raise options for continued development of drug/herbal medicine production and regulation in the region. Beyond these, the Sectoral Advisory Board members individually will be supporting the Center in various ways such as:

Neimeth International Pharmaceuticals Plc, Drugfield Pharmaceuticals Ltd and Mopson Pharmaceuticals Ltd, are all indigenous companies in Nigeria with an expertise in manufacturing and production of pharmaceuticals drugs from natural sources. These companies have lamented the dearth of competent hands to assist in the development of drugs in the region. To this end, they have offered to support the Center by, providing industrial training to students through Center seminars, field trips to company and free internship space. They hope to license some products of the Center.

Lagos University Teaching Hospital is a partner in the Pharmacovigilance sector as pharmacovigilance is a practice related to medical health delivery. The hospital has a long-standing relationship with the University of Lagos as it provides the field for faculty and student training in medical health delivery. The LUTH Pharmacovigilance Centre (LUTHPC) is a NAFDAC accredited pharmacovigilance center whose facilities like others in hospital, have been freely provided by LUTH to the University of Lagos and all its subsidiaries. However, having attained the Center of Excellence, ACEDHARS will further train the staff of LUTHPC and upgrade the facility to enhance the quality of education to be delivered to the Center student through the use of LUTHPC as a laboratory facility for student.

National Agency for Food and Drug Administration and Control, Nigeria (NAFDAC) is a national regulatory body in Nigeria. The University has had many years of collaboration with the NAFDAC through provision of laboratory bench spaces and internship placements

for faculty and students of the University as NAFDAC is well endowed with state-of-art equipment for spectroscopic and chromatographic analyses of drugs. Faculty in the Department of Pharmaceutical Chemistry and Pharmacology have also assisted in facilitating training of staff of NAFDAC. Furthermore, ACEDHARS and NAFDAC are partnering on the development of training in Regulatory Science to strengthen the skill required for effective control of drugs across the region. The Center and NAFDAC will be collaborating in the facilitation of short courses and conduct of research into the development of analytical tools for quality control of herbal medicines.

The Lagos State Traditional Medicine Board (LSTMB) is a state-owned regulatory body for regulation of traditional medicine practice in Lagos State. The Board is a good channel for the Center to connect with herbal medicine practitioners. The Board will assist ACEDHARS in the recruiting of participants for short courses and ACEDHARS will train the staff of the Board on regulatory skill to better enhance the performance of the Board.

Liberia Medicines and Health Products Regulatory Authority (LMHRA) and the Pharmacy Board of Sierra-Leone (PBSL) are national regulatory bodies of Liberia and Sierra Leone. These regional partners are hoping to benefit from the scholarship offers of the ACEDHARS to train most of its staff. The experience of the regulatory bodies in their respective countries will also assist the Center to enrich its course delivery so as to train all participants in relevant areas that we assist them to make impact in their respective countries. The two regulatory bodies will be making their facility available for collection of data for research project and on-site training of students through internships. The bodies will also assist the Center in facilitating short courses in their respective countries.

Table 5: Sectoral Advisory Board

Name: Pharm. Chuka Dozie Chukwuanu	
Position/Title: General Manager	Company/Organization: Neimeth International Pharmaceuticals Plc, Nigeria
Tel. # +234 8120706588; +234 8067770864	Email: chuka.chukwuanu@neimethplc.com.ng ; dc37807@gmail.com
Expertise: Manufacturing and Production of Pharmaceuticals drugs from natural sources	
Anticipated Contribution: Internship space for students, facility for drug development analyses open to faculty and students, participation in review of Center progress	
Name: Dr. Kehinde Patrick Adenika	
Position/Title: Executive Director	Company/Organization: Drugfield Pharmaceuticals Ltd, Nigeria
Tel. # 234 8057735718	Email: patrickkehindeadenika2@gmail.com
Expertise: Manufacturing and Production of Pharmaceuticals drugs from natural sources	
Anticipated Contribution: Internship space for students, facility for drug development	

analyses open to faculty and students, participation in review of Center progress	
Name: Oluseyi Adelaja	
Position/Title: General Manager	Company/Organization: Mopson Pharmaceuticals Limited, Lagos, Nigeria
Tel. # 234 8022902177	Email: seyimopson@gmail.com
Expertise: Manufacturing and Production of Pharmaceuticals drugs from natural sources	
Anticipated Contribution: Internship space for students, facility for drug development analyses open to faculty and students, participation in review of Center progress	
Name: Dr. Adebowale Adewunmi	
Position/Title: Centre Head	Company/Organization: Lagos University Teaching Hospital Pharmacovigilance Centre, Lagos, Nigeria
Tel. # 08056071474	Email: debojibd@yahoo.com
Expertise: Pharmacovigilance	
Anticipated Contribution: To make available the Pharmacovigilance Centre as a laboratory facility for training and research	
Name: Prof Mojisola Adeyeye	
Position/Title: Director-General	Company/Organization: National Agency for Food and Drug Administration and Control (NAFDAC), Nigeria
Tel. # +234 8033073886	Email: cm.adeyeye@nafdac.gov.ng
Expertise: National Drug Regulatory Body	
Anticipated Contribution: Joint facilitation of short courses and review of curricula. Internship space for students, provision of bench space for research collaboration	
Name: Mr Kadiku Olawale Olorunkemi	
Position/Title: Registrar	Company/Organization: Lagos State Traditional Medicine Board, Lagos, Nigeria
Tel. # 08034702142, 0709 870 5485	Email:
Expertise: Herbal medicine regulation	
Anticipated Contribution: Collaboration in development of short courses, a link between the Center and herbal medicine stakeholders	
Name: Dr Jamea Peter Komeh	
Position/Title: Registrar	Company/Organization: Pharmacy Board of Sierra-Leone, Sierra Leone
Tel. # +23276631014	Email: kompjames@yahoo.com
Expertise: Regulation of pharmacy practice	
Anticipated Contribution: Internship space for students, provision of bench space for research collaboration	
Name: Keturah Smith	
Position/Title: Director	Company/Organization:

	Liberia Medicines and Health Products Regulatory Authorities (LMHRA) Old Road, Sinkor, Liberia
Tel. # +231886681442	Email: keturahsmith1@gmail.com
Expertise: National Drug Regulatory Body	
Anticipated Contribution: Internship space for students, provision of bench space for research collaboration	

ACADEMIC (INSTITUTIONAL) PARTNERSHIP

Aside from collaborations with many institutions in Nigeria, ACEDHARS has partnership with some Universities in the region with similar interest in the development of skilled manpower in the production and regulation of drugs and herbal medicines.

The Department of Pharmacology, University of Ghana and the Faculty of Pharmacy, Kwame Nkrumah University of Science & Technology, Ghana (KNUST) are providing laboratory bench spaces for co-supervision of student research projects and for faculty exchange. These institutions have faculty who are at par with those in ACEDHARS. The expertise of both institutions will be brought together through collaborative research to better improve the quality of training at ACEDHARS. Experts from these institutions have volunteered to join the Center in facilitating short courses for the development of manpower in the region.

The Faculty of Pharmacy of University of Liberia and the Faculty of Pharmacy of the University of Sierra Leone are lagging behind in required expertise for partnership. However, as part of regional development and for future opportunity for collaboration, the ACEDHARS will be training staff of these institutions in area of Herbal Medicine development, Toxicology and Regulatory science to improve on academic expertise in the institutions. The institutions will on the other hand, make available their laboratories for preliminary aspects of student projects that require sample collection and processing in those countries. Also, the institutions would provide conducive venues to the Center for the running of short courses.

The Center will continue to request for partnership from other Universities in the region with a conscious effort to strengthen academic collaboration with the francophone countries in Central Africa.

Current list of Institutional Partners in the region:

1. Department of Pharmacology University of Ghana
Partnership offer: Research collaboration, joint supervision of student research project, student and faculty exchanges, joint facilitation of short courses
2. Faculty of Pharmacy Kwame Nkrumah University of Science & Technology, Ghana
Partnership offer: Research collaboration, joint supervision of student research project, student and faculty exchanges, joint facilitation of short courses

3. Faculty of Pharmacy, University of Liberia
Partnership offer: Laboratories for preliminary processing of field collections for student research projects and provision of venue for running of short course
4. Faculty of Pharmacy, University of Sierra Leone
Partnership offer: Laboratories for preliminary processing of field collections for student research projects and provision of venue for running of short course

4.4 *Sustainability*

SHORT TERM PLAN:

- i) One of the major research foci of the Center is to develop herbal formulations for the treatment of non-communicable diseases especially hypertension and diabetes. These formulations which will be packaged into novel products. The Centre is about to register a start-up company, the 'UNILAG-ACEDHARS Limited', a precursor to a future Pharmaceutical company. Standardized herbal formulations developed from research in the Center will be processed for listing by NAFDAC and other regulatory bodies in the region, and marketed by this start-up company. This is a high revenue spinning venture for the Center considering the prevalence of diseases like diabetes and hypertension in Africa.
- ii) The Center through faculty and technical members will provide premium consultancy services on standardization of herbal products for SMEs (industrial sector).

MEDIUM TERM PLAN:

- i) The bimonthly research group proposal presentation in the Center is meant to build a pool of proposals for research grant applications. Grant funds are known to be good source of revenue for facility sustenance. The Center is hoping that this will be a source of high revenue generation to sustain the laboratories and scholarships to students.
- ii) The Center is supporting the regional strategy of the University to develop the Research Management Units of Universities in the region. The Research Administration short course will not only develop human capacity but also enhance research collaboration amongst Universities in the region. This will lead to more large grant winnings for the Center and its partners which will increase revenue for the Center and the University.

LONG TERM PLAN:

- i) The Center will also be developing molecules from phytochemicals that have shown evidence of activity for the treatment and management of non-communicable diseases. Such molecules will be offered to pharmaceutical companies for licensing for further development into drugs in partnership with faculty in the Center. Pharmaceutical companies in partnership with ACEDHARS will be favored for licensing of these molecules, if negotiation is favorable to the Center.
- ii) The ACEDHARS is developing two database bank that will be useful for teaching and research in the sector. The Digital Herbal Medicine Library and the Pharmacovigilance Database will be online reference resources for education and research in drug and herbal medicine development

and usage. These e-resources will be accessible to the public at a fee. The revenue generation rate is not expected to be high though.

- iii) The ISO certified analytical laboratory will also serve other analytical services required by clients from other sectors ranging from schools to industries. This is a high revenue generating venture as there are very few of such facilities in the region.

4.5 International Scientific Advisory Board

Prof. Mike Sathekge as the Head of the Department of Nuclear Medicine in the Faculty of Health Sciences, University of Pretoria, South Africa, with linkage to the Steve Biko Academic Hospital (SBAH), will provide guidance and input on the development of human capital through education and training, leading-edge research, and access to large scale project funding and capacity development.

Professor Theeshan Bahorun is the Head, ANDI (African Network for Drugs and Diagnostics Innovation) Centre of Excellence for Biomedical and Biomaterials Research (CBBR) at the University of Mauritius, as well as National Research and Innovation Chair (Mauritius Research Council). His years of experience as the Head of the Centre of Excellence at the University of Mauritius and Mauritius Research Council will avail ACEDHARS of quality guidance in the implementation of education and research agenda of the Center. Professor Theeshan Bahorun and CBBR will be of great assistance in the areas of innovative products from functional foods/plants for commercialization and development of innovative research for health applications.

The Liverpool John Moores University, UK, conducts world-leading research in a wide range of areas relevant to the visions of ACEDHARS, including phytochemistry, natural products pharmacology, medicinal chemistry, drug delivery systems, pharmaceutical sciences, biochemistry, cell and molecular biology, biotechnology and computational toxicology. Through the involvement of Dr. Amos Fatokun, the institution will assist in respect of joint grant applications, collaborative projects, joint PhD supervision, delivery of training for researchers, hosting of visiting researchers (Faculty), and staff exchanges in areas of mutual interest.

The Graduate Program on Pharmaceutical Sciences at School of Pharmaceutical Sciences of Ribeirão Preto (FCFRP), University of São Paulo (USP), Brazil, covers a broad range of research topics related to the goals of ACEDHARS, including natural products, medicinal chemistry, pharmacology, pharmaceutical technology and nanotechnology, cosmetics, biotechnology, pharmaceutical care, crystallography, structure and functional properties of macromolecules. The Graduate Program is ranked by Brazilian Federal Ministry of Education as one of the best Graduate Programs in Pharmacy Area in Brazil (CAPES level 7) and FCFRP has well equipped laboratories and facilities for the development of research in the frontier of knowledge of Pharmaceutical Sciences. Prof. Mônica Tallarico Pupo (Ribeirão Preto) and Leticia V. Costa-Lotufu (Sao Paulo) will facilitate access to these excellent capabilities at the University of São Paulo (USP), Brazil, also including hosting of students/researchers for PhD or postdoctoral research and Visiting scholars.

Prof. Margaret O. James is the Chair, Department of Medicinal Chemistry, College of Pharmacy, University of Florida (UF), Gainesville, Florida, United States. The College of Pharmacy UF is consistently ranked among the top Colleges and Schools of Pharmacy in the United States, and is leading in pharmacy research and service. Her expertise is metabolism and toxicity of drugs and other xenobiotics in humans and animal species. Prof. James is a vastly experienced educator, researcher and administrator. She will provide quality guidance and input on the education and research activities of the Center, including help with access to training and grant opportunities for students and Faculty.

Dr. Dilip M. Mondhe is the Head, Cancer Pharmacology Division, Indian Institute of Integrative Medicine (IIIM) (Council of Scientific & Industrial Research (CSIR)), Jammu, India. The mandate of IIIM (CSIR) is to discover new drugs and therapeutic approaches from natural products, both of plant and microbial origin, enabled by biotechnology, to develop technologies, drugs and products of high value for the national and international markets. This aligns with the scope of ACEDHARS. IIIM (CSIR) is currently in partnership with various Indian and international pharmaceutical companies as regards drug discovery and development. Researchers in the institute have 109 patents granted in foreign countries and 119 patents granted in India. Dr. Dilip M. Mondhe will provide guidance and input on high impact research and industry engagement, as well as research and training opportunities with IIIM (CSIR).

Table 6: International Scientific Advisory Board

1) Name: Prof. Mike Sathekge	
Position/Title: Head of the Department of Nuclear Medicine in the Faculty of Health Sciences	University/Institution: University of Pretoria, Pretoria, South Africa
Tel. #: +27123542374	Email: mike.sathekge@up.ac.za
Expertise: Nuclear Medicine	
Anticipated Contribution: Education and Research	
2) Name: Prof. Theeshan Bahorun	
Position/Title: Director/National Research and Innovation Chair	University/Institution: Center for Biomedical and Biomaterials Research, University of Mauritius, Mauritius
Tel. #: 2304675582	Email: tbahorun@uom.ac.mu
Expertise: Applied Biochemistry	
Anticipated Contribution: Education and Research	
3) Name: Dr. Amos Fatokun	
Position/Title: Senior Lecturer	University/Institution: Liverpool John Moores University, UK
Tel. #: +44(0)7920571255	Email: A.A.Fatokun@ljmu.ac.uk
Expertise: Biomedical and medical sciences – identification of novel therapies to manage disease conditions, including cancer, stroke and neurodegenerative diseases.	
Anticipated Contribution: Education and Research	
4) Name: Mônica Tallarico Pupo	
Position/Title: Professor of Pharmaceutical Chemistry	University/Institution: University of Sao Paulo, Ribeirao Preto, Sao Paulo, Brazil

Tel. #: + 55 16 36024710	Email: mtpupo@fcfrp.usp.br
Expertise: Pharmaceutical Chemistry	
Anticipated Contribution: Education and Research	
5) Name: Prof. Margaret O. James	
Position/Title: Chair, Department of Medicinal Chemistry	University/Institution: University of Florida, Gainesville, Florida, United States
Tel. #: 1 352 273 7707	Email: mojames@ufl.edu
Expertise: Metabolism and toxicity of drugs and other xenobiotics in humans and animal species	
Anticipated Contribution: Education and Research	
6) Name: Dr. Dilip M. Mondhe	
Position/Title: Head, Cancer Pharmacology Division	University/Institution: Indian Institute of Integrative Medicine (Council of Scientific & Industrial Research), Jammu (J & K), India
Tel. #: (0191)2587020	Email: dmmondhe@iiim.ac.in , dilip_m7@rediffmail.com
Expertise: In-vivo anticancer activity evaluation	
Anticipated Contribution: Education and Research	
7) Name: Leticia V. Costa-Lotufo	
Position/Title: Professor of Pharmacology	University/Institution: University of Sao Paulo, Sao Paulo, Brazil
Tel. #:	Email: costalotufo@usp.br , costalotufo@gmail.com
Expertise: In-vitro anticancer activity evaluation and mechanistic studies	
Anticipated Contribution: Education and Research	

4.6 Institutional Impact

To make an impact in the host institution, ACEDHARS will assist in the migration of the University of Lagos website and allied services to the cloud to help put an end to the incessant problems associated with hosting online services on premise in the midst of epileptic power supply. This will also ensure smooth and effective running of the University online teaching platform.

The University has also expressed the desire to champion the development of Research Management Units in Universities across the region as part of UNILAG regional strategy. To this end, ACEDHARS will provide financial support to the University to organize trainings on Research Administration for staff of Research and Development (R&D) units in Universities across the region. The University has shifted the launch of the program to 2021 due to the pandemic as the launch will involve Vice Chancellors across the region.

The University of Lagos will also leverage on funds from the ACE Impact project to join the league of Nigerian Universities on the NgRen Network system. The NgRen service will provide fiber optics connection of up to 1 Gb to expand the internet bandwidth available on campus. The NgREN service will also provide access to e-resources relevant to teaching and research in the University while linking the University to the resource platform of other universities in the REN network. The Center will bear the cost of NgREN subscription with the SPESSE Center, UNILAG which is also funded by World Bank.

4.7 Incentive Structures and Mechanisms

Support for Core Project Team (Administrative)

To better ensure excellent delivery of the ACE project, the Center will provide travel grant to all members/officers requested to attend any ACE IMPACT workshop or meetings. In addition, core project officers of the Center shall be given the opportunity for professional development through other workshops, conferences and certificate programs relevant to their roles in the Center. A total of two travel grants for **one national and one regional event** (for not more than a week trip) will also be provided by the Center for the entire team per year to attend a workshop relevant to the role of the officer in the Center. Every Administrative officer is entitled to travel grant to attend one AAU professional workshop in the life time of the ACE project. Schedule for AAU workshop for Core project team is subject to specific invitation by AAU. The Center shall also support professional certification of Administrative officers in a field relevant to the role of the officer in the Center. This support will cover only the examination fee and disbursement shall be through reimbursement upon submission of a copy of the certificate and the payment invoice/receipt which must bear the name of the recipient. The qualification for Travel or professional grant except otherwise stated is 100% delivery of all duties assigned to the concerned officer for the year as rated by the Co-Center Leaders.

For emphasis, travel grant shall cover Cost of Return Flight ticket (as determined by the Finance Officer) and *Per diem* (living allowance) calculated following the regulation of the Federal Government of Nigeria, based on the Grade level of the beneficiary and the number of days to be spent (see ACEDHARS financial manual).

Support for Center Faculty

Faculty members in the Center shall be supported partially or fully through:

- i. Internship and exchange programs for a term period of at least one month:
Support for staff directly or through the department shall be based on justification of relevance to the improvement of a program as determined by the Research Committee. This is expected to help foster collaboration with sectoral and institutional partners within the region and to further build capacity of faculty members in terms of exposure to modern equipment.

The sum of \$2000 will be allocated per year for faculty within the Center to visit any of the Sectoral partners for one-month internship. Value of internship support will be \$1,500, \$700 or \$150, to the region, outside Lagos or within Lagos respectively. Application shall be sent to the Center and evaluated by the Education Committee based on relevance of the visit to the Center.

- ii. Open access publication fee: The Center will support the dissemination of research output through publication in scientific journals listed in International Scientific Index (ISI) and PubMed database within available fund. The research report must contribute to knowledge in Drug development, Herbal medicine development and Regulatory Science and be have been published in an open access journal that listed in the ISI, Scopus or PubMed database if a faculty member of the Center is a listed author and the sum does not exceed \$2,000. The Center will reimburse exact value of fees of publications as it appears in a payment invoice/receipt issued in the name of the member faculty. Center will not pay the publication fees of a paper whose publication cost has been funded by another organisation or grant provider.
- iii. Grant application support: The Grant proposal writing clinics of the Center will avail faculty the opportunity to develop skill in grant proposal writing. The Grant management Office will assist in searching for grant calls and also in providing all necessary assistance to faculty for successful completion and submission of grant proposals.

Support for Technical staff

A total of two travel grants for **one national and one regional event** (for not more than a week trip) will be provided for the entire Technical staff per year to attend a training workshop relevant to the role of the technologist in the Center. The qualification for Travel grant except otherwise stated is 100% delivery of all duties assigned to the concerned officer for the year as rated by the Center Leader. The Center will also sponsor a technologist to be attached to the use and maintenance of a new equipment based on prior agreement with the supplier, at no cost to the technologists. However, selection for the training of a technologist in the use and maintenance of a new equipment where required will be based on prior demonstration of dedication and competence towards learning and service.

Support for Students

Students on old programs (2019/2020 session) shall be admitted as students of the Center based on budgeted number. Participating departments shall shortlist students with interest in Center-related research and the Research Committee, based on available space for old program, shall admit only thirteen (13) out of the shortlisted students presented to the Center. Studentship from 2020/2021 session

The Center offers full scholarship to **regional** candidates admitted into postgraduate programs in the Center: Full scholarship – this covers all expenses of the student throughout the programs such as all SPGS fees (application, tuition fee - 50% rebate approved by the University and sundry fees), accommodation fee and a monthly stipend of

\$150 for a maximum of 18 months for Masters candidates and four years for a PhD candidate.

Furthermore, all students of the Center will have access to small research grants of \$1000 for Masters and \$4,000 Ph.D. The grant will be awarded to each candidate following agreement on the research topic with the proposed supervisor and submission of a research proposal showing timeline and cost of execution of research to the Center Research Committee. It should be noted that the award will be made to the students and accessible by way of requesting for specific research needs (consumables, reagents, cost of analysis/bench fees) through the procurement office. On no account will cash be disbursed to any student nor their supervisors. Any student who requires additional fund to complete their research will be allowed to make such request by submitting a justification for the extra expenses and defending the additional budget before the Center Research Committee. In this case, a maximum amount of \$500 for Masters and \$1,500 Ph.D. can be assessed subject to approval of the Center Research Committee. The Center will also pay the publication fee of all manuscripts that have been accepted for publication in an open access journal that is listed in the ISI, Scopus or PubMed database. The publication fee where a student is a co-author shall be paid directly to the journal body. No student will bear any cost of publications related to the research carried out in the Center.

All students from Francophone countries are offered a grant of \$500 for a period of two months preceding the year of their admission so as to undertake English language course to ensure smooth running of their program. This grant will cover feeding, accommodation and subsistence for the period.

All students of the Center are required to go on a one-month internship with a Sectoral partner of the Center. The Center will secure placement for students. Internship grant will be awarded based on the following modalities

1. Students will be rated based on CGPA of 1st semester result, where students have same CGPA, examination scores will be compared)
2. An internship set is a group of students admitted in same session, irrespective of type of program i.e. Masters or PhD
3. Overall best student in a set, CGPA must be 5.00 (where more than one student, examination scores will be compared), gets an internship grant \$4000 and internship placement outside the continent for internship
4. Next 3 students (CGPA must be above 4.00; where more than one student, examination scores will be compared), gets an internship grant \$1500 and internship placement within the region
5. Next 3 students (CGPA must be above 3.00; where more than one student, examination scores will be compared), gets an internship grant of two hundred thousand naira and internship placement within the Nigeria but outside Lagos
6. All other students get internship grant of fifty thousand naira and internship placement within Lagos State

The Center recognizes the importance of dissemination of outputs of research carried out by a student in the Center through conference presentations. The Center shall provide Conference

grant which covers travel allowance and registration fee for one student per department to present a paper at a national or regional conference yearly. The student whose research output can be translated into income generating product shall be chosen as beneficiary of the conference grant.

Support to Partners

ACEDHARS will support human capacity building at partnering institutions through the annual award of **Scholarship** to two members of a partnering establishments within the region and **one internship support** of \$1,500, \$500 or \$150 towards exchange of faculty from the region, outside Lagos or within Lagos respectively. Furthermore, ACEDHARS will support an institutional partner with basic sample preparatory equipment where such intervention will assist students of the Center to carry out basic extraction task that is relevant to their research work outside Nigeria.

Intervention due to COVID 19- Pandemic (Support to all participants at any Center activity)

The need to stop the spread of the novel coronavirus has compelled many to work from home through virtual platforms. No one knows how long the situation would last but the new normal is to plan to hold all meetings on virtual platforms. The Center has an internet modem which is available freely for use for all activities in the Center office. However, due to restriction in movement in the various communities all over the world, it is most likely that participants will be accessing the virtual performs from home and using self-paid internet access, rather than free internet accesses available at work or school. All Center stakeholders (University staff, partners and students) involved in any Center activity requiring the use of virtual platforms for meeting or teaching shall be supported with a cash token towards the purchase of internet data to ensure their connection to the virtual meeting or class.

CATEGORY	RATE (\$) per meeting
University of Lagos Staff	5
National partner	10
Regional partner	20

4.8 Roles and responsibilities of ACE team members

Table 7: Overview of core project team:

Positions and qualification listed are indicative adjust as appropriate. Add or subtract rows as applicable.

POSITION	HIGHEST QUALIFICATION	RESPONSIBILITY
Center Leader	PhD	<p>The Centre Leader is tasked with coordinating all ACE activities, resources and equipment, such as masters and Ph.D. programs, language courses, on-site short courses, e-resources, construction of center building, national accreditation, recruitment/engagement of Sectoral partners/facilitators, as well as track progress and effectiveness of the entire project while expanding the reach of the center.</p> <p>The Centre Leader also acts as the Chair of the Administration Team, Management Board, Sectoral Advisory Board and Education Committee, and is to report to the Vice Chancellor.</p>
Deputy Center Leader	PhD CAPM	<p>The Deputy Center Leader assists the Center Leader to keep the ACE project and all its related processes running smoothly.</p> <p>Other responsibilities include conducting admission exercise for Masters and Ph.D. programs, implementation of research grant award to students, running online short courses and bimonthly Inter-Research Group Proposal Presentation, supporting dissemination of research output through Publication in scientific journals, renovation and upgrade of postgraduate research laboratories in participatory departments and supporting workshop training for Laboratory Technologists in charge of Centre Equipment.</p> <p>The Deputy Center Leader also chairs the Research Committee.</p>
Project Manager	Bachelors	<p>The Project Manager is responsible for the management of all activities of the Center such as the annual town and gown symposia as well as coordinating all Student Affairs: developing the student handbook, travel arrangements, acclimatization and orientation, faculty-student interaction, student exchanges, student help lines, disbursements, and all that ensures the comfort of the student throughout the program.</p>
Monitoring & Evaluation Officer	Masters CAPM	<p>The M & E Officer monitors all activity indicators of the Center, collates data of Center achievements and sends report to AAU as at when due. The Officer also keeps record of evidence of Center achievements in conjunction with the Project Manager and is to ensure regular Center meetings.</p>
Project Accountant	Chartered Accountant	<p>The Project Accountant is to ensure that the funds of the Center are processed according to the rules contained in the financial regulation manual of the Center and the accounting code.</p> <p>The Project Accountant is tasked with ensuring adequate supervision, monitoring, and accounting of revenue; receiving fees, assets and revenue payable to the Center, of which the accountant's official receipts shall be sufficiently discharged for the same.</p> <p>The Project Accountant is also to maintain proper accounting records of income and expenditure, assets and liabilities.</p>

Finance Officer	Chartered Accountant	The Finance Officer is to process all financial requests of the Center, maintain vote /expenditure control books on recurrent expenditure, assist the Project Accountant in processing and managing all income and expenditures of the Center, and promptly prepare and produce annual reports. The Finance Officer is also to issue LPOs, ensure that there is sufficient fund for LPO issued and ensure LPO is appropriate to the expenditure head indicated on the LPO
Project Auditor	Master's degree	The Project Auditor is responsible for general prepayment audit of vouchers; assets verification and price monitoring; systems auditing and investigation; monitoring and reviewing of controls; and on providing information based on observations noted.
Communication Officer	Master's degree	The CO drafts all information and news of the Center to be made public, coordinates public information dissemination for the Center via website and social media handles, and monitors activities on the Center website and social media handles. The CO is also to enhance Center visibility, accessibility and transparency
Environmental and Social safeguards officer	Ph.D.	This Officer monitors all activities in the departments and the Center as relate to Environmental and Social safety
Procurement Officer	PhD	This Officer manages all procurement activities of the Center and organizes entrepreneurship workshops for PG students
Start-Up Manager	PhD	The officer is responsible for liaising with research groups and the Center Management Board for the development of research outputs into packaged products and then to meet market demand to ensure the continued sale and revenue for the Center. The Manger is responsible to the Center Leader.

4.9 Sexual Harassment policy

Responsible Staff: Prof Fatai Badru

The Center is guided by The University of Lagos Sexual Harassment Policy as contained in the Center's Student Handbook.

4.10 Environment and Social safeguards

Responsible Staff: Prof Fatai Badru

The center is guided by The University of Lagos Health and Environmental Safety Policy as contained in Annex 2.

5. PERFORMANCE MONITORING

- *Please refer to the Project Appraisal Document (PAD) ANNEX 2: DLI Disbursement and Verification Protocols*
- *Insert the Results Framework shared with the RFU*

6. BUDGET OVERVIEW FOR ENTIRE PROJECT PERIOD

Table 8: Indicative budget, (2020 – 2024) with split between partners

Expenditure Category	Estimated Costs in (US\$)		YR3	YR 4	YR5	Total	%of total
	YR 1	YR 2					
A: Budget by Activity Plan							
Action Plan 1: Achieving quality education and training	274,264.45	383,970.23	292,167.30	186,236.21	139,372.45	1,276,010.64	21.27
Action Plan 2: Expanding the quality and reach of education	485,144.74	652,973.32	534,691.00	395,700.96	259,250.65	2,327,760.67	38.80
Action Plan 3: Achieving Quality in applied Research	285,556.26	205,581.42	628,223.00	281,500.00	65,000.00	1,465,860.68	24.43
Action Plan 4: Engaging in the sector	20,640.00	26,389.38	24,200.00	24,200.00	24,200.00	119,629.38	1.99
Action Plan 5: Attaining Excellence in Center management	180,004.97	52,600.00	80,226.00	80,225.00	40,225.00	433,280.97	7.22
Action Plan 6: Achieving Center Sustainability	10,285.02	23,200.00	22,700.00	23,458.35	12,100.00	91,743.37	1.53
Contingency	62,794.77	67,235.72	79,110.37	49,566.03	27,007.41	285,714.29	4.76
TOTAL	1,318,690.21	1,411,950.07	1,661,317.67	1,040,886.55	567,155.51	6,000,000.00	100.00
% of budget	21.98	23.53	27.69	17.35	9.45	100.00	
B: Budget by partners							
UNILAG	1,228,481.41	1,144,748.81	1,427,782.67	839,794.37	454,178.01	5,094,985.26	84.92
Neimeth	42.00	15,215.24	8,792.18	15,215.24	4,396.09	43,660.75	0.73
Drugfield	42.00	15,215.24	8,792.18	15,215.24	4,396.09	43,660.75	0.73
Mopson	42.00	15,215.24	8,792.18	15,215.24	4,396.09	43,660.75	0.73
NAFDAC, Nigeria	304.50	18,215.24	25,000.00	25,000.00	10,500.00	79,019.74	1.32
LUTHPC, Nigeria	11588.85	20320.96	10,792.18	2,396.09	2,396.09	47,494.17	0.79
LSTMB, Nigeria	42.00	17,215.24	8,500.00	8,500.00	8,500.00	42,757.24	0.71
LMHRA, Liberia	25320.96	29320.96	35690.96	29320.96	17,215.24	136,869.08	2.28
PBSL, Sierra Leone	880.83	35690.96	29690.96	29690.96	17,215.24	113,168.95	1.89
Uni. Ghana	105.00	15,396.09	34,792.18	5,396.09	5,396.09	61,085.45	1.02
KNUST, Ghana	105.00	15,396.09	4,792.18	5,396.09	5,396.09	31,085.45	0.52
Uni. Liberia	24690.96	35,000.00	30,000.00	25,000.00	16,585.24	131,276.20	2.19
Uni. Sierra Leone	24690.96	35,000.00	30,000.00	25,000.00	16,585.24	131,276.20	2.19
TOTAL	87,855.07	267,201.26	235,635.00	201,345.91	112,977.50	905,014.73	15.08

7. DETAILED ACTIVITY SHEETS (one for each activity)

NOTE: Budget cover from Jan. 2019 to Dec. 2020; A quarter is 3 months except that 1stQtr is Jan – Jun. 2019 and 4thQtr is Jan. – Jun. 2020)

Target DLI: DLI 1, 3, 4
Timeframe: Jan. 2019 – Jul. 2020
Activity 1: Achieving quality education and training
Sub-Activity/Task 1.1: Develop curricula for new Master and PhD programs

ACTIVITY	Achieving quality education and training	
OUTPUT	Approved Center curricula ready for commencement of Masters and Ph.D. programs in 2019/2020 session	
OUTPUT INDICATOR	SOURCE OF VERIFICATION	
University Senate of approval of Master and Ph.D. programs; Bound copies of curricula of Master and Ph.D. Updated student handbook showing new programs	Letter of Senate approval PG Admission advert showing new programs Center Program Handbook	
IMPLEMENTATION MILESTONES	Commence the drafting of curricula for proposed new Masters and Ph.D. Programs at departmental level by Mar. 2019 Meet with SAB for input on curricula of proposed new Masters and Ph.D. Programs by Jun. 2019 Review and submit drafted curricula of proposed new Masters and Ph.D. Programs to Education Committee by Dec. 2019 Hold Bootcamp for selection of curricula for new Masters and Ph.D. Programs by Mar. 2020 Approve Master and Ph.D. curricula by Mar. 2020 Submit curricula to SPGS for University approval by Feb., 2020 Defend curricula at SPGS by Jul., 2020 Revise curricula as recommended by SPGS in Jul. 2020 Submit final draft of curricula to SPGS in Jul. 2020 Amend Final Draft as recommended by University DAP in Jul. 2020 University Senate approve of curricula by Jul. 2020 Publish approved curricula in prints by Sept. 2020 Upload approved curricula on Center website by Sept. 2020	
PROCUREMENT	Hotel accommodation for 7 people for 2 days, Breakfast, lunch and dinner for 7 people for 2 days, Transport to bootcamp Publication of Program Handbooks	
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader	
DURATION: 19 months	Commencement: Mar. 2019	Completion: Sept. 2020
PRIMARY CONSTITUENTS: ACE Team, Students	PARTICIPANTS: ACE Management team; Sectoral partners School of Post Graduate Studies (SPGS); Directorate of Academic Planning (DAP); University Senate	
ASSUMPTIONS	SPGS and University Senate is able to perform necessary duties under Government restrictions due to COVID-19 pandemic SPGS holding meeting as scheduled SPGS review process runs smoothly DAP review process runs as scheduled	

	Senate review process smoothly Cost of mass production of documents required by SPGS remains as budgeted						
FINANCIAL IMPLICATIONS/BUDGET LINE	University counterpart funding						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1. Accommodation for 2 nights for 7 people @ \$49.02 per night			686.28				686.28
2. Breakfast for 2 days for 7 people @ \$8.17 per meal			114.38				114.38
3. Lunch for 7 people @ \$13.07 per person			91.49				91.49
4. Dinner for 2days for 7 People @ \$13.07 per person			182.98				182.98
5. Venue of meeting for 2 days \$81.70 per day			163.40				163.40
6. Fueling of motor vehicle for 2 days @ \$32.68			65.36				65.36
7. Publication of 100 copies of Program Handbooks					277.77		277.77
TOTALS			1303.89		277.77		1581.66

Target DLI: DLI 1,3,4
Timeframe: Jan 2019- Jul. 2020
Activity 1: Achieving quality education and training
Sub-Activity/Task 1.2: Develop curricula for short courses

ACTIVITY	Achieving quality education and training						
OUTPUT	Center runs five well subscribed short courses for mid-career professional in the Sector both online and on site.						
OUTPUT INDICATOR	Developed curricula for new short courses Published Prospectus of new short courses			SOURCE OF VERIFICATION Short Course Handbook			
IMPLEMENTATION MILESTONES	Interact with sector partners towards development of new short course by Jun. 2019 Commence draft of curricula for proposed short courses at departmental level by Mar. 2019 Review and submit drafted curricula of proposed short courses to Education Committee by Dec. 2019 Select and approve curricula of short courses during Bootcamp for Masters and PhD. programs by Mar. 2020 Approve curricula of short courses by Mar. 2020 Publish Handbook of short courses by Jul. 2020 Upload Curricula of short courses on Center website by Jul. 2020						
PROCUREMENT	Publication of Prospectus of short course						
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader						
DURATION:	18 months	Commencement:	Sept. 2019	Completion:	Jul. 2020		
PRIMARY CONSTITUENTS:	Center Departments and Mid-career professionals in the Sector			PARTICIPANTS: Center Education Committee; Center Administrative Unit, Center Departments, Sectoral partners,			
ASSUMPTIONS	Cost of budgeted items remain same Members of Committee on development of curricula in various departments are willing to participate Center Education Committee process curricula for approval as scheduled						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Publication of 100 copies of Handbooks on Short courses				277.77		277.77
TOTALS					277.77		277.77

Target DLI: DLI 1, 3, 4 and 5
Timeframe: Jan. 2019 – Dec. 2020
Activity 1: Achieving quality education and training
Sub-Activity/Task 1.3: Sensitize and Recruit regional students

ACTIVITY	Achieving quality education and training						
OUTPUT	Successful Recruitment of Targeted Percentage of Regional Students into Center programs.						
OUTPUT INDICATOR: Enrolment of Targeted Numbers of Female and Male Masters and PhD Students from the region More than 30% of Center students are regional from 2020/2021 session				SOURCE OF VERIFICATION Application forms of recruited regional students Admission letters of recruited regional students Financial document as proof of expenditures during recruitment			
IMPLEMENTATION MILESTONES	Develop flier for old Masters and Ph.D. programs recruitment of regional students Recruit regional students during sectoral/institutional partners recruitment visits to Gambia, Sierra Leone, Liberia and Ghana by Jul. 2019 Receive letters of intent from prospective students in the region from Jul. 2019 Commence updating inventory of prospective regional students from Sept. 2019 Interview prospective Regional Students via Skype by Oct. 2019 Update database of prospective students for future admission by Dec. 2019						
PROCUREMENT	Publication of Admission Flier						
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader						
DURATION: 12 months	Commencement: Jan. 2019			Completion: Dec. 2019			
PRIMARY CONSTITUENTS: ACE Team, Regional Students				PARTICIPANTS: Center Administrative Unit; HODs and Program Coordinators; Regional Students, Institutional Partners			
ASSUMPTIONS	Members of Recruitment team are available and willing to participate as scheduled Cost of Flight tickets remains as budgeted Length of days allocated for recruitment remains as scheduled						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Publication of 500 copies of Admission Flier for Recruitment of Students	326.80						326.80
TOTALS							326.80

Target DLI: DLI 1, 3, 4 and 5
Timeframe: Jan. 2019 – Dec. 2020
Activity 1: Achieving quality education and training
Sub-Activity/Task 1.4: Conduct admission exercise (Written/Oral) for Masters and Ph.D. programs

ACTIVITY	Achieving quality education and training								
OUTPUT	Admission and enrolment of targeted numbers of female and male masters and Ph.D. National students								
OUTPUT INDICATOR: Targeted numbers of female and male Masters and Ph.D. National students enrolled				SOURCE OF VERIFICATION: Admission letters of female and male Masters and Ph.D. national students					
IMPLEMENTATION MILESTONES	<p>Organize qualifying examination for prospective national Masters students for 2019/2020 session by May 2019</p> <p>Assess and shortlist prospective national student after examination for 2019/2020 session by Sept. 2019</p> <p>Interview prospective national Ph.D. students for 2019/2020 session by Sept. 2019</p> <p>Recommend successful national Masters and Ph.D. Students to SPGS for admission by Sept. 2019</p> <p>Organize qualifying examination for prospective national Masters students for 2020/2021 session by Aug. 2020</p> <p>Assess and shortlist prospective national student after examination for 2020/2021 session by Sept. 2020</p> <p>Organize qualifying oral examination for prospective regional Masters Students via Skype for 2020/2021 session by Oct. 2020</p> <p>Assess and shortlist prospective regional student after examination for 2020/2021 admission by Sept. 2020</p> <p>Interview prospective national and regional Ph.D. students via Zoom for 2020/2021 admission by Sept. 2020</p> <p>Recommend successful national Masters and Ph.D. students to SPGS for admission by Oct. 2020</p>								
PROCUREMENT	Internet data bundle for Admission team Application form for shortlisted regional students								
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader, Deputy Leader; HODs; Program Coordinators and SPGS								
DURATION: 18 months			Commencement: May 2019			Completion: Oct 2020			
PRIMARY CONSTITUENTS: ACEDHARS and National Candidates				PARTICIPANTS: Center Management; HODs; Program Coordinators; SPGS; National Candidates; Faculties					
ASSUMPTIONS	<p>SPGS allows the Center to run Masters and Ph.D. programs in the coming session</p> <p>Admission applications for Center programs are received</p> <p>Students participate fully in the admission process</p> <p>Timelines for admission process are duly followed</p> <p>Departmental Admission Committees are willing to conduct admission process</p> <p>Admission process for 2020/2021 session is not hindered by government regulation due to COVID-19 pandemic</p>								
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget								
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total		
1	Internet data bundle for Admission team: 4 faculty in Department of Herbal Medicine				11.11		11.11		

2	Internet data bundle for Admission team: 4 faculty in Department of Toxicology					11.11		11.11
3	Internet data bundle for Admission team: 4 faculty in Department of Pharmacovigilance					11.11		11.11
4	Internet data bundle for Admission team: 4 faculty in Department of Drug Development					11.11		11.11
5	Internet data bundle for Admission team: 4 faculty in Department of Regulatory Science					11.11		11.11
6	Application fees for shortlisted regional students (11)						763.90	763.90
7	Application fee for shortlisted student-faculty from University of Sierra Leone (2)						138.89	138.89
8	Application fee for shortlisted student-faculty from University of Liberia (2)						138.89	138.89
9	Application fees for shortlisted student-staff of PBS, Sierra Leone (2)						138.89	138.89
10	Application fees for shortlisted student-staff of LMHRA, Liberia (2)						138.89	138.89
TOTALS						55.55	1,319.46	1,375.01

Target DLI: DLI 1, 3, 4 and 5
Timeframe: Dec. 2019 – to be determined
Activity 1: Achieving quality education and training
Sub-Activity/Task 1.5: Run Masters program

ACTIVITY	Achieving quality education and training						
OUTPUT	Graduate a targeted number of National and Regional Master’s Students in the existing programs						
OUTPUT INDICATOR: 100% Targeted Master’s Students graduation in the existing programs Picture gallery (photobook) of the 2019/2020 cohort from start to graduation				SOURCE OF VERIFICATION Students’ admission letters; registration forms; Schedule of Courses; Timetable; Class attendance; Examination questions and scripts; Student-Supervisor log book Procurement ledger for research grant awarded to each student Photobook of 2019/2020 set from start to finish			
IMPLEMENTATION MILESTONES	Issue of Provisional Admission Letters to National Students into the existing Masters programs by Dec. 2019 Commence registration by National Students into the existing Masters programs for 2019/2020 session by Dec. 2019: Teach Course Works and Seminars in the existing Masters programs for first semesters from Jan. 2020 School break due to the Covid-19 pandemic by Mar 2020 Resume classes for PG students by September 2020 Affirm a Supervisor for each Masters student by September 2020 Receive students’ budgets and timelines for research project by Oct. 2020 Conduct examination in the First Semester 2019/2020 session by November 2020 Masters students in existing programs commence research project from October 2020 Masters students in existing programs present Seminar 1/Oral Examination Prospective National and Regional Masters students present Proposal for Oral Interview into the New Masters programs (via Zoom) for 2020/2021 admission by December 2020 Issue Provisional Admission Letters to Prospective National and Regional Masters students into the New Programs for 2020/2021 session by December 2020 Commence registration by Masters students for 2020/2021 session by December 2020						
PROCUREMENT	Publication of Student-Supervisor log book						
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader						
DURATION: 14 months		Commencement: Dec. 2019			Completion: Dec. 2020		
PRIMARY CONSTITUENTS: Masters Students				PARTICIPANTS: Center Management; Education Committee; HODs; Program Coordinators; SPGS; Faculty members; Masters Students			
ASSUMPTIONS	The Federal government allows for resumption of academic activities in the University by Sept. 2020 The 2019/2020 academic session of the University of Lagos continues by September 2020						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Publication of Student-Supervisor Log book (100)					138.89	138.89
TOTALS						138.89	138.89

Target DLI: DLI 1, 3, 4 and 5
Timeframe: Dec. 2019 – To be determined
Activity 1: Achieving quality education and training
Sub-Activity/Task 1.6: Run PhD program

ACTIVITY	Achieving quality education and training						
OUTPUT	Enrolment of Ph.D. Students into the existing programs						
OUTPUT INDICATOR: Number of PhD Students enrolled into the existing programs	SOURCE OF VERIFICATION Students' admission letters; registration forms; Student-Supervisor log book Procurement ledger for research grant awarded to each student Copies of student seminar and grades						
IMPLEMENTATION MILESTONES	Issue of Provisional Admission Letters to National Students into the existing PhD programs by Dec. 2019 Commence registration by National Students into the existing PhD programs for 2019/2020 session by Dec. 2019: Teach Course Works and Seminars in the existing PhD programs for first semesters from Jan. 2020 School break due to the Covid-19 pandemic by March 2020 Resume classes for PG students by September 2020 Affirm 2 Supervisors for each PhD student by September 2020 Receive students' budgets and timelines for research project by Oct. 2020 Award research grant to students by Nov., 2020 Conduct examination in the First Semester 2019/2020 session by November 2020 PhD students in existing programs conduct research activities from October 2020 PhD students in existing programs present Seminar 1/Oral Examination Prospective National and Regional PhD students present Proposal for Oral Interview into the New PhD programs (via Zoom) for 2020/2021 admission by December 2020 Issue Provisional Admission Letters to Prospective National and Regional PhD students into the New Programs for 2020/2021 session by December 2020 Commence registration by PhD students for 2020/2021 session by December 2020						
PROCUREMENT	Student-Supervisor Log Books						
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader						
DURATION: 15 months	Commencement: Oct. 2019		Completion: To be determined				
PRIMARY CONSTITUENTS: PhD Students	PARTICIPANTS: Center leader; Academic Program leader; HODs; Program Coordinators; SPGS; Faculty members; PhD Students						
ASSUMPTIONS	The Federal government allows for resumption of academic activities in the University by Sept. 2020 The 2019/2020 academic session of the University of Lagos continues by September 2020..						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget; Student School Fees						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Publication of Student-Supervisor Log book (25)					41.67	41.67
TOTALS						41.67	41.67

Target DLI: DLI 3, 4, 7
Timeframe: Jul. 2020 – Sept. 2020
Activity 1: Achieving quality education and training
Sub-Activity/Task 1.7: Upgrade the resources of the University Learning Management System (LMS) for short courses

ACTIVITY	Achieving quality education and training						
OUTPUT	Increase in the reach of Center educations and training especially in the era of COVID-19 pandemic						
OUTPUT INDICATOR	Students can take any of the Center courses online from anywhere Center owns a dedicated online platform for teaching All courses in the Center are taught through Moodle on Center's online platform effectively			SOURCE OF VERIFICATION Link to Center online platform			
IMPLEMENTATION MILESTONES	LMS customization for ACEDHARS by Aug. 2020 Cloud hosting resource upgrade by Aug. 2020 Comprehensive Training for faculty on use of Moodle by Aug. 2020 Commence use of the platform by Sept. 2020						
PROCUREMENT	Plugins for the LMS Cloud hosting resource upgrade Consultancy fee for Training of faculty						
RESPONSIBILITY FOR IMPLEMENTATION	Coordinator, Online Education						
DURATION:	Commencement: July 2020			Completion: December 2020			
PRIMARY CONSTITUENTS: ACEDHARS, UNILAG, Students	PARTICIPANTS: Director, CITS, User experience designer, Server administrator, Instructional designer, Videographer						
ASSUMPTIONS	We assume the University will provide on-premise data backup We assume that the exchange rate will be stable						
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	Plugins for LMS customization for ACEDHARS				800		800
2	Cloud hosting resource upgrade for 1 years				3,000		3,000
3	Consultancy fee for Comprehensive Training for faculty on use of Moodle				5,000		5,000
4	Zoom educational license @\$199.99 per month for 3 months				199.99	599.97	799.96
TOTALS					8,999.99	599.97	9,599.96

Target DLI: DLI 3, 4 and 5
Timeframe: Jan. 2020 - Dec., 2020
Activity 1: Achieving quality education and training
Sub-Activity/Task 1.8: Run short courses

ACTIVITY	Achieving quality education and training						
OUTPUT	Successful Operation of short courses online						
OUTPUT INDICATOR Number of Candidates that enrolled and completed the short courses (online)	SOURCE OF VERIFICATION Advert of short courses online List of participants Samples of certificates issued						
IMPLEMENTATION MILESTONES	Develop module to suit online teaching of five short courses by Jul. 2020 Set up payment platforms through Center website for online payment of Tuition fee by participants by Jul. 2020 Advertise for short courses (online) for 3 different cohorts from Sept. 2020 – Dec. Enroll participants for short courses (online) for 3 different cohorts from Aug. 2020 – Nov. 2020 Review applications for short courses from Sept. 2020 Award Tuition free plus Internet data support scholarship to regional participants by Sept. 2020 Running and completion of 3cohorts each of five short courses (online) from Sept. 2020 – Dec. 2020 Transfer S100 to each regional student who earned a certificate of completion of course						
PROCUREMENT	Creation of online platform for short courses Maintenance of online platform for short courses Advertisement of online short courses Production of online short courses certificates for issuance on completion of program						
RESPONSIBILITY FOR IMPLEMENTATION	Center deputy leader						
DURATION: 6 months	Commencement: Jul. 2020			Completion: Dec. 2020			
PRIMARY CONSTITUENTS: National, Regional and International Enrolled online short course participants.	PARTICIPANTS: Enrolled online short course participants, short course coordinator(s), facilitators, University CITS; Center management						
ASSUMPTIONS	Online learning platform does not develop any technical issue Appreciable number of interested participants No disruption in schedule of facilitators						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Internet Data Bundle for Facilitators @ \$20 per topic					1,200	1,200
2	Internet data bundle for regional participants @\$100 per person (60)					6, 000	6, 000
3.	Bank charges for transfer of money to regional students					1000	1000
	Short course fee waiver for					5000.00	5000.00

	50 regional students @\$100 per participant							
3	Short course fee waiver for regional partners (LMHRA) – 5 participants @\$100 per participant						500.00	500.00
	Short course fee waiver for regional partners (PBS) – 5 participants @\$100 per participant						500.00	500.00
	Short course fee waiver for National partners (NAFDAC) – 5 participants @\$50 per participants						250.00	250.00
TOTALS							13,450	13,450

Target DLI: DLI 1, 3, 5
Timeframe: July 2020 – to be determined in 2021
Activity 1: Achieving quality education and training
Sub-Activity/Task 1.9: Implement scholarship for regional students

ACTIVITY	Achieving quality education and training						
OUTPUT	New 2020/2021 regional students receive scholarship award						
OUTPUT INDICATOR The number of scholarships awarded to regional students	SOURCE OF VERIFICATION Advert of scholarship opportunity List of applicants Approved list of beneficiaries Award letter						
IMPLEMENTATION MILESTONES	Advertise scholarship opportunities for regional students by Jul. 2020 Award scholarship to regional students admitted for 2020/2021 session from students and issue award letter by Nov. 2020 Purchase Flight tickets for new students on scholarship Pay Students' Tuition and sundry fees Begin disbursement of monthly stipend to new students on scholarship						
PROCUREMENT	Return Flight tickets						
RESPONSIBILITY FOR IMPLEMENTATION	Center leader						
DURATION: To be determined	Commencement: July 2020			Completion: To be determined in 2021			
PRIMARY CONSTITUENTS: Regional students	PARTICIPANTS: Center deputy leader, project officer, accountant and appointed Selection Board						
ASSUMPTIONS	No disruption in schedule for determination of criteria for scholarship award No disruption in advertisement plan No disruption in schedule for appointment of Selection Board, review of application and decision by Selection Board, consideration and approval of recommendation by Center management team and communication of decision to applicants, including awardees						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	TOTAL
1. Centre Student Monthly Subsistence Payment Card (250)						12500.00	12500.00
2. Return Air-ticket for 11 regional students						9678.19	9678.19
3. Return Air-ticket for two staff of University of Sierra Leone						1759.67	1759.67
4. Return Air-ticket for two staff of University of Liberia						1759.67	1759.67
5. Return Air-ticket for two staff of LMHRA, Liberia						1759.67	1759.67

6.	Postgraduate Tuition fee (per session) for 11 regional students						18000.00	18000.00
7.	Postgraduate Tuition fee (per session) for two staff of University of Sierra Leone						4500.00	4500.00
8.	Postgraduate Tuition fee (per session) for two staff of University of Liberia						4500.00	4500.00
9.	Postgraduate Tuition fee (per session) for two staff of LMHRA, Liberia						4500.00	4500.00
10.	Postgraduate Obligatory fee (per session) for 11 regional students						2444.42	2444.42
11.	Postgraduate Obligatory fee (per session) for two staff of University of Sierra Leone						444.44	444.44
12.	Postgraduate Obligatory fee (per session) for two staff of University of Liberia						444.44	444.44
13.	Postgraduate Obligatory fee (per session) for two staff of LMHRA, Liberia						444.44	444.44
14.	Accommodation fee for 11 regional students						15972.12	15972.12
15.	Accommodation fee for two staff of University of Sierra Leone						3472.20	3472.20
16.	Accommodation fee for two staff of University of Liberia						3472.20	3472.20
17.	Accommodation fee for two staff of LMHRA, Liberia						3472.20	3472.20
18.	Monthly living allowance (\$150) per month per student for 11 students						32400.00	32400.00
19.	Monthly living allowance (\$150) per month for two staff of University of Sierra Leone						8100.00	8100.00
20.	Monthly living allowance (\$150) per month for faculty from University of Liberia						8100.00	8100.00
21.	Monthly living allowance (\$150) per month for staff of LMHRA, Liberia						8100.00	8100.00
TOTALS							145,823.66	145,823.66

Target DLI: DLI 1, 3, 4 and 5
Timeframe: Dec. 2019 – to be determined
Activity 1: Achieving quality education and training
Sub-Activity/Task 1.10: Implement Research grant award to students

ACTIVITY	Achieving quality education and training						
OUTPUT	Center meets students resource requirement to conduct quality research project for Masters degree in 2019/2020 and 2020/2021 sessions						
OUTPUT INDICATOR: Award of equal amount of \$1000 to all new Masters students All students on Masters program have free access to resources for their research project. All students undertake research projects at the total expense of the Center				SOURCE OF VERIFICATION Letter of award of research grants to individual new students Procurement ledger for research grant awarded to each student			
IMPLEMENTATION MILESTONES	Produce research grant disbursement ledger and requisition sheets for students by December 2020 Receive research proposal estimates for student project for 2020/2021 session by December 2020 Approve research budget estimates by Award research grants to students according to the Center policy by December 2020						
PROCUREMENT	Publication of Student Ledger Sheet, Requisition Form sheets						
RESPONSIBILITY FOR IMPLEMENTATION	Deputy Center Leader						
DURATION: 1 month	Commencement: Dec. 2020			Completion: Dec. 2020			
PRIMARY CONSTITUENTS: Masters Students			PARTICIPANTS: Deputy Center Leader, Research Committee, Research Supervisors, Masters Students, Finance Officer				
ASSUMPTIONS	The Federal government allows for resumption of academic activities in the University by Sept. 2020 The 2019/2020 academic session of the University of Lagos continues by September 2020 Students and their project supervisors admitted in 2019/2020 session are willing to participate in the research grant award exercise as scheduled						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
Centre Requisition Form (2 Booklet)						11.10	11.10
Centre Student Ledger Sheet (250 sheets)						20.83	20.83
Award of research grants to 2019/2020 Masters 13students						13,000	13,000
Award of research grants to 2020/2021 Masters 11students						11,000	13,000

	Award of research grants to 2020/2021 Masters students @\$1000 staff of University of Sierra Leone (1)						1000	1000
	Award of research grants to 2020/2021 Masters students @\$1000 per staff of University of Liberia (1)						1000	1000
	Award of research grants to 2020/2021 Masters students @\$1000 per staff of LMHRA, Liberia (1)						1000	1000
	Award of research grants to 2019/2020 PhD students @\$4000 per student (2)						8000	8000
	Award of research grants to 2020/2021 PhD students @\$4000 per student (1)						4000	4000
	Award of research grants to 2020/2021 Ph.D, students @\$1000 staff of University of Sierra Leone (1)						4000	4000
	Award of research grants to 2020/2021 PhD students @\$1000 per staff of University of Liberia (1)						4000	4000
	Award of research grants to 2020/2021 PhD students @\$1000 per staff of LMHRA, Liberia (1)						4000	4000
TOTALS							51031.93	51031.93

Target DLI: DLI 3 and 4
Timeframe: To be determined in 2021
Activity 1: Achieving quality education and training
Sub-Activity/Task 1.11: Organize short English Language courses for students from regional francophone countries

ACTIVITY	Achieving quality education and training						
OUTPUT	Organize short English Language courses for students from regional francophone countries Students from francophone countries are able to speak and write in English to basic level of proficiency						
OUTPUT INDICATOR	Certificate of completion of English Language proficiency course by students from francophone countries Acquisition of Basic competence by regional students from francophone countries in speaking and writing in English Language			SOURCE OF VERIFICATION Student certificate Student enrollment document from French Department, University of Lagos			
IMPLEMENTATION MILESTONES	Assess student's requirement for English Language proficiency course by Jan. 2021 Enroll students for English Language proficiency course by Jan. 2021 Complete English Language proficiency course for students by Jun. 2021						
PROCUREMENT	Admission form for students Stationeries applicable to conduct of orientation for facilitators Transportation to and fro meetings Data for online engagement as May be necessary Cost of development of short English Language course module(s) Cost of development of Pre- and Post-English Language short course evaluation materials Production of basic English Language course certificates to be issued to participants						
RESPONSIBILITY FOR IMPLEMENTATION	Center leader						
DURATION: To be determined in 2021	Commencement:		Completion:				
PRIMARY CONSTITUENTS: Regional students from francophone countries	PARTICIPANTS: Center management team, project manager, facilitators from English and French departments of the University						
ASSUMPTIONS	Schedule of identification of facilitators and orientation program Timeline for development of short English Language course module(s) Schedule of conduct and completion of short English Language courses for regional students from francophone countries Students from francophone countries are enrolled in Center programs Any student from francophone countries is not proficient in English language Student enrolled are not more or less than budgeted Cost of for English proficiency course remains has budgeted						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
Cost of admission form for students							
Cost of transportation to and fro meetings							

	Cost of data for online engagement							
	Cost of development of short English Language course module(s)							
	Cost of development of Pre- and Post-English Language short course evaluation materials							
	Tuition of English proficiency course							
	Sundry fees as charged by French department							
TOTALS								

Target DLI: DLI 1 and 4
Timeframe: Feb. 2020 - Aug., 2020
Activity 1: Achieving quality education and training
Sub-Activity/Task 1.12: Organize annual student orientation event

ACTIVITY	Achieving quality education and training						
OUTPUT	A sense of belonging is entrenched in all students of the Center						
OUTPUT INDICATOR	New students understand the modus operandi for the Center New students gain confidence in the Center Students understand their role and benefits in the center			SOURCE OF VERIFICATION Printed orientation event program List of participants List of facilitators			
IMPLEMENTATION MILESTONES	Conceptualize annual student orientation event by Feb. 2020 Draw up outline of program by Mar. 2020 Invite facilitators from Center and the University by Jul. 2020 Send invitation to expected participants by Jul. 2020 Conduct annual student orientation event online via Zoom by Aug. 2020						
PROCUREMENT	Internet data bundle for all participants						
RESPONSIBILITY FOR IMPLEMENTATION	Project Manager						
DURATION: 7 months	Commencement: Feb. 2020			Completion: Aug. 2020			
PRIMARY CONSTITUENTS: Students	PARTICIPANTS: Center deputy leader, project officer, HODs, program coordinators, Faculty and facilitators						
ASSUMPTIONS	There is still government restriction on official meetings due to COVID-19 pandemic The concerned students are willing to participate in the orientation						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Internet data bundle for 13 Masters and 2 PhD students admitted in 2019/2020 session @\$5				65		65
2	Internet data bundle for 20 Center members @\$5				100		100
TOTALS					165		165

Target DLI: DLI 4, 5
Timeframe: Feb. 2020 – Dec. 2020
Activity 1: Achieving quality education and training
Sub-Activity/Task 1.13: Organize bimonthly Faculty-Student Monitoring interaction

ACTIVITY	Achieving quality education and training: Organize bimonthly Faculty-Student Monitoring interaction						
OUTPUT	Students learn from faculty and fellow students beyond the regular classroom						
OUTPUT INDICATOR	Center team are familiar with students and students are familiar with themselves A strong faculty-student bond in the Center Students choose their Student Representative themselves Students get opportunity to learn beyond the curricula Students develop strong confidence in the Center			SOURCE OF VERIFICATION Documented attendance Report from Faculty Feedback from students			
IMPLEMENTATION MILESTONES	Conceptualize bimonthly Faculty-Student interaction by Feb. 2020 Draw up outline of program for the year by Feb. 2020 Successfully conduct bimonthly Faculty-Student interaction by Oct. 2020, Dec. 2020						
PROCUREMENT	Internet data bundle for all participants						
RESPONSIBILITY FOR IMPLEMENTATION	Project Manager						
DURATION: 11 months	Commencement: Feb. 2020			Completion: Dec. 2020			
PRIMARY CONSTITUENTS: National and regional students and Faculty	PARTICIPANTS: Center deputy leader, project officer, HODs, program coordinators and Faculty						
ASSUMPTIONS	No disruption in schedule for identification of facilitators, their training and conduct of annual student orientation event No disruption in schedule for conceptualization of bimonthly Faculty-Student interaction, development of outline of program for interaction, training program for Faculty and successful conduct of bimonthly Faculty-Student interaction No interference from schedule of other University programs and events National and State related issues						
FINANCIAL IMPLICATIONS/BUDGET LINE	Student School Fees						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Internet data bundle for 13 Masters and 2 PhD students admitted in 2019/2020 session @\$5						130	130
2 Internet data bundle for 30 Center members @\$5						300	300
TOTALS						430	430

Target DLI: DLI 4, 5
Timeframe: To be determined in 2021
Activity 1: Achieving quality education and training
Sub-Activity/Task 1.14: Engage sectoral facilitators in industrial student seminar

ACTIVITY	Achieving quality education and training: Engage services of sectoral facilitators in industry seminar						
OUTPUT	Knowledge of students on Center program are broadened through interaction with sectoral expert						
OUTPUT INDICATOR	Active involvement of sectoral facilitators in industry seminar			SOURCE OF VERIFICATION Report of industrial seminar Attendance Center report on periodical review engagement with sectoral facilitators			
IMPLEMENTATION MILESTONES	Interact with potential sectoral facilitators for industry seminars Agree on modalities for conduct and participation in the industry seminar by sectoral facilitators Assess pre-evaluation of potential impact of industry seminar Conduct industry seminar Assess post-evaluation of potential impact of industry seminar Periodical review engagement of Center with sectoral facilitators for appropriate improvement						
PROCUREMENT	Stationeries applicable to exploratory interactions with potential sectoral facilitators for industry seminar Transportation to and fro meetings Data for online meetings as May be necessary Development and production of pre- and post-evaluation tools for sectoral facilitators involvement and the industry seminars Cost of conduct of the industry seminar, including transportation, honoraria and technology to facilitate the industry seminar						
RESPONSIBILITY FOR IMPLEMENTATION	Center leader						
DURATION: 10 months	Commencement: Mar. 2020			Completion: Dec. 2020			
PRIMARY CONSTITUENTS: National and regional students, sectoral partners/facilitators and Faculty	PARTICIPANTS: Center deputy leader, project officer, Faculty, sectoral partners/facilitators						
ASSUMPTIONS	No disruption in schedule for exploratory interactions with potential sectoral facilitators for industry seminar No disruption in schedule for conduct of industry seminar Post-evaluation of potential impact of industry seminar Periodical review engagement of Center with sectoral facilitators for appropriate improvement No interference from schedule of other University programs and events National and State related issues						
FINANCIAL IMPLICATIONS/BUDGET LINE	Sectoral Partner Counterpart Fund						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Stationeries						
2	Transportation to and fro meetings and location of industry seminar						

3	Cost of development and production of pre- and post-evaluation tools for sectoral facilitators involvement and the industry seminars							
4	Cost of conduct of the industry seminar, including transportation, honoraria and technology to facilitate the industry seminar							
5	Data for online meetings							
TOTALS								

Target DLI: DLI 1, 4, 5, 6
Timeframe: Apr. 2020 – Mar., 2021
Activity 1: Achieving quality education and training
Sub-Activity/Task 1.15: Procure teaching consumables for Masters and Ph.D. courses

ACTIVITY	Achieving quality education and training: Procure teaching consumables for new Masters and Ph.D. programs						
OUTPUT	Well-equipped laboratories for quality teaching of Masters and Ph.D. courses						
OUTPUT INDICATOR	Students have free access to consumables and equipment Student are able to carry out experimental work with ease			SOURCE OF VERIFICATION Supply and audit documents related to purchased consumables			
IMPLEMENTATION MILESTONES	Compile teaching consumables for new Masters and Ph.D. programs by Apr. 2020 Consider and approve list of teaching consumables (Center management team) by Apr. 2020 Advertise for bidding by suppliers by May 2020 Award contract for supply by Jun. 2020 Procure and receive teaching consumables for new Masters and Ph.D. programs by Dec. 2020 Verify and pay suppliers (procurement and audit units) by Mar. 2021						
PROCUREMENT	Advertisement for bidding by contractors Teaching consumables (reagents, solvents and standards) for new Masters and Ph.D. programs						
RESPONSIBILITY FOR IMPLEMENTATION	Center leader						
DURATION: 12 months	Commencement: Apr. 2020			Completion: Mar. 2021			
PRIMARY CONSTITUENTS: National and regional students	PARTICIPANTS: Center deputy leader, procurement and audit units/officers, HODs, suppliers and advertisement outlets						
ASSUMPTIONS	No disruption in schedule for procurement related activities and supply National and State related issues						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Cost of advert for bidding by contractors					3,150.00	3,150.00
2	Teaching consumables (reagents, solvents, standards and small equipment) for new Masters and Ph.D. programs					46,872.10	46,872.10
TOTALS						50,022.10	50,022.10

Target DLI: DLI 1, 4, 5, 6
Timeframe: Aug. 2020 – Dec. 2020
Activity 2: Expanding the quality and reach of education
Sub-Activity/Task 2.1: Get National Accreditation

ACTIVITY	Expanding the quality and reach of education						
OUTPUT	Successful resource verification towards full accreditation by NUC						
OUTPUT INDICATOR All programs in the Center will be Accredited	SOURCE OF VERIFICATION NUC Accreditation certificate for the Center						
IMPLEMENTATION MILESTONES	Submit self-study report and documents for the Verification of Compliance– From Aug. 2020 Make arrangements to host the NUC Team. Accommodation, Transportation, feeding, etc. – From Aug. 2020 – Sept. 2020 Receive the NUC Visitation team by Sept. 2020 NUC visitation team examines the self-study report and other documentations by Sept. 2020 NUC Team meets with heads of departments, faculty members, students and stakeholders to corroborate the information provided in the self-study report by Sept. 2020 NUC Visitation team departs by Sept., 2020						
PROCUREMENT	NUC Team Accommodation, NUC Team Transportation, NUC Team Feeding						
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader						
DURATION: 2 months	Commencement: Aug. 2020			Completion: Sept 2020			
PRIMARY CONSTITUENTS: ACEDHARS Center, Students	PARTICIPANTS: Center leader; Deputy Center leader, Academic Program Leader; Project Manager; Heads of department; Faculty members, Director of Academic Planning and students. NUC Accreditation team						
ASSUMPTIONS	That the self-study report is accepted and approved by NUC						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 NUC resource verification package for 10 programs						27,777.78	27,777.78
2 NUC Team’s Accommodation (10 persons, 2 nights)						2,500.00	2,500.00
3 NUC Team’s Local Transportation						55.56	55.56
4 NUC Team Lunch						277.77	277.77
TOTALS						30,613.11	30,613.11

Target DLI: DLI 1, 4, 5, 6
Timeframe: Aug. 2020 – Dec. 2020
Activity 2: Expanding the quality and reach of education
Sub-Activity/Task 2.2: Initiate Process of International Accreditation

ACTIVITY	Expanding the quality and reach of education						
OUTPUT	The Center weighs its chances at obtaining international accreditation						
OUTPUT INDICATOR	Self-study forms completed for all programs Center identifies areas needing attention if accreditation can be achieved			SOURCE OF VERIFICATION Self-study package from International accreditor.			
IMPLEMENTATION MILESTONES	Request self-study form from Royal Society of Biologists by July 020 Commence self-study assess of by Sept., 2020						
PROCUREMENT	Self-Study Package from Royal Society of Biologists,						
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader						
DURATION:	2 months	Commencement: Aug. 2020			Completion: Sept 2020		
PRIMARY CONSTITUENTS:	ACEDHARS, Students			PARTICIPANTS: Center leader; Deputy Center leader, Academic Program Leader; Project Manager; Heads of department; Faculty members, students.			
ASSUMPTIONS	The value quoted covers the cost of International Self-study package						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Self-Study package of 3 programs					15,000	15,000
TOTALS						15,000	15,000

Target DLI: DLI 7
Timeframe: Jan. – Dec. 2020
Activity 2: Expanding the quality and reach of education
Sub-Activity/Task 2.3: Migration of University website and allied services to the Cloud

ACTIVITY	Teaching and Communication Platform						
OUTPUT	Easy and stable access to University website and allied services						
OUTPUT INDICATOR	Stable www.unilag.edu.ng website Stable www.acedhars.unilag.edu.ng website					SOURCE OF VERIFICATION www.unilag.edu.ng Payment receipts and invoices	
IMPLEMENTATION MILESTONES	Commence procurement process by June 2020 Award contract to vendor by November 2020 Migration exercise completed by December 2020						
PROCUREMENT	IT Consultancy Service for migration of UNILAG website, web portals and Premier ERP services to the Cloud						
RESPONSIBILITY FOR IMPLEMENTATION	Vice Chancellor						
DURATION: 2 months	Commencement: November, 2020			Completion: December, 2020			
PRIMARY CONSTITUENTS: University of Lagos	PARTICIPANTS: Vice Management, UNILAG CITS, Center Leader, IT Consultant						
ASSUMPTIONS	University does not find any other means to improve the accessibility to the University website and allied services It is better off to run academic activities in the country through online platforms due to the COVID-19 pandemic Staff and students will embrace the use of online access to coordinate most of their activities in the University Courses in the University will be run online The subscription rate does not change						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Migration of services (One-off fee)						1,944.44	1,944.44
2 Cloud hosting of UNILAG website, web portals and Premier ERP services (recurrent fee)						20,000.00	20,000.00
TOTALS						21,944.44	21,944.44

Target DLI: DLI 3 and 7
Timeframe: Oct. 2020 to Dec. 2020
Activity 2: Expanding the quality and reach of education
Sub-Activity/Task 2.4: Expand the University Internet Bandwidth and access to e-resources

ACTIVITY	Achieving quality education and training						
OUTPUT	Students and staff of the University have sufficient Internet connectivity and improved access to e-resources						
OUTPUT INDICATOR	Increase in broadband connection, Access to electronic library/database content, Access to High Performance Computing and computer applications.			SOURCE OF VERIFICATION Confirmation by CITS that the bandwidth supplied is sufficient based on the contract. Payment invoice and receipts			
IMPLEMENTATION MILESTONES	Commence Procurement exercise by Oct.2020 Fibre optics deployment/Radio setup by Nov. 2020 Configuration and Activation by Dec. 2020						
PROCUREMENT	1 STM 1 Internet bandwidth provisioning						
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader						
DURATION:	DURATION: 2 months		DURATION: 2 months				
PRIMARY CONSTITUENTS: University of Lagos, ACEDHARS	PRIMARY CONSTITUENTS: University of Lagos						
ASSUMPTIONS	We assume that the exchange rate will be stable We assume that the other CoE (SPESSCE) will procure 1 STM 1						
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	Subscription for 1 STM 1 Internet bandwidth				43,835.62		43,835.62
TOTALS					43,835.62		43,835.62

Target DLI: DLI 4 and 5
Timeframe: Aug. 2020 – Dec. 2020
Activity 2: Expanding the quality and reach of education
Sub-Activity/Task 2.5: Improve IT system in existing classroom

ACTIVITY	Expanding the quality and reach of education						
OUTPUT	Existing classrooms are more technology driven (better equipped) for quality delivery						
OUTPUT INDICATOR	Improved internet connectivity, Increased bandwidth, development of Application for classroom usage, access to range of resources and creating ability to learn skills on internet			SOURCE OF VERIFICATION www.acedhars.unilag.edu.ng Interactive boards Additional computers in the classrooms			
IMPLEMENTATION MILESTONES	Identify existing PG classrooms in participating departments to be improved with electronic interactive whiteboard by August 2020 Commence procurement exercise by September 2020 Take delivery and install the boards by Dec. 2020						
PROCUREMENT	Electronic Interactive Whiteboards						
RESPONSIBILITY FOR IMPLEMENTATION	Online Education Coordinator						
DURATION:	4 months		Commencement: Jul. 2020		Completion: Oct. 2020		
PRIMARY CONSTITUENTS:	Center Lead, Deputy Center leader, Faculty members			PARTICIPANTS: Faculty members, Program coordinators, students			
ASSUMPTIONS							
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Five Multi Touch Display Electronic White Board for PG rooms in Departments of Biochemistry, Botany, Chemistry, Pharmaceutical Chemistry, Pharmacology and Pharmacognosy					16,794.00	16,794.00
TOTALS						16,794.00	16,794.00

Target DLI: DLI 5, 6 and 7
Time frame: February 2020 - March 2021
Activity 2: Expanding the quality and reach of education
Sub-Activity/Task 2.6: Renovate and Upgrade Laboratory facilities of partners to the advantage of the Center

ACTIVITY	Expanding the quality and reach of education						
OUTPUT	The quality of the facility of Center partners meet the standard required for use by Center students						
OUTPUT INDICATOR	The LUTHPC meets standard required for use by Center students IT System in LUTHPC improved to prevalent standard On-site laboratory of LUTHPC used for Pharmacovigilance training by the Center is suitable			SOURCE OF VERIFICATION Procurement documents Pharmacovigilance (PV) Software application subscription receipt Hard copies of PV ADR reports			
IMPLEMENTATION MILESTONES	Assess intervention required to improve the Pharmacovigilance room of LUTHPC used as on-site laboratory for students by October 2019 Conclude on the intervention required to make the Pharmacovigilance room suitable by March 2020 Renovate Pharmacovigilance room by December 2020 Upgrade IT system in Pharmacovigilance room by December 2020 Commission the new improved Pharmacovigilance room in LUTHPC by January 2021						
PROCUREMENT	Computer systems Pharmacovigilance application software subscription Photocopier Internet modem Air-conditioner Window blinds Room painting POP Ceiling						
RESPONSIBILITY FOR IMPLEMENTATION	Head, Department of Pharmacovigilance						
DURATION: 15 months	Commencement: October 2019			Completion: December 2020			
PRIMARY CONSTITUENTS: LUTHPC, Department of Pharmacovigilance of ACEDHARS, Students	PARTICIPANTS: Centre Director, Department of Pharmacovigilance, LUTHPC, LUTH Facility management office, Vendors						
ASSUMPTIONS	LUTHPC is willing to allow upgrade of its facility to Center standard Provided there is no inflation and economy are stable						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Funds						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Computer system Internet enabled desktops (1TB/4GB core i5)						834.00	834.00
2 Photocopier Sharp AR-6020D Digital A3 Photocopier + Automatic						1000.00	1000.00

	document feeder							
3	PV software application subscription						7000.00	7000.00
4	Telephone Huawei Landline Desktop SIM Card Phone F501						42.00	42.00
5	Publication of laboratory manuals						60.00	60.00
6	Internet modem (Outdoor Unit) 4G LTE						124.00	124.00
7	Air conditions (2) Panasonic 2HP						882.00	882.00
8	POP ceiling for the Pharmacovigilance office						850.00	850.00
9	Ergonomic chair (2)						140.00	140.00
10	Window blinds Standard size						65.00	65.00
TOTALS							10,997.00	10,997.00

Target DLI:

DLI 4

Timeframe:

March 2020 to January 2021

Activity 2:

Expanding the quality and reach of education

Sub-Activity/Task 2.7:

Construction of Center Complex I. Plan Approvals and Foundation

ACTIVITY	Expanding the quality and reach of education						
OUTPUT	Construction of a Center Complex to harmonize facilities for all research activities in the Center						
OUTPUT INDICATOR Approved Building Plan Foundation Works	SOURCE OF VERIFICATION (a). Procurement Documents (b). Approved Building Plan Documents (c). Award Letter (d). Foundation Works						
IMPLEMENTATION MILESTONES	1. Building Plan Drawing approved July 2020 2. Piling and Ancillaries January 2021						
PROCUREMENT	Procure Consultants for Architectural Drawings, Soil Investigation, structural, electrical and mechanical services design/supervision Procure Contractor for Piling and ancillary works						
RESPONSIBILITY FOR IMPLEMENTATION	Center leader and Vice Chancellor						
DURATION: Six months	Commencement: March 2020			Completion: December 2020			
PRIMARY CONSTITUENTS: ACE TEAM, Students, Clients	PARTICIPANTS: Vice Chancellor, Centre Leader, Procurement Officer, Consultants Contractor, Finance Officer, University Works and Physical Planning Unit						
ASSUMPTIONS	1. The location approved by University is not changed 2. Fund Availability 3. No natural disaster, war, insurgency, pandemic etc. 4. Stable price regime						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Approval of Building Plan					392.16		392.16
2 Procurement Exercise for award of Contracts					3150		3150
3 Site Clearance						1,326.8	1,326.8
4 Plant (mobilization and remobilization)						2,941.18	2,941.18
5 Piling work						182,117.65	182,117.65
6 Piling Ancillaries						7,267.97	7,267.97

7	Excavation and Earthworks						5,633.99	5,633.99
8	Fillings						6,864.38	6,864.38
9	Concrete works						58,451.53	58,451.53
10	Service pipework						653.59	653.59
11	Preliminaries and Contingencies						12,520.69	12,520.69
12	Consultant fees payment (Stage 1)						41,051.18	41,051.18
13	Sub Total					3150	318,828.96	321,978.96
14	ADD: VAT (7.5%)					236.25	23,912.17	23,912.17
TOTALS						3386.25	342,741.13	345,891.13

Target DLI: DLI 4 and 5
Timeframe: To be determined in 2021
Activity 2: Expanding the quality and reach of education
Sub-Activity/Task 2.8: Run student internship

ACTIVITY	Expanding the quality and reach of education						
OUTPUT	Students have workplace experience for practical demonstration of knowledge gained from degree program						
OUTPUT INDICATOR	Students engage in internship in the Sector			SOURCE OF VERIFICATION			
				Log book report Payment Vouchers			
IMPLEMENTATION MILESTONES	Send internship placement requests to Sectoral partners by Sept. 2020 Prepare and produce internship log books by Oct. 2020 Collate responses to internship placement requests by Oct. 2020 Allocate students to internship locations based on Center policy by Dec. 2021 Process internship allowance for each student based on Center policy by Jan. 2021 Commence 2019/2020 session student internship by Jan. 2021 Receive internship report for each student from the industry internship supervisor by Feb. 2021 Assess student performance at internship through student internship seminar and submitted internship log book upon completion of internship by Mar. 2021						
PROCUREMENT	Publication of Center student internship log book						
RESPONSIBILITY FOR IMPLEMENTATION	Project Manager						
DURATION:	6 months		Commencement:		Completion:		
			Sept. 2020		Mar. 2021		
PRIMARY CONSTITUENTS:	Students			PARTICIPANTS:			
				Students, ACE Team and Sectoral partners			
ASSUMPTIONS	University will resume 2019/2020 session by Sept. 2020 Intern placement for students						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Publication of Center student internship log book (50)					69.44	69.44
TOTALS						69.44	69.44

Target DLI: DLI 4 and 5
Timeframe: To be determined in 2021
Activity 2: Expanding the quality and reach of education
Sub-Activity/Task 2.9: Support Faculty Exchange (Internship)

ACTIVITY	Expanding the quality and reach of education						
OUTPUT	Exposure of Faculty members to the sector to enhance better research work and collaboration						
OUTPUT INDICATOR	Number of faculty sent and amount disbursed to faculty on internship			SOURCE OF VERIFICATION			
				Record of internship placements Payment Vouchers Report from placement site			
IMPLEMENTATION MILESTONES	Receive application for faculty exchange from partner faculty by Feb. 2021 Receive proposal for faculty exchange from Center faculty by Mar 2021 Send successful proposal for faculty exchange to institutional partner by April 2021 Evaluate exchange submissions and award exchange grant to successful faculty by May 2021 Issue acceptance letter to successful partner faculty by May 2021 Disburse fund for faculty exchange based on Center policy by May 2021 Monitor and evaluate of activities of the faculties on exchange by June 2021 Return of faculty to home institution and submission of report by June 2021						
PROCUREMENT							
RESPONSIBILITY FOR IMPLEMENTATION	Center-Leader						
DURATION:	5 months		Commencement:		Jul. 2020		Completion:
							Nov. 2020
PRIMARY CONSTITUENTS:	ACE Faculty, ACE Partners			PARTICIPANTS:			
				Education Committee, Research Committee, Center Administrative			
ASSUMPTIONS	Complete ease of Covid-19 pandemic lockdown Faculty and partners are willing to participate Internship placements are secured by faculty or partner in ACEDHARS						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE budget, sectorial partner fund						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Award of Internship support						
TOTALS							

Target DLI: DLI 4, 5
Timeframe: To be determined in 2021
Activity 2: Expanding the quality and reach of education
Sub-Activity/Task 2.10: Organize Entrepreneurship workshops for PG students

ACTIVITY	Expanding the quality and reach of education						
OUTPUT	Masters and Ph.D. students develop Entrepreneurship development skills relevant for the Sector						
OUTPUT INDICATOR Number of students that were trained in the workshop	SOURCE OF VERIFICATION Registration and attendance of participants Certificates of attendance						
IMPLEMENTATION MILESTONES	Develop workshop content Select facilitators Create awareness about the workshop among students Organize the workshop						
PROCUREMENT	Publication of workshop materials Honorarium to external facilitators Publication of certificates Refreshments for the workshop						
RESPONSIBILITY FOR IMPLEMENTATION	Center-Leader						
DURATION: 5 months	Commencement: Jun. 2020			Completion: Nov. 2020			
PRIMARY CONSTITUENTS: Students	PARTICIPANTS: Program coordinators, Project manager, University Centre for Entrepreneurship and Skill Development (CESD), External Facilitators						
ASSUMPTIONS	Complete ease of Covid-19 pandemic lockdown as at when activity is scheduled CESD is willing to participate Facilitators are available as scheduled Students are fully available as scheduled						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Publication of workshop materials						
2	Honorarium for External facilitators						
3	Publication of certificates						
4	Refreshments during the workshop						
TOTALS							

Target DLI: DLI 5
Timeframe: To be determined in 2021
Activity 2: Expanding the quality and reach of education
Sub-Activity/Task 2,11: Organize field and industry trips

ACTIVITY	Expanding the quality and reach of education: Organize training field and industry trips)						
OUTPUT	Students have practical knowledge of plant collection and activities of the Sector						
OUTPUT INDICATOR Number of students and number of trips taken to fields and industries	SOURCE OF VERIFICATION Student reports Pictures of visits						
IMPLEMENTATION MILESTONES	Select fields and industries to visit by Feb. 2021 Obtain permission to visit Visit to the field and industry Collect student reports Evaluate students reports of visits						
PROCUREMENT	Transportation to and from the field Refreshments for students on field and industry trips						
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader						
DURATION: To be determined	Commencement:		Completion:				
PRIMARY CONSTITUENTS: Students	PARTICIPANTS: Education Committee, Program coordinators, Students, Project Manager, University Works and Physical Planning Unit						
ASSUMPTIONS	Complete ease of Covid-19 pandemic lockdown Field sites and Industry are available for students' visits						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Transportation to and from the field							
2 Refreshments for participants							
TOTALS							

Target DLI: DLI 3, 4 and 5
Time frame: Aug. 2020 to Jun. 2021
Activity 3: Achieving Quality in applied Research
Sub-Activity/Task 3.1: Purchase of New Laboratory equipment

ACTIVITY	Achieving Quality in applied Research						
OUTPUT	Well-equipped laboratory for teaching and research						
OUTPUT INDICATOR Sighting of the equipment Functional equipment	SOURCE OF VERIFICATION Purchase receipt Approval for purchase Audit document Tenders board document						
IMPLEMENTATION MILESTONES	Commence procurement process for equipment purchase by Oct. 2020 Deliver equipment by Apr. 2021 Install and Commission of equipment - May 2021 Training of technologists in the Center on use and maintenance of specific equipment Jun. 2021						
PROCUREMENT	Purchase of equipment						
RESPONSIBILITY FOR IMPLEMENTATION	Centre Leader						
DURATION: 9 months	Commencement: Aug. 2020			Completion: Jun. 2020			
PRIMARY CONSTITUENTS: HOD Faculty members Laboratory Technologists Students	PARTICIPANTS: HOD, Procurement Officer Tenders Board members Finance Team Suppliers,						
ASSUMPTIONS	Readiness of the ACE Management and HOD Inflations Availability of suppliers						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget University counterpart funds						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1. Procurement Exercise for award of Contracts					6300		6300
2. Eppendorf® Centrifuge 5810/5810R (refrigerated)						13,330.00	13,330.00
3. Spectra-Chrom CF-2 Fraction Collector, 115 V, includes rack						6,657.35	6,657.35

	for 12 to 13 mm diameter tubes and a drop head counter with Accessories							
4.	Buchi R-300 Rotavapor System (I-300) with F-305 Chiller with accessories						26,136.37	26,136.37
5.	APC Smart UPS 6000VA						8055.56	8055.56
6.	Leica VT1000 S Vibrating blade microtome, Leica Biosystem						27,500.00	27,500.00
7.	Anymaze tracking software, Stoelting Co. Ltd, IL, USA						6,500.00	6,500.00
8.	Synergy™ Neo2 Multi-Mode Microplate Reader						25,750.00	25,750.00
9.	Passive avoidance step through, Ugo Basile, Italy						10,300.00	10,300.00
10.	Pharmacovigilance software subscription *safety drugs)						7,000.00	7,000.00
11.	Leica DM500 microscope with camera, Leica Biosystem						6,388.89	6,388.89
12.	CFX Connect Real-Time PCR Detection System						8,500.00	8,500.00
13.	Plethysmometer						5,500.00	5,500.00
14.	Non-invasive blood pressure recorder 58500, Ugo Basile, Italy						9,980.00	9,980.00
15.	Cobas C111 blood chemistry analyzer, Roche, Switzerland						15,000.00	15,000.00
16.	Mindray BC-2800 Auto Hematology Analyzer.						9,000.00	9,000.00

17.	Solar panel inverter, batteries and installation						14,980.56	14,980.56
18.	ANY-box Automated Open Field, 100cm, Clear						14,500.00	14,500.00
19.	Olympus CKX53 Series Inverted Microscope						5,005.90	5,005.90
20.	Merck / Millipore Milli-Q Reference Water Purification System						6,177.71	6,177.71
21.	IKA Rotary evaporator RV10 digital V-C and vacuum pump						7,000.00	7,000.00
22.	ADD: VAT (7.5%)						17,494.68	17,494.68
23.	Allow for Training of Technologists and Faculty on the operation and maintenance of Equipment						10,000	10,000
Total						6,300.00	260,757.02	267,057.02

Target DLI:

DLI 4 and 5

Time frame:

To be determined

Activity 3:

Achieving Quality in Applied Research

Sub-Activity/Task 3.2:

Maintain laboratory equipment (Validation and qualification of analytical equipment, servicing, repairs)

ACTIVITY	Achieving Quality in Applied Research						
OUTPUT	Well maintained Laboratory Equipment						
OUTPUT INDICATOR Scheduled servicing of the equipment Repairs	SOURCE OF VERIFICATION Maintenance Contract Validation of equipment Audit documents Purchase receipts Service charge						
IMPLEMENTATION MILESTONES	Validation of equipment Annual service of equipment Repair of faulty equipment						
PROCUREMENT	Service equipment Purchase parts Tenders Board						
RESPONSIBILITY FOR IMPLEMENTATION	Centre Leader						
DURATION:12 months	Commencement: Jan. 2020			Completion: Dec. 2020			
PRIMARY CONSTITUENTS: HODs Technologist	PARTICIPANTS: Faculties Tenders Board meetings Finance Team						
ASSUMPTIONS	The ACE Management would deliberate on the readiness for the maintenance						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Funds Generation of Funds through use of the equipment by others						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Servicing of equipment							
2 Validation of equipment							
3 Repairs							
TOTALS							

Target DLI: DLI 3, 4 and 5
Timeframe: Jul. 2020 to Mar. 2021
Activity 3: *Achieving Quality in applied Research*
Sub-Activity/Task 3.3: Renovate and upgrade the postgraduate research laboratories in participatory departments

ACTIVITY	Achieving Quality in applied Research						
OUTPUT	Renovated postgraduate research laboratories in participatory departments						
OUTPUT INDICATOR Newspaper and Tender Journal Advertisement for renovation Award letter Renovated laboratory	SOURCE OF VERIFICATION Procurement document Contract Agreement Renovation Receipts Audit document						
IMPLEMENTATION MILESTONES	Commence procurement process by Oct. 2020 Award letter by Nov. 2020 Complete renovation of the laboratories by Mar. 2021						
PROCUREMENT	Renovation of postgraduate research laboratories in participatory departments						
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader						
DURATION: 9 months	Commencement: Jul. 2020			Completion: Mar. 2021			
PRIMARY CONSTITUENTS: HOD Faculty members Laboratory Technologists Postgraduate students	PARTICIPANTS: HOD Procurement Officer Faculties Tenders Board meeting Finance Team						
ASSUMPTIONS	If the Covid-19 Pandemic persist National Disaster Inflation						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Funds						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Upgrade of Pharmacology PG laboratory:							
Shelves/cupboards (2)						277.78	277.78
Ergonomic chairs for PG students (5)						347.22	347.22
Work station (2)						277.78	277.78
Sets of tables and chairs for the current library (each						1,666.67	1,666.67

	workstation comes with 2 chairs) (3)							
	Regular white board (4x6 feet) (2)						138.89	138.89
2	Renovate Laboratory Bench Table in Pharmaceutical Chemistry PG laboratory:							
	Carpentry						676.67	676.67
	Plumbing						41.67	41.67
TOTALS							3,426.68	3,426.68

Target DLI: DLI 4
Timeframe: July, 2020 – December 2020
Activity 3: Achieving quality in Applied Research
Sub-Activity/Task 3.4: Maintain the Animal House Facility

ACTIVITY	Achieving quality in Applied Research						
OUTPUT	To have a standard Animal House						
OUTPUT INDICATOR Accreditation of Animal House Site Procured Items	SOURCE OF VERIFICATION Procurement documents Receipt of payments Award Letter Accreditation Documentation for concerned Departments						
IMPLEMENTATION MILESTONES	Organize monthly inspection of mechanical and electrical facilities in the Animal House Procure Disposal containers for needles and syringes by July, 2020 Execute Quarterly Pest control by August 2020 and November, 2020 Partition current rooms to accommodate more animal strains by October, 2020 Procure more cages and racks for different research animals by November, 2020 Procure Incinerator for animal carcass and beddings disposal by December, 2020						
PROCUREMENT	Racks and animal cages for breeding of animals Animal house consumables (feed, beddings, cleaning materials, disinfectants) Automatic light regulator Hygrometer Sharps disposal containers Animal incinerator						
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader						
DURATION: 6 months	Commencement: July 2020			Completion: December 2020			
PRIMARY CONSTITUENTS: Faculty Members Postgraduate Students	PARTICIPANTS: ACE Management Team HODs University Ethics Committee Research Team leads Program Coordinators						
ASSUMPTIONS	Covid-19 Pandemic lockdown could cause inaccessibility to animals due to lockdown Cost of Consumables will increase due to inflation Availability of funds for purchase of incinerator						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Automatic Light Regulator						100.00	100.00
2 Hygrometer (2)						33.00	33.00
3 Racks						200.00	200.00

4	Animal Cages (20)						305.00	305.00
5	Animal Feed						260.00	260.00
6	Cleaning Materials						212.00	212.00
7	Disinfectant						200.00	200.00
8	Pest control						210.00	210.00
9	Animal Incinerator						6,000.00	6,000.00
10	Sharps Disposal Containers (10)						51.00	51.00
11	Wood Partitioning of rooms						303.00	303.00
TOTALS							7,874.00	7,874.00

Target DLI: DLI 4
Timeframe: To be determined in 2021
Activity 3: Achieving quality in Applied Research
Sub-Activity/Task 3.5: Support workshop training for Laboratory Technologists in charge of Centre Equipment

ACTIVITY	Achieving quality in Applied Research						
OUTPUT	All Centre Equipment are in good use and maintained by trained Technologists.						
OUTPUT INDICATOR Establishment of Training Manual for Technical Staff	SOURCE OF VERIFICATION Training Manual Conference attendance Certificate						
IMPLEMENTATION MILESTONES	Technologists are nominated by HODs based on competence Support provided for Technologists to attend relevant workshops based on Center regulation Report of training experience submitted by the Technologists to Center						
PROCUREMENT	International Travel and Local fare to Conferences/Workshops Per diem for External Facilitators External Facilitators for in-house Training Data Bundle for Technologists for online course Print Training Manual						
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader						
DURATION:	Commencement:						Completion:
PRIMARY CONSTITUENTS: Center Technologists	PARTICIPANTS: ACE Management Finance Team Procurement officer Facilitators Research Team Leads HODs						
ASSUMPTIONS	Covid-19 Pandemic lockdown may cause cancellation of workshops Availability of Technologists to travel during Interstate/ International travel restrictions. Availability of Facilitators due to travel restrictions						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Support for national Workshop							
2 Support for regional Workshop							
TOTALS							

Target DLI: DL1 1, 4 and 5
Timeframe: To be determined in 2022
Activity 3: Achieving Quality in Applied Research
Sub-Activity/Task 3.6: Organize for Pharmacovigilance training /workshops for stakeholders.

ACTIVITY	Achieving Quality in Applied Research						
OUTPUT	Trained Pharmacovigilance stakeholders who are ready to support the Center with information required to stock u the Pharmacovigilance database						
OUTPUT INDICATOR Workshop Schedule Workshop report	SOURCE OF VERIFICATION Workshop Attendance sheets Certificates of facilitation by resource persons						
IMPLEMENTATION MILESTONES	Prepare work plan for the workshop by Feb. 2022 Invitation for training workshop Hosting of training workshop in partnership with NAFDAC by May 2022 Submit Report by Jun. 2022						
PROCUREMENT	Local transportation costs, Workshop materials Refreshment for participants						
RESPONSIBILITY FOR IMPLEMENTATION	HOD Pharmacovigilance						
DURATION: 6 months	Commencement: Jan. 2022			Completion: Jun. 2022			
PRIMARY CONSTITUENTS: Industry practitioners Herbal medicine practitioners Faculty members Postgraduate students	PARTICIPANTS: Centre leader Deputy Director HOD Pharmacovigilance Faculty members						
ASSUMPTIONS	Availability of stakeholders from industry Availability of stakeholders from National regulatory body						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE BUDGET						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Local transportation costs,							
2 Workshop materials							
3 Refreshment for participants							
4 Local transportation costs,							
TOTALS							

Target DLI: DLI 6 and 7
Timeframe: Sept. 2020 - Aug. 2021
Activity 3: Achieving Quality in Applied Research
Sub-Activity/Task 3.7 Operate the ACEDHARS Pharmacovigilance database room

ACTIVITY	Achieving Quality in Applied Research						
OUTPUT	A functional and efficient Pharmacovigilance (PV) database room in the Department of Pharmacovigilance						
OUTPUT INDICATOR	Well partitioned working space Presence of diligent personnel ICT gadgets computer, Telephone, Internet modem, photocopier			SOURCE OF VERIFICATION Pharmacovigilance Space approval documents from the centre Procurement documents for furniture and office accessories Letters of appointment for PV personnel			
IMPLEMENTATION MILESTONES	Allocation of Pharmacovigilance office space Sept. 2020 Furnish the Pharmacovigilance database room - Dec. 2020						
PROCUREMENT	Desktop Computer (1TB, Windows) (1) Office Table (1) Office Chair (2) Desktop Telephone with line Internet modem (1) Photocopier 2HB Split Air-conditioner (1) Publication of Training manuals						
RESPONSIBILITY FOR IMPLEMENTATION	HOD, Pharmacovigilance						
DURATION: 4 months	Commencement: Sept. 2020			Completion: Dec. 2020			
PRIMARY CONSTITUENTS: ACEDHARS, Pharmacovigilance Staff and students	PARTICIPANTS: Ace Admin. Unit, , HOD Pharmacovigilance, Finance team						
ASSUMPTIONS	Inflation Availability of a space befitting for the Pharmacovigilance Database Room Availability of competent suppliers of ICTs gadget						
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 Desktop Computer (1TB, Windows) (1)						833.33	833.33
2 Photocopier						555.55	555.55
3 Office desk						166.67	166.67
4 Executive chair						186.11	186.11
5 Desktop Telephone with line						42.00	42.00

6	Internet modem (1)						47.22	47.22
7	2HB Split Air-conditioner (1)						513.89	513.89
8	Publication of Training manuals						138.89	138.89
TOTALS							2,483.56	2,483.56

Target DLI:
Timeframe:
Activity 3:
Sub-Activity/Task 3.8:

DLI 4
Oct. 2020 – Nov. 2020
Achieving quality in Applied Research
Run the Grant Proposal and Manuscript Writing Clinic

ACTIVITY		Achieving quality in Applied Research						
OUTPUT		Successful grant application by Researchers and Publications in high impact journals						
OUTPUT INDICATOR Publications from Researchers Successful National and International Research grant applications				SOURCE OF VERIFICATION Communique from workshops Certificate of Participation				
IMPLEMENTATION MILESTONES		Organize In-house Workshop/Webinars on Guidelines for Research grant application by Dec. 2020 Organize Annual Workshop/Webinars on Research guidelines and Manuscript writing by Dec., 2020 Administer Online Questionnaires as feedback mechanism after each workshop/webinar by Dec. 2020						
PROCUREMENT		Internet Data bundle for Facilitator and participants						
RESPONSIBILITY FOR IMPLEMENTATION		Research Team Leads						
DURATION: 2months		Commencement: Oct., 2020			Completion: Nov., 2020			
PRIMARY CONSTITUENTS: Faculty Members Postgraduate students				PARTICIPANTS: ACE Management Finance Team Facilitators HODs Program Coordinators				
ASSUMPTIONS		Covid-19 Pandemic lockdown May make physical workshop planning difficult Webinars will enable the successful hosting of the clinics.						
FINANCIAL IMPLICATIONS/BUDGET LINE		ACE budget. University Counterpart funding.						
Budget Line Analysis		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Internet Data bundle for Facilitator (3) and participants (40) @\$5						215.00	215.00
TOTALS							215.00	215.00

Target DLI: DLI 1, 3, 4 & 5
Timeframe: July 2020 – November 2020
Activity 3: Achieving quality in Applied Research
Sub-Activity/Task 3.9: Run bimonthly Inter-Research Group Proposal Presentation

ACTIVITY	Achieving Center Sustainability						
OUTPUT	A high-volume Research proposal pool for timely response to grant proposal calls whose success increases Center revenue generation						
OUTPUT INDICATOR More grant applications Wining of research grant Strong collaboration between Research Groups in the Center	SOURCE OF VERIFICATION www.acedhars.unilag.edu.ng						
IMPLEMENTATION MILESTONES	Develop the protocol for research proposal presentation by Research Committee by July 2020 Hold bimonthly Research Proposal Presentation Event by August 2020 and November 2020						
PROCUREMENT	Refreshment for Research Committee Meetings Internet data bundle for online for bimonthly Research Proposal Presentation Event						
RESPONSIBILITY FOR IMPLEMENTATION	Deputy Center Leader						
DURATION: 5 months	Commencement: July 2020			Completion: November 2020			
PRIMARY CONSTITUENTS: Grant Management Office, Research Groups	PARTICIPANTS: ACE Team, Sectoral partners, Institutional partners, Research collaborators within University of Lagos						
ASSUMPTIONS	COVID-19 pandemic is still a burning issue globally Nigerian government regulation allows for meeting of not greater than 20 participants Nigerian government regulation still does not permit congregation of many participants Internet data bundle cost remains as budgeted for both national and regional participants Availability of researchers to make presentation						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE BUDGET						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Internet data bundle for 50 faculty in August meeting @\$5					250		250
2 Internet data bundle for 50 faculty in November meeting @\$5						250	250
TOTALS					250	250	500

Target DLI: DLI 4
Timeframe: Jul. 2019 to Dec. 2020
Activity 3: Achieving Quality in Applied Research
Sub-Activity/Task 3.10: Support dissemination of research output through Publication in scientific journals

ACTIVITY	Achieving Quality in Applied Research						
Target DLI/OUTPUT	Visibility for Center’s research outputs in international scientific journals						
OUTPUT INDICATOR Manuscripts are accepted for publication in high profile journals. Research outputs are visible online upon publication and relevant in the scientific world.				SOURCE OF VERIFICATION Audited payment receipts for the publication fees are available for sighting. Number of reads, citation and impact factor of the publications.			
IMPLEMENTATION MILESTONES	Receive acceptance letter or receipt of payment of publication fee by faculty member (author) by Oct. 2019 Confirm the acceptance or publication as required by the Center regulation by Nov. 2020 Process payment by Feb. 2021						
PROCUREMENT	Open-access publication fee (not more than \$2,000)						
RESPONSIBILITY FOR IMPLEMENTATION	Deputy Center Leader						
DURATION: 18 months	Commencement: Jul. 2019			Completion: Dec. 2020			
PRIMARY CONSTITUENTS: Faculty members, Students, partners and collaborators.				PARTICIPANTS: Center Leader, Deputy Center Leader, Heads of Departments, Research Group Leaders, Project Manager, Project Accountant, Project Auditor			
ASSUMPTIONS	1. There are quality research outputs from staff and students in the center 2. Research outputs are accepted in high impact journals.						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE funding						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Payment of Open-access fees					4,000	4,000
TOTALS						4,000	4,000

Target DLI: DLI 1 and 5
Timeframe: Jan. 2019 – Dec. 2020
Activity 4: Engaging the Sector
Sub-Activity/Task: 4.1 Recruit Sectoral partners

ACTIVITY	Engaging the Sector						
OUTPUT	A robust and continually expanding Sectoral Advisory Board						
OUTPUT INDICATOR Successful engagement of sectoral partners	SOURCE OF VERIFICATION Letters of Engagement Signed MOUs						
IMPLEMENTATION MILESTONES	Reach out to prospective Sectoral partners within Nigeria by April 2019 Travel to Gambia, Sierra Leone, Liberia Ghana to meet with prospective regional partners by Jul. 2019 Reach out to prospective institutional and sectoral partners in Nigeria by Sept. 2019 Evaluate success of recruitment of partners by Nov. 2019 Send draft of MOUs to University Legal Unit for processing by Dec. 2019 Reach out to prospective Sectoral partners within Nigeria and outside the region by April 2020 Evaluate success of recruitment of partners by Nov. 2020						
PROCUREMENT	International flight ticket Local transportation						
RESPONSIBILITY FOR IMPLEMENTATION	Centre Leader						
DURATION: 24 months	Commencement: Jan. 2019			Completion: Dec. 2020			
PRIMARY CONSTITUENTS: ACE Team, Sectoral partners, Institutional partners	PARTICIPANTS: ACE Management Sectoral Partners, University Bursary						
ASSUMPTIONS	Pharmaceutical companies respond to Centre's offer of partnership Regulatory companies respond to Centre's offer of partnership Researchers in other institutions respond Centre's offer of partnership Travel plans are executed as scheduled University Legal Unit process MOUs as expected						
FINANCIAL IMPLICATIONS/BUDGET LINE	UNILAG Financial Intervention						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Round trip Flight tickets (Gambia, Sierra Leone, Liberia and Ghana) – Prof. Odukoya, former Center Leader	2,777.78						2,777.78
2 Round trip Flight tickets (Gambia, Sierra Leone, Liberia and Ghana) – Dr Ade-Ademilua	2,777.78						2,777.78
3 Round trip Flight tickets (Gambia, Sierra Leone, Liberia and Ghana) – Mrs. M. Aramide	2,777.78						2,777.78

4	Per Diem for 15days (Gambia, Sierra Leone, Liberia and Ghana) – Prof. Odukoya	5,715.00						5,715.00
5	Per Diem for 15days (Gambia, Sierra Leone, Liberia and Ghana) – Dr Ade-Ademilua (UNILAG rate)	3,090.00						3,090.00
6	Per Diem for 15days (Gambia, Sierra Leone, Liberia and Ghana) – Mrs Aramide	3,090.00						3,090.00
TOTALS		20,228.34						20,228.34

Target DLI: DLI 1 and 5
Timeframe: Jan 2019 – Dec 2020
Activity 4: Engaging the Sector
Sub-Activity/Task 4.1: Run the Sectoral Advisory Board

ACTIVITY	Engaging the Sector						
OUTPUT	An effective Sectoral Advisory Board						
OUTPUT INDICATOR	Appointment /selection of board members Establishment/signing of MOUs			SOURCE OF VERIFICATION Appointment letters Signed MOUs Sectoral Advisory Board meeting attendance sheets Minutes of SAB			
IMPLEMENTATION MILESTONES	Hold Inaugural meeting of SAB by Jun. 2019 Appoint SAB representatives at Center Management and Committees by July 2019 Hold biannual meeting of SAB in Dec 2019 Hold biannual meeting of SAB in Jun. 2020 Hold biannual meeting of SAB in Dec 2020						
PROCUREMENT	Refreshment for meetings in 2019 Internet Data Bundle for biannual meetings in 2020						
RESPONSIBILITY FOR IMPLEMENTATION	Centre Leader						
DURATION: 24 months	Commencement: Jan. 2019			Completion: Dec. 2020			
PRIMARY CONSTITUENTS: ACE Team and Sectoral Advisory Board	PARTICIPANTS: ACE admin, Research Committee, Education Committee, Sectoral Advisory Board,						
ASSUMPTIONS	COVID 19 Pandemic lockdown if still a burning issue globally Sectoral partners are available to attend meetings offline or online MOU signing takes place as scheduled SAB Meetings hold as scheduled Cost of data bundles remains as budgeted SAB members are willing to accept the value of the IT data bundle offered by the Center						
FINANCIAL IMPLICATIONS/BUDGET LINE	University counterpart funds						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Lunch for 6 persons		41.66				41.66
6	Internet bundle for Center team: Center leader, Deputy Center Leader, Project Manager, Dr. Sofidiya and Prof. Oreagba @\$5				25	25	50.00
	Internet bundle for National partners - Neimeth International Pharmaceuticals Plc@\$10				10	10	20.00
	Internet bundle for National partners -Drugfield				10	10	20.00

	Pharmaceuticals Ltd @\$10							
	Internet bundle for National partners - - Mopson Pharmaceuticals Ltd @\$10					10	10	20.00
	Internet bundle for National partners - NAFDAC @\$10					10	10	20.00
	Internet bundle for National partners - LUTHPC @\$10					10	10	20.00
	Internet bundle for National partners - LSTMB @\$10					10	10	20.00
	Internet bundle for Regional partners - LMHRA @\$50					50	50	100.00
	Internet bundle for Regional partners - PBSL @\$50					50	50	100.00
TOTALS			41.66			185.00	185.00	411.66

Target DLI: DLI 4
Time frame: To be determined in 2021
Activity 4: Engaging the sector
Sub-Activity/Task 4.3: Hold Annual Town and Gown Symposia to strengthen sectoral engagement

ACTIVITY	Engage the sector						
OUTPUT	There is a strong influencing relationship between the Center and the partners						
OUTPUT INDICATOR Strengthened MOUs Strengthened Research collaborations More involvement of the industry in research and curriculum development	SOURCE OF VERIFICATION A more robust curriculum Research output useful to the industry						
IMPLEMENTATION MILESTONES	Inaugurate a Symposium Organising Committee by Dec. 2020 Send invitation to Speakers by Dec. 2020 Send out invitation to 2021 Symposium by Jan. 2021						
PROCUREMENT	Tea break, Lunch, printing symposium manual, securing venue, Air ticket for sectoral partners, accommodation						
RESPONSIBILITY FOR IMPLEMENTATION	ACE Team						
DURATION: Annually	Commencement: Jun. 2021			Completion: Sept. 2024			
PRIMARY CONSTITUENTS: ACE research team	PARTICIPANTS: ACE Research team Industry partners Regulatory bodies						
ASSUMPTIONS	COVID -19 pandemic global lock down would have been lifted Sectoral Partners will be willing to travel						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE funds						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Tea break							
2 printing symposium manual							
3 securing venue							
4 Air ticket for sectoral partners							
5 Accommodation							
TOTALS							

Target DLI: DLI 1,
Timeframe: Jun. 2019 – Sept., 2019
Activity 5: Attaining excellence in Center management
Sub-Activity/Task 5.1: Operate the center

ACTIVITY	Attaining excellence in Center management						
OUTPUT	Well-functioning Center Administrative Team						
OUTPUT INDICATOR	Efficient and on-time Center processes			SOURCE OF VERIFICATION			
				Audited invoices and receipts			
IMPLEMENTATION MILESTONES	Collect proforma-invoices from 3 vendors by Aug. 2019 Approve vendors by the Center Leader by Aug. 2019 Receive delivery of purchased items by Aug. 2019 Audit purchased items by Aug. 2019 Pay the vendors by Sept. 2019						
PROCUREMENT	Three laptops for Offices of Center Leader, Deputy Center Leader and Project Manager Office cabinets, Furniture, Office Equipment: Printers Boardroom projector and screen Office scanner Photocopier Toners Stationeries Center's letterhead Paper Business cards Customized Commitment Forms Complimentary cards for 3 persons						
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader						
DURATION:	4 months		Commencement:		Jun., 2019		Completion:
							Sept., 2019
PRIMARY CONSTITUENTS:	ACE Team and Students			PARTICIPANTS:			
				Center Leader, Project Manager, Accountant, Internal Auditor, Vendors, University Works and Physical Planning Unit			
ASSUMPTIONS	Price of items does not change Vendor delivers purchased items as scheduled						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Laptop (Three)		539.22					539.22
2 Cabinet		163.40					163.4
3 Printer 3 in 1		297.06					297.06
4 Photocopier		653.59					653.59

5	Office desk		196.08					196.08
6	Executive chair		218.95					218.95
7	Center Table		163.40					163.4
8	Office sofa (5-seater set)		424.84					424.84
9	Banquet office chairs (6)		196.08					196.08
10	Roll up banner (2)		228.76					228.76
11	Letterhead, Cards, Logo design & Flyer		457.52					457.52
12	Printing & Binding of Policy Booklets for Djibouti		39.22					39.22
13	Printing of complimentary cards for 3 persons	65.36						65.36
14	Printing Papers		26.14					26.14
15	Theatre Projector and screen						463.50	463.50
16	Wireless Projector						549.55	549.55
TOTALS			3604.26				1013.05	4617.31

Target DLI: DLI 1, 3 and 4
Timeframe: Jan. 2019 – Dec. 2020
Activity 5: Attaining excellence in Center management
Sub-Activity/Task 5.2: Maintain Communication linkages through phones and internet

ACTIVITY	Attaining excellence in Center management						
OUTPUT	Center has effective and uninterrupted communication linkages						
OUTPUT INDICATOR	Working call and mobile communication lines Excellent internet connectivity in the Center			SOURCE OF VERIFICATION Center mobile line Internet modem and routers			
IMPLEMENTATION MILESTONES	Purchase and register a Nigerian mobile lines Jun. 2019 Purchase and register an Internet modem Feb. 2020 Purchase of mobile and desktop phones Monthly Payment of subscription for mobile lines: Monthly from Jun. 2019 Monthly Payment of subscription for internet: Monthly from Feb. 2020 Subscribe to ZOOM Pro on Center related accounts by May 2020						
PROCUREMENT	Mobile lines (2) Mobile phone (1) Desktop phone (1) Internet modem (1) Monthly subscription to internet service Monthly subscription to call network ZOOM Pro Subscription (3)						
RESPONSIBILITY FOR IMPLEMENTATION	Project Manager						
DURATION:	19 months	Commencement:	Jun. 2019	Completion:	Dec.,2020		
PRIMARY CONSTITUENTS:	ACE Administrative Unit		PARTICIPANTS: Center Leader, Project Manager, Phone Dealers, Network providers, ZOOM				
ASSUMPTIONS	No Fluctuation in price No Fluctuation in exchange rate Network provider meets expectation for effective communication connection Phones do not develop faults All meetings and classes are held online via Zoom from April 2020 due to the COVID-19 pandemic ACEDHARS has its own Zoom account Dr Ade-Ademilua and Prof. Oreagba are willing to use their Zoom accounts for Center meetings in June						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Mobile lines (2) -MTN, Airtel					2.22	2.22
2	Mobile phone (1)					222.22	222.22
3	Desktop phone (1)					42.00	83.33

4	Internet modem (1)				61.11		61.11	122.22
5	Monthly subscription to internet service				59.70	59.70	59.70	179.10
6	ZOOM Pro Subscription (ACEDHARS				14.99	44.97		59.96
7	ZOOM Pro Subscription - Bola Ade-Ademilua and Ibrahim Oreagba accounts used for meetings				29.98			29.98
TOTALS					165.78	104.67	428.58	349.93

Target DLI: DLI 1 and 6
Timeframe: Jun. 2019 – Jun. 2020
Activity 5: Attaining excellence in Center management
Sub-Activity/Task 5.3: Improve management skills through certifications and workshops

ACTIVITY	Attaining excellence in Center management						
OUTPUT	Effective delivery of management of Center activities and prompt submission of reports on the ACE project						
OUTPUT INDICATOR	One of Project Manager and Deputy Center Leader passes CAPM certification examination More effective delivery of duties of the following officers: Communication, M&E, Accountant, Finance, Auditor, Safeguard, Head of Building Construction team, Project Manager, Deputy Center Leader			SOURCE OF VERIFICATION Registration fee receipts CAPM certificates Workshop certificates Certificate for Professional courses			
IMPLEMENTATION MILESTONES	Register for membership and examination on Project Management by Jun. 2019 Pass the CAPM examination by Jul. 2019AAU Sponsor the Communication Officer to attend AAU Workshop by Aug. 2019 Renew membership of PMI by Jun. 2020 Sponsor the Monitoring and Evaluation Officer to attend AAU Workshop for by Dec 2020 Sponsor the Finance Team to attend AAU Workshop by Dec 2020 Sponsor the Procurement Officer to attend AAU Workshop by Dec 2020 Sponsor the Environmental and Social safeguard Officer to attend AAU Workshop by Dec 2020						
PROCUREMENT	Registration fees, Return Flight tickets						
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader						
DURATION: 18 months	Commencement: Jun. 2019			DURATION: Dec 2020			
PRIMARY CONSTITUENTS: ACE Core Team	PARTICIPANTS: ACE Core Team, Project Management Institute (PMI, US), AAU, Regional Airlines, Hotels						
ASSUMPTIONS	The AAU workshops scheduled for various officers hold as scheduled The costs of Air tickets are stable Per Diem is calculated based on Federal Governemtn of Nigeria approved travel allowance rate from 2019 (not University of Lagos, sicne budget lne is ACE) Dr Ade-Ademilua has been promoted to Associate Professor. Workshop Registration fees are charged as stated						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	PMI Membership of Dr Ade-Ademilua	129.00			129.00		258.00
2	PMI Membership of Mrs. Aramaide	129.00			129.00		258.00

3	Premium CAPM Exam Simulator Sixth Edition	69.00						69.00
4	CAPM Exam Fee of Dr Ade-Ademilua and Mrs. Aramaide)	225.00						225.00
	CAPM Exam Fee of Mrs. Aramaide	225.00						225.00
	CAPM Exam Fee of Dr Ade-Ademilua	225.00						225.00
6	AAU M & E Workshop for Dr Ade-Ademilua							
	Ticket						392.16	392.16
	Per Diem (\$425 for 5 days)						2,125	2,125
	Registration fee						500	500
5	AAU M & E Workshop for Mrs. Gbadamosi							
	Ticket						392.16	392.16
	Per Diem (\$381 for 5 days)						1,905	1,905
	Registration fee						500	500
6	AAU Finance Workshop for Mrs. Adekunle							
	Ticket						392.16	392.16
	Per Diem (\$425 for 5 days)						2,125	2,125
	Registration fee						500	500
6	AAU Finance Workshop for Mr. Taiwo							
	Ticket						392.16	392.16
	Per Diem (\$381 for 5 days)						1,905	1,905
	Registration fee						500	500
6	AAU Finance							

	Workshop for Mrs. Awodunmila							
	Ticket						392.16	392.16
	Per Diem: (\$381 for 5 days)						1,905	1,905
	Registration fee						500	500
7	AAU Procurement Workshop for Dr Akanmu							
	Ticket						392.16	392.16
	Per Diem: (\$425 for 5 days)						2,125	2,125
	Registration fee						500	500
8	AAU Safeguard Workshop: for Prof. Badru:							
	Ticket						392.16	392.16
	Per Diem: (\$425 for 5 days)						2,125	2,125
	Registration fee						500	500
TOTALS		1002.0			258.0		20460.12	21720.12
		0			0			

Target DLI: DLI 4, 5 and 6
Timeframe: Jul. 2020 – Sept., 2020
Activity 5: Attaining excellence in Center management
Sub-Activity/Task 5.4: Evaluate the Center progress

ACTIVITY	Attaining excellence in Center management						
OUTPUT	The Center progresses steady as critical evaluations by stakeholders to help enhance performance						
OUTPUT INDICATOR	Achievement of Center objective within timelines Maintenance of Center membership Achievement of milestones as scheduled			SOURCE OF VERIFICATION Retreat attendance sheet Retreat photographs and videos upload on Center website Retreat reports			
IMPLEMENTATION MILESTONES	Schedule date of Center Retreat by Jul. 2020 Send out notice of Retreat to members Jul. 2020 Prepare electronic materials for Retreat by Jul. 2020 Procure internet data bundle for participants by Sept. 2020 Hold Retreat by Sept. 2020 Submit Retreat Reports by Sept. 2020 Upload photographs and video on website by Sept. 2020						
PROCUREMENT	Internet data bundle for both Center members and partners at meetings						
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader						
DURATION: 3 months	Commencement: Jul., 2020		Completion: Sept., 2020				
PRIMARY CONSTITUENTS: ACE Team	PARTICIPANTS: All members of Center, University Management, WB Health Experts, Sectoral partners, Institutional partners						
ASSUMPTIONS	Retreat will take place online Borders are still closed due to the COVID-19 pandemic Nigeria government regulation still would not allow physical meeting of more than 20 persons All invited participants will be able to attend No change in Zoom subscription value No change in internet data pricings Budgeted data for participants is sufficient Allotted days of retreat is maintained						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1.	Internet data bundle for Center members @\$5 (57)					285.00	285.00
2.	Internet data bundle for regional participants – 2 Representatives (LMHRA),					100.00	100.00
3.	Internet data bundle for regional participants – 2 Representatives (PBS)					100.00	100.00

4.	Internet data bundle for regional participants – 2 Representatives (University of Ghana)						100.00	100.00
5.	Internet data bundle for regional participants – 2 Representatives (Kwame Nkrumah University of Science and Technology, Ghana)						100.00	100.00
6.	Internet data bundle for regional partners – 2 Representatives (University of Sierra Leone)						100.00	100.00
7.	Internet data bundle for regional partners – 2 Representatives (University of Liberia)						100.00	100.00
8.	Internet data bundle for national partners (NAFDAC)						20.00	20.00
9.	Internet data bundle for national partners (LUTHPC)						20.00	20.00
10.	Internet data bundle for national partners (LSTMB)						20.00	20.00
11.	Internet bundle for National partners - Neimeth International Pharmaceuticals Plc@\$10						20.00	20.00
12.	Internet bundle for National partners -Drugfield Pharmaceuticals Ltd @\$10						20.00	20.00
13.	Internet bundle for National partners - - Mopson Pharmaceuticals Ltd @\$10						20.00	20.00
TOTALS							1,005.00	1,005.00

Target DLI: DLI 1, 3 and 4
Timeframe: Jan. 2019 – Dec. 2020
Activity 5: Attaining excellence in Center management
Sub-Activity/Task 5.5: Ensure regular Centre meetings

ACTIVITY	Attaining excellence in Center management						
OUTPUT	Effective and productive ACE team						
OUTPUT INDICATOR	Effective management of Center affairs Effective delivery of Centre objectives Effective implementation of Center policy Timely enrolment of students Award of Center grant Evidence of grant received			SOURCE OF VERIFICATION			
				Minutes of meetings Student enrolment record Scholarship award record Center grant award record Receipt of grant awards			
IMPLEMENTATION MILESTONES	Hold monthly Center Management meetings from Jan. 2019 Hold quarterly Research Group meetings from Jun. 2019 Hold Biannual Research Committee meetings from Jun. 2019 Hold Monthly Departmental meetings from Jun. 2019						
PROCUREMENT	Meeting refreshment, Internet data bundle for Committee and Group members						
RESPONSIBILITY FOR IMPLEMENTATION	Monitoring and Evaluation Officer						
DURATION:	24 months	Commencement:	Jan. 2019	Completion:	Dec. 2020		
PRIMARY CONSTITUENTS:	ACE Team			PARTICIPANTS:			
				All Center Committee members Representatives of SAB Student Representative			
ASSUMPTIONS	Meetings hold as scheduled Zoom subscription remains same Meeting venue remains as scheduled						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Center Management Board			345.00	345.00	345.00	1,035.00
2	Education Committee			70.00	70.00	70.00	210.00
3	Center Research Committee				85.00		85.00
4	Department Meeting				180.00	180.00	360.00
5	General center meetings				275.00		275.00

6	Company Start up meetings					100.00	100.00	200.00
TOTALS					415.00	1,055.00	695.00	2,165.00

Target DLI: DLI 1, 4, 5 and 6
Timeframe: Feb. 2019 – Sept. 2020
Activity 5: Attaining excellence in Center management
Sub-Activity/Task 5.6: Participate in ACE IMPACT National and Regional workshops

ACTIVITY	Attaining excellence in Center management						
OUTPUT	Excellent delivery of the ACE IMPACT project.						
OUTPUT INDICATOR Submission of Operational Manuals Submission of Implementation Plan	SOURCE OF VERIFICATION AAU workshop attendance sheet.						
IMPLEMENTATION MILESTONES	Attend 1 st ACE Impact Workshop, Djibouti in Feb. 2019 Attend 2 nd ACE Impact Workshop, Senegal in Sept. 2019 Attend 3 rd ACE Impact Workshop, Nigeria in Feb., 2020 Attend 4 th ACE Impact Workshop in Sept., 2020						
PROCUREMENT	Return Flight Tickets						
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader						
DURATION: 20 months	Commencement: Feb., 2019			Completion: Sept., 2020			
PRIMARY CONSTITUENTS: ACE Core Team	PARTICIPANTS: ACE Core Team, Vice Chancellor, Airlines						
ASSUMPTIONS	The ACE Impact workshops will take place twice in a year as scheduled The same number of representatives shall be requested to attend The costs of Air Tickets are stable 4 th ACE IMPACT Workshop takes place online due to COVID-19 pandemic						
FINANCIAL IMPLICATIONS/BUDGET LINE	University counterpart funding						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1. Return Flight ticket to Prof. Odukoya (former Center Leader)	1,470.58	1,326.79		243.28			3,040.65
2. Per Diem to Center Leader	2,667	2,667		1,030			6,364.00
3. Return Flight ticket to Dr. Ade-Ademilua (former Deputy Center Leader and current Center Leader)	1,470.58	1,326.79		243.28			3,040.65

4.	Per Diem to Dr. Ade-Ademilua (Deputy Center Leader)	1,442	1,442		1,905			4,789.00
5.	Return Flight ticket to Mrs. Aramide (former Project Manager and Current Monitoring and Evaluation Officer)	1,470.58	1,326.79		243.28			3,040.65
6.	Per Diem to Mrs. Aramide (former Project Manager and Current Monitoring and Evaluation Officer)	1,442	1,442		1,030			3,914.00
7.	Return Flight ticket to Prof. Familoni (former Monitoring and Evaluation Officer)	1,470.58	1,326.79					2,797.37
8.	Per Diem to Prof. Familoni (former Monitoring and Evaluation Officer)	2,667	2,667					5,334.00
9.	Return Flight ticket to Prof. Badru (Environment and Safeguard Officer)	1,470.58			243.28			1,713.86
10.	Per Diem to Prof. Badru (Environment and Safeguard Officer)	2,667			1,905			4,572.00
11.	Return Flight ticket to Dr. Akanmu (Procurement Officer)	1,470.58	1,326.79		243.28			3,040.65
12.	Per Diem to Dr. Akanmu	1,442	1,442		1,030			3,914.00

	(Procurement Officer)							
13.	Return Flight ticket to Mr. Taiwo (Finance Officer)	1,470.58	1,326.79		243.28			3,040.65
14.	Per Diem to Mr. Taiwo (Finance Officer)	1,442	1,442		1,030			3,914.00
15.	Return Flight ticket to Mrs. Adekunle (Accountant)	1,470.58	1,326.79		243.28			3,040.65
16.	Per Diem to Mrs. Adekunle (Accountant)	2,667	2,667		1,905			7,239.00
17.	Return Flight ticket to Mrs. Awodumila (Auditor)	1,470.58			243.28			1,713.86
18.	Per Diem to Mrs. Awodumila (Auditor)	1,442			1,030			2,472.00
19.	Return Flight ticket to Mrs. Gbadamosi (current Project Manager)				243.28			243.28
20.	Per Diem to Mrs. Gbadamosi (current Project Manager)				1,030			1,030.00
21.	Internet Data Bundle for \$40 worth of data bundle for 12 participants at Online Conference of 4 th Regional Conference					480		480.00
TOTALS		31,113.22	23,056.53	-	14,084.52	480.00	-	68,734.27

Target DLI: DLI 1, 3 and 6
Timeframe: Mar. 2019 – Sept. 2020
Activity 5: Attaining excellence in Center management
Sub-Activity/Task 5.7: Enhance Center visibility, accessibility and transparency

ACTIVITY	Attaining excellence in Center management						
OUTPUT	Center website is robust and functional						
OUTPUT INDICATOR Hoisting of Center website Center content uploaded on website	SOURCE OF VERIFICATION www.acedhars.unilag.edu.ng						
IMPLEMENTATION MILESTONES	Develop Center website by Mar. 2019 Host Center website on University platform by Apr. 2019 Upload content on website by Jul. 2019						
PROCUREMENT	Consultancy services for development of Center website						
RESPONSIBILITY FOR IMPLEMENTATION	Communication Officer						
DURATION: 4 months	Commencement: Mar. 2019			Completion: Jul. 2019			
PRIMARY CONSTITUENTS: ACE Team and students	PARTICIPANTS: Center Leader, Project Manager, Communication Officer, University CITS, IT Contractors, ACE Team, AAU						
ASSUMPTIONS	Cost remains as quoted by Consultants University CITS cooperates in hoisting and updating of website						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 IT Consultancy services for development of Center website	694.44						694.44
TOTALS	694.44						694.44

Target DLI: DLI 6
Timeframe: Dec. 2019 – Jan. 2021
Activity: Attaining excellence in Center management
Sub-Activity/Task 5.8: Ensure smooth running of the Center financial affairs

ACTIVITY	Attaining excellence in Center management						
OUTPUT	Center Reports are prepared, audited and submitted as at when due.						
OUTPUT INDICATOR: ACE Annual report Booklet Upload of audited reports on Center website	SOURCE OF VERIFICATION www.acedhars.unilag.edu.ng AAU and WB records						
IMPLEMENTATION MILESTONES	Procure stationeries required for financial documentation by Dec. 2019 Develop and submit report of program by Dec. 2020 Develop and submit report of Research Group by Dec. 2020 Develop and submit report of Administrative Unit by Dec. 2020 Develop and submit Financial reports to External Auditor by Dec. 2020 Receive audited Financial report from External Auditor by Jan. 2021 Upload Reports on Center website by Jan. 2021 Publish copies of annual report by Jan. 2021 Pay External Auditor fees by Jan. 2021						
PROCUREMENT	Centre Receipt Booklet Centre Payment Voucher Local Purchase Order (LPO) Centre Expenditure Summary Sheet Centre Cash Advance Monitoring Booklet Centre Goods Receive Note Publication of Annual Report Booklet Annual report booklet External Auditor						
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader						
DURATION: 14 months	Commencement: Dec. 2019			Completion: Jan. 2021			
PRIMARY CONSTITUENTS: ACE Team, AAU	PARTICIPANTS: ACE Team, SAB, External auditor						
ASSUMPTIONS	Program coordinators prepare reports as at when due Research Group Leaders ensure prompt submission of research activity reports Administrative Units collates information on activities as at when due Finance team prepares report promptly External Auditor submits report promptly Consultancy fee of External auditor remain same Government regulation on COVID-19 pandemic does not allow physical meetings of more than 20 persons in meeting						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Centre Receipt Booklet (20 booklets)					41.67		41.67

2	Centre Payment Voucher (20 booklets)					83.33		83.33
3	Local Purchase Order (LPO, 5 booklets)					20.83		20.83
4	Centre Expenditure Summary Sheet (250 sheets)					6.94		6.94
5	Centre Cash Advance Monitoring Booklet (4 booklets)					13.89		13.89
6	Centre Goods Receive Note (2 booklets)					6.94		6.94
7	Publication of Annual Report Booklet (100)					416.67		416.67
8	External Auditor's Fees						4,166.67	4,166.67
TOTALS						590.27	4,166.67	4,756.94

Target DLI: DLI 1, 3 and 4
Timeframe: Jun. 2019 – Aug. 2020
Activity 5: Attaining excellence in Center management
Sub-Activity/Task 5.9: Develop and produce student handbook

ACTIVITY	Attaining excellence in Center management						
OUTPUT	Students are well informed and guided on all matters related to their studentship in the Center and the University.						
OUTPUT INDICATOR Printing of hard copies of Student handbook Upload of Student Handbook on Center website	SOURCE OF VERIFICATION 1. www.acedhars.unilag.edu.ng 2. ACEDHARS Student Handbook						
IMPLEMENTATION MILESTONES	Approve Student Handbook by Jul. 2019 Upload Student Handbook on Center website by Aug. 2019 Review Student handbook by Jul. 2020 Upload reviewed Student Handbook on Center website by Aug. 2020 Publish Student handbook by Sept. 2020						
PROCUREMENT	Publication of Student Handbook						
RESPONSIBILITY FOR IMPLEMENTATION	Project Manager						
DURATION: 15 months	Commencement: Jul. 2019			Completion: Sept. 2020			
PRIMARY CONSTITUENTS: Students and Program Coordinators	PARTICIPANTS: Program Coordinators, Communication Officer, Project Manager, University IT Unit, IT Contractors						
ASSUMPTIONS	Cost remains as quoted by vendors						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Publication of 50 Student Handbooks					277.77		277.77
TOTALS					277.77		277.77

Target DLI: DLI 1, 3 and 5
Timeframe: Aug. 2020 – Dec. 2020
Activity 5: Attaining excellence in Center management
Sub-Activity/Task 5.10: Secure an operational vehicle for Center activities

ACTIVITY	Attaining excellence in Center management						
OUTPUT	Center has a functional utility vehicle for transport related activities						
OUTPUT INDICATOR Airport pickup of students, Center partners, visitors and ACE team Successful Field trips within the state and the country Commuting Supervisors to internship locations within the country Local runs relating to Center activities Mobility for students as required					SOURCE OF VERIFICATION Procurement documentation Invoices Audited delivery notes Audited invoices Audited receipts Processed Payment vouchers		
IMPLEMENTATION MILESTONES	Advertise for the procurement of a Toyota HiAce or approved equal – 18-seater bus Aug. 2020 Award letter by Sept. 2020 Confirm Availability of the Toyota HiAce or approved equal – 18-seater bus by Oct. 2020 Pay for the Toyota HiAce – 18-seater bus by Nov. 2020 Register and Insure of the Toyota HiAce – 18-seater bus by Dec. 2020 Inscribe Centre name on the Toyota HiAce – 18-seater bus by Dec. 2020						
PROCUREMENT	Procurement of Utility Vehicle (Toyota HiAce or approved equal)						
RESPONSIBILITY FOR IMPLEMENTATION	Procurement Officer						
DURATION: 5 months	Commencement: Aug. 2020			DURATION: Dec. 2020			
PRIMARY CONSTITUENTS: ACE Team, ACE guests and Students				PARTICIPANTS: Centre Leader, Project Manager, Procurement Officer, Accountant, Finance officer, Internal auditor, University Works & Physical Planning Unit, Auto vendors, Vehicle licensing office, Motor Insurance Company,			
ASSUMPTIONS	Fund Availability No price fluctuation No natural disaster, insurgency, war or pandemic etc.						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Toyota HiAce – 18-seater bus						71,895.00	71,895.00
Vehicle Registration						69.44	69.44
Comprehensive motor insurance						3594.75	3594.75
TOTALS						75,559.19	75,559.19

Target DLI: DLI 1, 3 and 5
Timeframe: Jun. 2019 – Dec. 2020
Activity 5: Attaining excellence in Center management
Sub-Activity/Task 5.11: Create Centre branding and awareness

ACTIVITY	Attaining excellence in Center management						
OUTPUT	Improved global awareness of the activities of the Center						
OUTPUT INDICATOR	Increase in student number Increase in number of partners and collaborators Active social media communication Increase in the accessibility channel to the Center			SOURCE OF VERIFICATION			
				Center Facebook page - Tweeter handles - Instagram handle – Center Bulletin			
IMPLEMENTATION MILESTONES	Subscribe to social media platforms by Jun. 2020 Develop Annual Bulletin by Nov. 2020 Publish Annual Bulletin by Dec. 2020 Upload Annual Bulletin and share on online platforms by Dec. 2020						
PROCUREMENT	IT Service for design and layout of bulletin						
RESPONSIBILITY FOR IMPLEMENTATION	Project Manager						
DURATION: 15 months	Commencement: Jun. 2019			Completion: Dec. 2020			
PRIMARY CONSTITUENTS: ACE Team	PARTICIPANTS: ACE Admin. Unit, Research Group Leaders, Heads of Department, Program Coordinators, Students, Centre partners, Publisher						
ASSUMPTIONS	Influence of the COVID-19 pandemic Effective use of social media platforms for Centre awareness Cost of publication of Center bulletin remains as stable Cost of local and international postage remains as same.						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
2	IT Service for design and layout of bulletin					125.00	125.00
TOTALS						125.00	125.00

Target DLI: DLI 5
Timeframe: To be determined in 2021
Activity 6: Achieving Center Sustainability
Sub-Activity/Task 6.1: Expand the reach of the Center through Workshop training for Herbal practitioners

ACTIVITY	Achieving Center Sustainability						
OUTPUT	Improvement in the herbal medicine formulation practice and delivery by herbal medicine practitioners in the region. Expansion in the revenue generation channel of the Center						
OUTPUT INDICATOR	More quality herbal products in the market Increase in the listing of herbal products by regulatory bodies in the region			SOURCE OF VERIFICATION www.acedhars.unilag.edu.ng Copies of Certificate of participation Workshop attendance sheets			
IMPLEMENTATION MILESTONES	Develop the module for Workshop by Inauguration of Workshop Organizing Committee (WOC) Meetings of WOC Publicity of Workshop Registration for Workshop commences by Printing of workshop materials and certificate Commencement of workshop						
PROCUREMENT	Publication of Workshop material (fliers, manuals, workshop file jacket, stationaries) Refreshment for participants Honorarium for External Facilitators						
RESPONSIBILITY FOR IMPLEMENTATION	Centre Leader						
DURATION:	2 quarters		Commencement: 5 th quarter		Completion: 6 th quarter		
PRIMARY CONSTITUENTS:	ACE Team, Herbal Medicine practitioners			PARTICIPANTS: Centre Leader, Deputy Centre Leader, Center partners, Facilitators, All HODs, All Project Coordinators, Publisher, Project Manager, Herbal Medicine practitioners			
ASSUMPTIONS	Workshop organization process takes place as scheduled Expected number of Workshop participants is achieved Non fluctuation in facilitator fee Nigerian government regulation allows for meeting of not greater than 20 participants Nigerian government regulation still does not permit congregation of many participants Center is able to host 2 cohorts (20 participants per cohort) for one workshop						
FINANCIAL IMPLICATIONS/BUDGET LINE	University counterpart Fund and Internally generated Fund						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Consultants for design of Workshop materials						
2	Workshop fliers						
3	Workshop manuals						
4	Workshop file jacket						

5	Stationaries							
6	Refreshment for participants							
7	External Facilitators							
TOTALS								

Target DLI: DLI 4
Timeframe: July 2020 – December 2020
Activity 6: Achieving Center Sustainability
Sub-Activity/Task 6.2: Run the Center Start-up Company

ACTIVITY	Achieving Center Sustainability						
OUTPUT	The hub for effective development and sale of Center products						
OUTPUT INDICATOR	CAC incorporation of Center start-up Company Established Board of Directors of Center Start-up Company The full operation of the Center Start-up Company office Center products are listed by NAFDAC Availability of Branded Research Products Center products are available in drug market			SOURCE OF VERIFICATION CAC certificate of Center start-up Company Center Start-up Company office NAFDAC certifications acedhars@unilag.edu.ng IGR Financial report Inventory control system Start-Up Company outlet			
IMPLEMENTATION MILESTONES	Constitute the Board of the Start-Up Company by July 2020 Hold monthly meetings of Management team of the Start-Up Company by July 2020 Hold monthly meetings of Product Development committee from July 2020 Hold monthly meetings of Product Marketing committee from July 2020 Furnish the Center Start-up Company office by August 2020 Apply for CAC incorporation of Center Start-up Company by August 2020 Obtain CAC incorporation certificate for Start-up Company by September 2020 Open Bank accounts for the operations of the Start-Up Company by September 2020 Hold quarterly meetings of Stakeholders of Center start-up Company by September 2020 Present quarterly Financial report to the Center Management from March 2021 Remit net profit to the Center account from March 2021						
PROCUREMENT	Office Furnitures and fittings Desktop phone Stationeries Printing of customized invoices and receipts Laptop Internet Data bundle for stakeholders to attend quarterly meetings Registration of the Center start-up Company by CAC						
RESPONSIBILITY FOR IMPLEMENTATION	Start-Up Company Manager						
DURATION: 6 months	Commencement: July 2020		Completion: December 2020				
PRIMARY CONSTITUENTS: ACE Team, Society	PARTICIPANTS: Center Management team, Stakeholders of Center start-up Company, CAC						
ASSUMPTIONS	Center is able to meet CAC requirement for registration CAC registration process runs smoothly Availability of space for Company office Stakeholders of Center start-up Company are willing to participate as required Availability of research output to commercialize Cost of materials remains the as budgeted Nigeria government regulation on movement and meetings remain same due to COVID-19						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Stationeries						13.88	13.88

2	Printing of customized invoices and receipts						13.89	13.89
3	Cost of registering Center start-up Company					69.44		69.44
4.	Consumables for Production						138.89	138.89
5	Consumables for packaging (jars with cover, labels)						188.89	188.89
TOTALS						69.44	355.55	424.99

Target DLI: DLI 5
Timeframe: January 2019-December 2020
Activity 6: Achieving Center Sustainability
Sub-Activity/Task 6.3: Develop Center Herbal Products

ACTIVITY	Achieving Center Sustainability						
OUTPUT	The center continually rolls out standard packaged pharmaceutical and herbal products for commercialization through the Center Start-Up Company. Student obtain practical knowledge of Entrepreneurship in the sector						
OUTPUT INDICATOR	Research Products formulation uploaded on Digital Herbal Medicine Library (DHML) Center products are listed by NAFDAC Availability of Branded Research Products Center products are available in drug market			SOURCE OF VERIFICATION NAFDAC certification acedhars@unilag.edu.ng IGR Financial report Inventory control system Start-Up Company outlet			
IMPLEMENTATION MILESTONES	Commence the development of Rest Herbal Soap by January 2020 Commence the process of NAFDAC listing of Rest Herbal Soap by December 2020						
PROCUREMENT	Purchase of competitor's product for comparison Consultancy service of Product development experts Payment of Listing fee NAFDAC Materials for prototyping (bottles, tubes, jars)						
RESPONSIBILITY FOR IMPLEMENTATION	Start-Up Company Manager						
DURATION: 12 months	Commencement: January 2020			Completion: December 2020			
PRIMARY CONSTITUENTS: ACEDHARS, Society	PARTICIPANTS: Herbal Medicine Exploration Group, Product Development Committee, Start-Up Company Management Board, Department of Regulatory Science, Project Manager, Center Accountant, Sectorial Partners, Sales and Customer service Representatives, Product development experts Material vendors,						
ASSUMPTIONS	Number of participants in training remains as budgeted Participants for training are willing to participate Feedbacks necessitation further improvement of products are received from customers Cost of development of products remains as budgeted Availability of product to develop Cost of materials remains as budgeted Product Development Expert is/are willing to participate Opportunity to reach out to customers and to procure material is available under the COVID-19 government regulations						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	NAFDAC Listing Processing Fee					416.66	416.66
2	Packaging jars for Rest Soap					1200.00	1200.00
3	Packaging labels for Rest Soap					277.77	277.77

4	Packaging cartons						347.22	347.22
TOTALS							2241.65	2241.65

Target DLI: DLI 5
Timeframe: To be determined
Activity 6: Achieving Center Sustainability
Sub-Activity/Task 6.4: Provide Consultancy services to Drug and herbal medicine producers for Product Development and Relevant Regulatory Bodies Certifications

ACTIVITY	Achieving Center Sustainability						
OUTPUT	Improvement in quality of drug and herbal products in the region						
OUTPUT INDICATOR	Increase in the number of certified products in the region Letter of certification to the clients Contractual letter between the Client and the Center			SOURCE OF VERIFICATION Receipt for consultancy service rendered Copies of Certificate of Client 'product registration. Sample of developed products			
IMPLEMENTATION MILESTONES	Develop contract agreement form for Product Consultancy Commence Product Consultancy in the Center Advertise the Product Consultancy Service of the Center to Drug and herbal medicine producers through fliers, Center website and social media						
PROCUREMENT	Publication of contract agreement form for Product Consultancy Publication of Product Consultancy Service fliers Subscription to advertisement of products through social media						
RESPONSIBILITY FOR IMPLEMENTATION	Quality Control Research Group Leader						
DURATION:	To be determined	Commencement:	To be determined	Completion:	To be determined		
PRIMARY CONSTITUENTS:	ACE Team, Clients		PARTICIPANTS: ACE Team, Clients				
ASSUMPTIONS	Quality Control Research Group is willing to participate and drive in Consultancy service Process of Product registration does not change The Center is able to deliver service satisfactorily as scheduled COVID-19 pandemic does not affect mobility required for Product registration						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Publication of contract agreement form for Product Consultancy						
2	Publication of Product Consultancy Service fliers						
3	Subscription to advertisement of products through social media						
TOTALS							

Target DLI: DLI 4 and 5
Timeframe: To be determined in 2021
Activity 6: Achieving Center Sustainability
Sub-Activity/Task 6.5: Develop the Herbal Medicine Digital Library (HMDL)

ACTIVITY	Achieving Center Sustainability						
OUTPUT	Center provides commercially accessible database for information on herbal medicines						
OUTPUT INDICATOR	Dedicated Server for Herbal Medicine Digital Library Activated Link to HMDL through Center Website			SOURCE OF VERIFICATION acedhars@unilag.edu.ng Invoice and receipts of Center server			
IMPLEMENTATION MILESTONES	Procure the service of an application developer for the software application to run HMD by Nov. 2021 Mobilize the IT Consultant Train Herbal Medicine Exploration research group and Institutional partners on development of content for HMDL Hold Quarterly meetings of HMDL content committee Host HMDL server in Cloud Activate the HMDL Link through center website.						
PROCUREMENT	Consultancy service for HMDL Application development Server IT Consultancy service for running of server Facilitator fees for training Internal Data Bundle for participants						
RESPONSIBILITY FOR IMPLEMENTATION	Herbal Medicine Exploration Research Group Leader						
DURATION: To be determined	Commencement: To be determined		Completion: To be determined				
PRIMARY CONSTITUENTS: ACEDHARS, Herbal Medicine Stakeholders, Students	PARTICIPANTS: Center Leader, Deputy Center Leader, Herbal Medicine Exploration research group, Procurement Committee, University CITS, Software Developer, Institutional Partners.						
ASSUMPTIONS	HMDL Application will be developed and Scheduled Training of HMDL content developer will be successful Cost of Server remain fixed No change in Data Bundle Cost Quarterly meeting of HMDL content Committee will hold as scheduled.						
FINANCIAL IMPLICATIONS/BUDGET LINE	University Counterpart Fund, ACE Fund						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Consultancy fee for Software Development						
2	Facilitator fee for Training						
3	Internet Data Bundle for Local Participants for training						
4	Internet Data Bundle for Regional participants for training						

5	Cost of Server							
TOTALS								

Target DLI: DLI 1, 4 & 5
Timeframe: To be determined
Activity 6: Achieving Center Sustainability
Sub-Activity/Task 6.6 : Develop the Analytical laboratory to ISO standard

ACTIVITY	Achieving Center Sustainability						
OUTPUT	ACEDHARS Analytical laboratory becomes a reference for commercial analytical services						
OUTPUT INDICATOR	NAFDAC certification of ACEDHARS Analytical laboratory for use by product certification applicants ACEDHARS Analytical laboratory obtains ISO certification			SOURCE OF VERIFICATION acedhars@unilag.edu.ng NAFDAC certification of laboratory ISO certification			
IMPLEMENTATION MILESTONES	Obtain the requirement for ISO certification of analytical laboratory Commence the procurement process for analytical equipment Supply of equipment by the approved vendor(s) Renew Service agreement Train a technologist in the Analytical lab and a faculty on the use and maintenance of purchased equipment Develop the Standard Laboratory Operating Procedures (SOP) Review analytical laboratory's qualification for ISO certification Submit application for ISO certification Obtain ISO certification						
PROCUREMENT	Purchase of Laboratory equipment Purchase of lab consumables Payment of ISO consultant						
RESPONSIBILITY FOR IMPLEMENTATION	Center leader; Quality Control Research Group Leader, Procurement Officer						
DURATION: To be determined	Commencement: To be determined			Completion: To be determined			
PRIMARY CONSTITUENTS: ACEDHARS, Product Manufacturers, Researchers	PARTICIPANTS: Center Management Team, Procurement Committee, Quality Control Research Group, NAFDAC, International Standard Organization, Laboratory Technologists, Product Manufacturers, Researchers						
ASSUMPTIONS	The Centre Building will be completed as scheduled Furnishing and Equipping of Analytical laboratory as scheduled No change in exchange rate Cost of procurement process remains as budgeted Prices of equipment remain the same Processes involved in ISO certification are duly followed Cost of certification remain as budgeted						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget and Center IGR						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Cost of laboratory equipment and lab wares						
2	Consultancy fee						
3	Cost of registration						

TOTALS							
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Target DLI: DLI 5
Timeframe: Sept. 2020 – Dec. 2020
Activity 6: Achieving Center Sustainability
Sub-Activity/Task 6.7: Protect intellectual properties of the Center

ACTIVITY	Achieving Center Sustainability						
OUTPUT	Rights of production and ownership of brand of Center products are secured						
OUTPUT INDICATOR	Herbal formulations belonging to Center are patented Packaging, design, logo, name, of Center products are protected as trademarks of the Center			SOURCE OF VERIFICATION Patent certifications Trademark certifications www.acedahars.unilag.edu.ng			
IMPLEMENTATION MILESTONES	Hold meeting with University Innovation Office on trademark registration for Rest herbal Soap by Sept. 2020 Develop target trademark signatures by Sept. 2020 Approve trademark signatures by Oct. 2020 Commence the process of trademark registration for Rest herbal Soap at the Nigerian Copyright Commission (NCC) by Oct. 2020 Obtain NCC certificate for trademarks of Rest Herbal Soap by Dec. 2020						
PROCUREMENT	Consultancy service for design of trademarks for Rest herbal Soap Patent Attorney fee Registration of trademarks for Rest herbal Soap						
RESPONSIBILITY FOR IMPLEMENTATION	Start-Up Company Manager						
DURATION:	4 months	Commencement: Sept. 2020			Completion: Dec. 2020		
PRIMARY CONSTITUENTS:	Center Start-Up Company, University Innovation Unit			PARTICIPANTS: Center, Start-Up Company, University Innovation Unit, NCC, Trademark designer			
ASSUMPTIONS	Process of Trademark registration does not change University Innovation Unit is willing to participate in processing of trademark registration Only the intellectual property of the Rest herbal Soap is to be protected within the budgeted period Trademark designer is able to deliver service satisfactorily as scheduled Cobid-19 pandemic does not affect mobility required for filling of Trademark registration						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budgets						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1	Consultancy fee for Design of trademarks – logo, name style, phrase style, jar, color of label				694.44		694.44
2	Search					6.94	6.94
3	Filing					51.39	51.39
4	Patent attorney					83.33	83.33
TOTALS					694.44	141.66	836.10

Target DLI: DLI 5
Timeframe: To be determined in 2021
Activity 6: Achieving Center Sustainability
Sub-Activity/Task 6.8 : Run online self-paced certificate courses

ACTIVITY	Achieving Center Sustainability						
OUTPUT	Establishment of self-paced online certificate courses						
OUTPUT INDICATOR: Self-paced certificate courses in Pharmacovigilance, Formulation and Standardization of Herbal Medicine, Quality Control and Regulation of Herbal Products and Toxicological Evaluation are available online				SOURCE OF VERIFICATION Center online LMS platform Copy of invoice issued to participants Copy of certificates issued to participants acedhars@unilag.edu.ng			
IMPLEMENTATION MILESTONES	Adapt current presentation of short courses to self-paced learning format by July 2021 Upload content on LMS platform Activate registration platform Commence online certificate courses						
PROCUREMENT	IT Consultancy service						
RESPONSIBILITY FOR IMPLEMENTATION	Center Leader						
DURATION: 5 months		Commencement: August, 2020			Completion: December, 2020		
PRIMARY CONSTITUENTS: ACE Team, Students				PARTICIPANTS: Centre Leaders, HOD- Pharmacovigilance, HOD- Toxicology, HOD- Herbal Medicine, HOD- Drug discovery and development, HOD- Regulatory science Faculty, Online participants			
ASSUMPTIONS	Internet failure or connectivity errors						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 IT Consultancy service fee							
TOTALS							

Target DLI:

DLI 5

Timeframe:

June 2020 to June 2021

Activity 6:

Achieving quality education and training

Sub-Activity/Task 6.9:

Purchase equipment for the herbal processing facility

ACTIVITY	Achieving quality education and training						
OUTPUT	Students gain practical experience on herbal medicine formulation and packaging through their engagement in the herbal processing facility						
OUTPUT INDICATOR: Increase in number of Herbal medicine products Different Product Designs and formulations Modern packaging of Products The Center will have more production line which will lead to revenue generation	SOURCE OF VERIFICATION www.acedhars.unilag.edu.ng Relevant documents supporting establishment of the facilities (invoices)						
IMPLEMENTATION MILESTONES	Commence procurement exercise for purchase for equipment Issuance of letter of award to the contractors by October 2020 Delivery and installation of the equipment by November 2020 Validation and Qualification of equipment by the vendors by November 2020 Training on the use of the equipment by the vendor by November 2020 Issuance of completion report by the works department and Herbal Processing facility department by November 2020						
PROCUREMENT	Procurement of Herbal processing equipment Servicing and maintenance agreement						
RESPONSIBILITY FOR IMPLEMENTATION	HOD, Herbal Medicine						
DURATION: 12months	Commencement: 2021			Completion: 2022			
PRIMARY CONSTITUENTS: ACE Team	PARTICIPANTS: ACE Team, vendors						
ASSUMPTIONS	No fluctuation in exchange rate Approval of supply of equipment remain as scheduled Unhindered delivery of equipment Cobid-19 pandemic does not affect mobility required for supply of the equipment Cost of supplies remain unchanged Availability of equipment						
FINANCIAL IMPLICATIONS/BUDGET LINE	ACE Budget						
Budget Line Analysis	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	5 th Qtr	6 th Qtr	Total
1 Semi-Auto Metal Capsule Filling Machine CN-100M						998.99	998.99
2 Olympus CX22 Microscope (2)						1,923.04	1,923.04
2 LEEC™ F2 Drying Cabinet with glass door (540L)						3204.71	3204.71
3 WS2042A - Digital Column Scale Adult with Height Rod						655.54	655.54

TOTALS						6782.28	6782.28
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